

CAPITAL UNIVERSITY OF SCIENCE AND
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**Impact of Employee Development
on Organizational Citizenship
Behavior and Employee Turnover
Intentions**

by

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Dedicated to my loving father (Late)



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List of Publications

It is certified that following publication(s) have been made out of the research work that has been carried out for this thesis:-

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Abstract

Purposes of study: In the current global scenario competition among organizations is so intense, not only for the product and service but also for hiring and retaining efficient employees. Therefore, it is becoming compulsive for the organizations to find ways not only to retain their employees but also to keep them happy. This research was carried out with focus on one aspect of employee development measuring the perception of the employees about investments which their organizations are taking for their development and how these perceptions are likely to influence their organizational commitment, motivation, and job satisfaction in driving turnover intentions and organizational citizenship behavior. An intensive review of literature has been conducted to establish design a theoretical framework and hypothesis developments in context of social exchange theory.

Research methodology: The sample selected for this research study consisted of employees from different Information Technology (IT) related organizations operating in the industry of Pakistan and registered under Pakistan Software Export Board (PSEB). This study is a deductive study in order to establish a casual effect of the proposed variable in non-contrived settings. For this research questionnaire was used as a tool for data collection which was adopted from the well-established constructs of measuring these variables.

Findings: The key findings revealed that perceived investments in employee development contributes more in organizational citizenship behavior than employee turnover intentions. Results also showed that perceived investments in employee development is helpful in determining organizational commitment, motivation, and job satisfaction. Job satisfaction was found to be the highest influenced factor as compared to motivation and organizational commitment. Furthermore, results also showed that job satisfaction, motivation and commitment significantly mediates the relationship between perceived investments in employee development and turnover intentions. Results were also in support of significant mediation of these variables in between perceived investments in employee development and organizational citizenship behaviors. Implications: The findings of the study have also

practical implication for the managers of information Technology industry to incorporate these relations in formulating their human resource strategies for reducing the turnover intentions and enhancing the organizational citizenship behavior of their employees.

Key words: Perceived investments in employment development, Organizational commitment, Job satisfaction, Motivation, Turnover intentions, Social exchange theory, Pakistan software export board, Organizational citizenship behaviour.

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Abbreviations

AC	Affective Commitment
CC	Continuance Commitment
COMM	Organizational Commitment
HRD	Human Resource Development
HRM	Human Resource Management
IT	Information Technology
JSAT	Job Satisfaction
MOTI	Motivation
NC	Nomative Commitment
OCB	Organizational Citizenship Behaviour
PIED	Perceived Investments in Employee Development
POS	Perceived Organizational Support
PSEB	Pakistan Software Export Board
SET	Social Exchange Theory
TOI	Turnover Intentions

Chapter 1

Introduction

In current dynamic environment, organizations are in constant state of change and improvement. This need of performance change is driving organizations towards excellence. However, this objective cannot be achieved without development of human resource. As globalization creeps in the competition has become more intense and organizations human capital become one of the most important tool not only to maintain functioning but also to accelerate and sustain growth. In current knowledge-based economy, management techniques like maintaining sales, controlling costs, innovating products and flattening structures are not the only ways to maintain profitable operations. Managements ability to wisely use workforce knowledge, skills and behaviours is considered as a predictor of success. Managing through continuously developing and retaining the skilled workforce is also very important to gain sustainable competitive advantage ([Pfeffer, 2005](#)).

Organizations to be successful in their endeavor and develop their human resource need to create conducive environment for learning and development. Therefore the organizations need to develop such an environment which encourages development and learning in employees. As development is a continuous process, so organizations essentially need to develop a culture, which encourages learning and development. It should be the organizations top prerogative to infuse the concept and importance of employee development in every facet and plane of the organization. Many proactive organizations are taking different human resource initiatives

to create a progressive organizational culture in order to hold their valued employees.

Keeping human resource management policies and practices in line with overall organizational business strategy generates desired level of competence and employee behaviours (Huang, 2001; Luoma, 2000). To achieve these objectives organizations ensure person-organizational fit at the time of recruitment (Deci and Ryan, 1980), designing equitable compensation and relating pay with performance (Boyd and Salamin, 2001; Parker and Wright, 2001) for recognition of employee contributions and efforts (Davies, 2001) by assigning challenging tasks of their interest (Kraut and Korman, 1999) and providing adequate opportunities for training and career progression paths (Wentland, 2003). Through these human resource efforts organizations shape the attitudes and behaviours of employees to enhance good workplace relations and organizational performance (Whitener, 2001).

Recently many researchers have explored the effect of human resource practices on firms outcomes (Albrecht et al., 2015; Bratton and Gold, 2017; Huselid, 1995; Meyer and Smith, 2000; Mostafa and Gould-Williams, 2014; Paul and Anantharaman, 2003; BHALLA et al., 2014; Wagner III, 1994). The performance related impact of these human resource practices have also been studied like training (Balaji and Balachandran, 2012; Knoke and Kalleberg, 1994) sharing information (Caligiuri, 2014). Though many researchers have confirmed this positive relationship but few (Levine et al., 1990; Wagner III, 1994) have shown concerns about the results because of issues in methodology.

Professional practitioners and academicians have found that organizational managerial practices have a great influence over employee performance (Austin, 2013). Supported by Peters and Waterman (Peters and Waterman, 1982) found the human resource practices and systems as the valuable cause while assessing and describing organizational excellence. Practices like participation; empowerment, re-designed jobs, team work, trainings and performance based reward system are believed for increased organizational performance (Pfeffer, 1994). Recent researches have also reinforced this idea and found a positive impact on performance of the organization (Chow et al., 2013; Demirbag et al., 2014; MacDuffie, 1995; Van

[De Voorde et al., 2012](#)).

Different studies were conducted to find the best human resource practices ([Barney and Wright, 1998](#)), most of them were aimed to determine a mix of practices that may be applied to improve organizational commitment and prolonged stay. Training and development was identified by ([Valle et al., 2000](#)), as the most significant contributor towards employee development through learning, adapting and implementing change strategies at personal and organizational level. By participating in these capacity building activities, employees also develop a sense of self-worth which enhances organizational commitment and retention ([Tai, 2006](#)). Training for job related skills also increases morale of employees and creates a sense of achievement ([Elizur, 1996](#)). Traditionally, Increasing employee commitment, satisfaction, motivation and engagement have been ranked higher by HR scholars as well as practitioners ([Bal et al., 2013](#)). Research revealed that having a committed ([Ghina, 2012](#)) motivated ([Gillet et al., 2013](#); [Mitchell et al., 2012](#)), satisfied ([Ahmad and Yekta, 2010](#); [Colakoglu et al., 2010](#)) and engaged employee ([Bal et al., 2013](#)) can provide organization with different benefits like reduced turnover intentions ([Allen and Meyer, 1990](#); [Alam and Asim, 2019](#)), favourable organization citizenship behaviour ([Kuvaas and Dysvik, 2009](#)) and higher organizational performance ([Whitman et al., 2010](#)).

By applying training and development programs, organizations can have improved level of knowledge, skill and abilities of their existing employees. Organizations can get beneficial outcomes by investing in employees training and development ([Bartel, 1994](#)). Literature acknowledges developing employees as one critical function of human resource practices ([Albrecht et al., 2015](#); [Buller and McEvoy, 2012](#); [Gavino et al., 2012](#)). PIED develop motivation among employees to work hard and positively contributes in organizational effectiveness ([Wood and De Menezes, 1998](#)).

As per the theory of social exchange, the investment of organization in developing their employees is reciprocated by them in positive and improved reactions ([Cropanzano and Mitchell, 2005](#); [Settoon et al., 1996](#)). In other words when organization provides encouragement for the developmental opportunities, employee

become motivated and they put their efforts in improving organizational performance. According to (Rothwell and Kazanas, 1989) Investing in employee development means actually preparing and equipping the workforce of the organization with new knowledge, skills, abilities and other characteristics that makes employee more capable. Investment in employee development leads to competitive advantage of an organization by providing them with continuous learning opportunities that can be used by the employees to polish and develop their current skills along gaining new ones, which in future can lead to effective performance of the employees (London, 1989).

According to (Wayne et al., 1997), PIED is the evaluation that how much an organization is committed to help its employees in learning and getting hold of new skills and competencies which in turn will make an employee capable of moving to new positions not necessarily within organization. So as when the organizations show commitment towards employee development, employees, in turn, are expected to exhibit greater efforts towards achieving organizational goals and improved individual behaviors. (Gutteridge et al., 1993) stated that employees, by exhibiting enhanced retention periods, improved skill level and high morale will become a source of higher strategic advantage for organization regardless of the degree of formalization in employee development programs. According to (Lee and Bruvold, 2003), PIED refers to evaluation by employees regarding their organizations devotion and attention for their growth either personal or professional, by giving them opportunities to learn new skills. More specifically, research on employee development is based upon the assertion that PIED creates a situation such that employees deem their organization gives value to their input and it shows concern about their employability. According to (Dysvik and Kuvaas, 2008), PIED refers to the development of employees at all three levels namely individual, team and organizational level and investing in informing, learning, training and growth of employee for gaining better performance. (Lee and Bruvold, 2003) said that organization provides incentives to their employees by investing in their training and development practices which arouse their responsibility level. Employees are the

most important resources of any organization and they need proper support system from their management in order to develop their core skills to their maximum limit (Tiwari, 2017). These investments will lead to greater contributions from the side of employees following which they may go “an extra yard” in performing for organization.

1.1 Research Gap

One fundamental way to assist employees in acquisition of new skills and knowledge is training and development which is required for achieving competitive standards (Tsai and Tai, 2003). A plethora of literature exists exploring the association of organizational support for employee development and their job related attitudes like employee satisfaction (Ahmad and Yekta, 2010; Colakoglu et al., 2010; Tooksoon, 2011; Riggle et al., 2009; Sahinidis and Bouris, 2008), organizational commitment (Aube et al., 2007; Ghina, 2012; Tsui et al., 1997; Wayne et al., 1997) and employee motivation (Gillet et al., 2013; Mitchell et al., 2012; Sahinidis and Bouris, 2008; Shahzad, 2012). Furthermore, the relationship among job related attitudes and turnover intentions (Cheng and Waldenberger, 2013; Tooksoon, 2011; Riggle et al., 2009) along with organizational citizenship behavior (Benjamin, 2012; Gillet et al., 2013; Karavardar, 2014; Miao, 2011; Pohl et al., 2012) has also been established. There is dearth of literature exist that address aforementioned relationship specifically in context of PIED.

Existing Literature on employee development acknowledged two perspectives of perceived investment in employee development. First is originated from human capital theory which examined the association of training & development with employee turnover intentions. The origin of the expression human capital can be trace to 1960s, when (Schultz, 1961), proposed that Human Capital comprised of knowledge, abilities and skills of personnel in an institute. Most of the explanations of human capital have so far mainly focused on separate aspects of Human capital which are Knowledge, Skills, and Abilities. These previous descriptions make references to the backgrounds of Human Capital, such as development of

workers, their well-being and motivation the firm-level results of best practice or competitive advantage (Ployhart et al., 2014). Still, a developing stream of different writings has tried to merge both individual and organizational view points of Human Capital and inspect their relationship with those outcomes which are competitive in nature (Crocker and Eckardt, 2014; Coff and Kryscynski, 2011; Nyberg et al., 2014; Ployhart et al., 2014; Ployhart and Moliterno, 2011).

The origin of the concept of Human Capital comes from the theory of macroeconomic development. In 1950s, key elements of production encompassed land, physical capital, labor and management (Becker, 2009; Mincer, 1962). While applying to the organizational context, this theory suggests that individuals will increase their basic level of skills if they invest more in their education and training and be additional fruitful as compared to those which are having fewer skills, and so can justify more higher incomes as an outcome of their share in Human Capital. As per (Becker, 2009), education advances wages and output primarily by delivering skill, knowledge and a mechanism of problem analysis. This theory presents the idea that the employees are considered as a human capital and in keeping valued capital, employers choose whether or not to pay the investment for training, essentially investing in the schooling of employees. Remarkably, schooling is directly associated with the income of employees and salary potential as mentioned in the human capital investment literature (Strober, 1990).

It is proposed that investments in employees developments may contribute in employee knowledge, skills and abilities which in turn add more market value and employability in employees, increasing the probability of turnover. Particularly organizational investments in training their employees for general skills are of greater interest because these investments also increase employee productivity (Becker, 1962). Due to this, human capital theory developed this assumption that organizations may be reluctant in making investments in training their employees. However some researchers showed that when employees participate in general trainings, organizations may pay the training cost (Benson et al., 2004). The second point of view contradicts from the first one and put forward that investment in employee developments program may reduce the turnover intentions

of employees (Benson et al., 2004; Sieben, 2007).

It is extensively researched that HRD practices significantly contributes in building employee attitudes and behaviors (Muse and Stamper, 2007). Furthermore, (Lee and Bruvold, 2003) reported, perceived investments in employee development contribute in developing positive sense in the minds of employees that ultimately create positive perception towards organization. These perceptions are some form of psychological contract and rooted in perspective of social exchange theory (Eisenberger et al., 1986). These perceptions of employees stimulate them to act in a reciprocate manner to develop a positive social exchange relationship (Lee and Bruvold, 2003; Wayne et al., 1997).

Social exchange theory is a leading outline to investigate the employeeorganization relationship (Shore and Coyle-Shapiro, 2003). A vital belief in this theory is that workers improve interactions for economic and socio emotional motives, besides this sort of association can forecast attitudes of employees, their motivation, and their behaviors towards the boss.

As per literature regarding theory of social exchange, the significance of the concept of reciprocity at place of work demonstrated by the employees; that is, they will show satisfactory attitudes and work behaviors in exchange of behaviors and attitudes which are directly concerned with them (Cropanzano and Mitchell, 2005; Blau, 1964; Cropanzano et al., 2017; Bateman and Organ, 1983). Investing in human capital is considered a real and long term investment and very much effective. But it should also be very much clear in employees mind that their organization is keen in investing on them and demands clear performance results in return (Birtch et al., 2016).

Higher level of Employee job satisfaction and more willingness for hard work result in higher organizational performance (Eisenberger et al., 2001). Literature acknowledged an ambiguous explanation of turnover intention, whether its social exchange theory or human capital theory which provides clear explanation of turnover intentions (Koster et al., 2011). Some of the studies explored turnover intention with context of human capital (Benson et al., 2004; Bishop et al., 1997;

Greenberg, 2003; Herrbach et al., 2004; Sieben, 2007). While some researchers investigated it under the concept of social exchange theory (Galunic and Anderson, 2000; Harris et al., 2007; Lee and Bruvold, 2003; Muse and Stamper, 2007; Sieben, 2007).

Research studies explored the relationship of PIED and organizational citizenship behavior by using self-determination theory and social exchange theory (Kuvaas and Dysvik, 2009). Researchers examine this relationship by using motivation from two different perspectives, one that originated from job itself when employees feel satisfaction, enjoyment, interest and sense of pleasure in job (Vallerand, 1997). Second perspective was researched by (Gagné and Deci, 2005; Meyer et al., 2004) and (Grant, 2008), who investigated social exchange theory where employee feels his/her obligation in return of organizational investments. There is also scarcity of empirical exploration in aforementioned context (Kuvaas and Dysvik, 2009). As social exchange theory (SET) used expectation of reciprocity to explain exchange that resulted in favorable outcome without considering the view point that potential motivating factors may emanate from the job itself (Coyle-Shapiro and Shore, 2007; Cropanzano and Mitchell, 2005).

Supporting social exchange perspective, (Lee and Bruvold, 2003) initiate the concept of PIED and reported that perceptions of employees for organizational efforts regarding development of employees have significant and positive relationship with work attitudes. (Kuvaas and Dysvik, 2009) extended this same vein and confirmed that PIED is positively associated with organizational citizenship behaviors and employee task performance. They also found a mediating effect of social exchange, intrinsic motivation between PIED and behavioral outcomes. These researches elaborate the logic behind the relationship through which organizations provide services and benefits to employee and in exchange employee shows favorable attitudes and positive work outcomes, which again supports social exchange theory (Emerson, 1976).

Summing up above discussion, literature acknowledges certain openings for further research in literature of under discussion variables (PIED, organizational commitment, motivation, job satisfaction, Turnover intentions and OCB). These variables

and their relationships have been discussed by many researchers but the existing literature is less explored in context of PIED specifically. There is also a little support of empirical evidences confirming relationship of PIED, job related attitudes (organizational commitment, motivation, job satisfaction) and employees behavioral outcomes (TOI and OCB). Direction of relationships is ambiguous as well. Though, the relationships of these variables have been supported by numerous researches in isolation, but there is no comprehensive model examining these relationships as a whole. So, this research was an effort for exploring the concept of employee development. In social exchange theory's context, this was also an attempt to devise a comprehensive model for explaining the contributions of PIED in development of employee job related attitudes (organizational commitment, motivation, job satisfaction) and their behavioral outcomes (TOI and OCB).

1.2 Problem Identification

In this era of fierce global competition, human resources have become increasingly important for organization to be competitive in global market. Developing and adopting successful HR practices are fundamental contributors for achieving sustained competitive advantage through accumulating inimitable, rare and non-substitutable human capital ([Barney and Wright, 1998](#)). In recent turbulent market environment both researchers and practitioners are interested in developing flexible HR practices to polish employee silks and behaviors ([Bhattacharya et al., 2005](#)). Although, employee development is not only important for long term competitiveness but is also for development of high performance work systems. As in literature very little is known about how investments in employee development especially perceived by employees lead to favorable employee work outcomes. Developing positive perceptions regarding the investment of organization is of dire importance ([Jung and Takeuchi, 2012](#)). Therefore, this study focuses the concept of perceived investments in employee development (PIED). Consequently, this research explored the relationship among PIED and employee work related attitudes

(i.e. organizational commitment, motivation and job satisfaction) and employees behavioral outcomes (turnover intentions and organizational citizenship behavior) empirically.

Industrial progress has waded the need of proficient labor to its highest extent. Business all over the world and in Pakistan as well requires the excellence in skill and working. These needs of different industries are usually met by grabbing the cream of the field indulged in other companies of the same field. This shift of labor among companies is quite common these days and can be visualized anywhere whether it is designated as business market or not e.g. telecom companies, media, sports, education sector and even in politics etc. This turnover is primarily because of the attractive offers to the skilled workers made by other companies or in other words it is the result of the dissatisfaction of the worker from the present work place.

Information Technology industry of Pakistan is dynamic and competitive. Currently there seems to be no saturation point in this industry, because the innovations are rapidly been used and consumed. The IT industry is extremely dynamic on the global level and on the national level as well. The competition exists in every aspect from attracting and retaining customers to attracting and retaining employees. Organizations also had to bear the associated cost of hiring and training new employees, which has increased the importance of retaining IT employees. In current economic situation, attracting highly qualified and technically equipped professionals is difficult but retaining them is really challenging (Chien and Chen, 2008; Zhang et al., 2012). On the other hand (Olowokere et al., 2014; Meister et al., 2016; Twenge, 2010) found the involvement of young workers in Job Hopping (i.e. frequently involved in job switching). IT workers possessed certain specialized skills and are found having more chances of changing their jobs (Dinger et al., 2015). So, these trends have made situation more complex for human resource managers to attract these qualified and skillful professionals and retaining them for longer periods (Carayon et al., 2006; Joseph et al., 2007). Retaining employees may prove to be more difficult as all the companies due to competition are offering high salary with lucrative fringe benefits. Therefore a good employee has

no shortage of job offers. Therefore, all these companies are facing the problem to retain their employees. To minimize this turn over the principal requirement is the satisfaction of the worker from his/her work which may help him to be affixed to the same company for longer period. This could be achieved by motivating the worker by attractive work packages, future business progress projects, by creating suitable learning environment and getting an insight of his/her inspiration about the company.

In order to resolve this issue, development of a strategy emphasizing investing in Employee Training and Development could be an alternative. This study is basically an analysis of Employees perception regarding organizational investment for Employee Development and an attempt to explore its relationship with employee job related attitudes (organizational commitment, motivation, job satisfaction) and employees behavioral outcomes (turnover intentions and organizational citizenship behavior).

1.3 Problem Statement

How to develop a comprehensive HRD strategy for employees of IT industry in Pakistan for raising affirmative perceptions regarding the investments in employee development that may positively result in work related attitudes, turnover intentions and organization citizenship behavior?

Following the problem formulation detailed above, this thesis enhance the understanding of above mentioned phenomenon by answering the following questions:

1. What is impact of PIED on organizational commitment, motivation, and job satisfaction?
2. What is impact of organizational commitment, motivation, and job satisfaction on employees outcomes (e.g., turnover intentions and organizational citizenship behavior)?
3. Do organizational commitment, motivation, and job satisfaction mediate the relationship of PIED and outcomes (e.g., turnover intentions and organizational citizenship behavior)?

1.4 Objectives of the Study

This study basically has four major objectives.

- This research examined the relationship among PIED and organizational commitment, motivation, and job satisfaction.
- This research investigated the relationship among organizational commitment, motivation, and job satisfaction with employees outcomes (e.g., turnover intentions, organizational citizenship behavior).
- Current research also explored the mediating role of organizational commitment, motivation, and job satisfaction between PIED and employees outcomes (e.g., turnover intentions, organizational citizenship behavior).
- This study aimed to propose a comprehensive model on the bases of empirical results obtained regarding above mentioned relationships for establishing guiding principles that can be used to develop a strategy by managers for reducing the employee turnover intentions and improving organizational citizenship behaviors through investments in employee development.

1.5 Significance of the Study

The increasing importance of Human Resource Development and high turnover rate in the IT industry of Pakistan is a primary cause to carry out this exploration. The research studies conducted in Pakistan are few in number and there is a wide area of interest for the researchers. Especially in the field of Human Resource Development of IT industry, there is no significant study at all. Therefore, it is suggested to study the Employees perception regarding organizational investment for their Development and its relationship with different job relevant attitudes like Organizational Commitment, Motivation, Job Satisfaction and employees behavioral outcomes like turnover intentions and organizational citizenship behavior. Establishment of the guiding principles for developing the strategy to

reduce turnover intentions will be a significant contribution in the area of human development. It will be equally beneficial for the practitioners of IT industry to use the same for retaining their employees. Each factor will be explained separately to highlight the importance with reference to the employee and its ultimate impact on the employees Turnover Intentions, as an amalgamation of various factors such as commitment with organization, employees motivation and their job satisfaction ultimately will influence the Organizational Citizenship Behavior.

Chapter 2

Literature Review

Employees perceptions of organizational investment for their development, their work related attitudes like organizational commitment, motivation and job satisfaction, their turnover intentions and their citizenship behaviors in organization has been an area of interest for many (Kuvaas and Dysvik, 2009; Lee and Bruvold, 2003) but there is no comprehensive model for studying these variables. For this study a thorough literature has been reviewed for best understanding of relationship among PIED, employees Job related attitudes and their behavioral outcomes. Furthermore, these relationships have been discussed within the application and context of social exchange theory. All the variables and the relationship among them have been reviewed on by one and discussed in this chapter.

2.1 Perceived Investment in Employee Development (PIED)

The concept of PIED (Perceived investment in employee development) states to the assessment of employees of their organizations commitment to employees particular and professional development by facilitating them acquire to recognize and attain new skills and capabilities (Lee and Bruvold, 2003). Dysvik et al. (2016), described that the assessment of an employee about the intensity of commitment that the organization demonstrates towards investing in employees development

is known as perceived investment in employee development (PIED).

As per another research PIED, in relation to other outcomes and variables, can be described as the belief of workers in organization recognition and valuation of their input and the commitment of the organization towards employees personal and professional development can enhance and lead to numerous reimbursements such as higher output plus economic performance, lesser turnover intentions of employees, encouraging inspiration, and extraordinary commitment (Lee and Bruvold, 2003; Shore et al., 2006; Rothwell, 1999; Wayne et al., 1997).

PIED is employees' perception that whether they have development opportunities in organization and at what level they have opportunity to develop their competencies (Solberg and Dysvik, 2016). As claimed by (Eisenberger et al., 2001), POS is a source for the development of perceived obligation among employee to help the employer for achieving organizational goals employees need appropriate chances of development like career progression opportunities, healthy interpersonal relationships, and appraisals. If these chances are not appropriate and inadequate, they will be likely to leave the organizations and start thinking to switch their careers (Childs et al., 2017; Dysvik and Kuvaas, 2010; Sani et al., 2016; Zaitouni, 2016). Zhang et al. (2012) viewed POS as "the excellence of the give-and-take social exchange taking place amongst employees and the employers". POS was also observed from the viewpoint of trade off custom. As such, when employers provide a good management to their staff, workers respond in return by being involved in their profession. In line with the reciprocity norm POS has been associated to many other philosophies.

A number of researches explored the concept of POS, however PIED is relatively less explored concept. PIED is basically, developing employees assessment that organization is committed to help them in obtaining new knowledge, skills and abilities which may result in increasing their employability and potential to grow in their careers (Wayne et al., 1997). Consequently, employees are induced to put more efforts in meeting the organizational objectives if they feel more organizational commitment towards their growth. Though POS is a composition of

employee attitude regarding the support provided by an organization to its employee, but important component of employee investment are missing in it. Similar to POS, theoretical justification of employee development can also be found in SET (Eisenberger et al., 1986). As the significant contributions of POS has been researched (Ahmad et al., 2010; Chiang et al., 2011; Miao, 2011), it is also needed to determine that how perceptions of employees regarding organizational investments for their development is effecting their job related attitudes and outcomes. Survey has been extensively used by several intellectuals to examine this relation. As far as development is concerned, Perceived Investment in Employee Development instrument (PIED) has also been used internationally to determine growing struggle and effort made by companies, viewed from employees perspective (Lee and Bruvold, 2003; Kuvaas and Dysvik, 2009; Dysvik et al., 2016).

2.2 Application of SET and PIED

Cropanzano and Mitchell (2005) pointed out social exchange as one of the best explanatory and influential theory of employee behaviors at workplace. Research scholars have explored and argued the scope of social exchange theory; the basic doctrine in an organizational setting is that employee decisions are influenced and are inclined with the socioeconomic system of contextual value. Social exchange serves as an inducement for employee to meet organizational demands that in return rewards employee. In simple words social exchange theory operates as system of interdependence of employee and employer relationship which is cyclic in nature and reciprocity based values are exchanged (Cropanzano and Mitchell, 2005).

Social exchange theory argues that in organizational working context, reciprocal interdependence between organization and employee generates a sense of obligation on employees through continuous interaction (Saks, 2006). In recent times, social exchange theory has offered fertile implications in research, related to employee development (Cho and Huang, 2012). The view point grounded within social exchange theory anticipated that when employees feel organizational support in a work context, particularly support for participation in developmental

practices, they would report high level of work related outcomes that result in reduced level of intention for turnover. Considering the basic assumptions of social exchange theory, it was expected that work related employee attitudes (organizational commitment, employee motivation, job satisfaction) may mediate the relationship between PIED and their behavioral outcomes (turnover intentions, organizational citizenship behavior). So, Social exchange theory can play the pivotal role for developing proposed perceived investment of employee development (PIED) framework.

2.3 Employee Turnover Intentions (TOI)

According to (Aguenza and Som, 2012), the success of the organizations can be determined by retention ratio of their employees. Organizations need to retain their talented and highly educated staff especially when turnover ratio is very high (Anitha et al., 2016). (Bester, 2012) stated that intentions to turn over come first before people actually leave the job. (Fishbein and Ajzen, 1975) described turnover intention as the behavioral intention of an individual which is also known as conation, in their framework of planned behavior to leave the employ of the organization. Turnover intentions are also defined as the degree of their willingness and plans to quit an organization (Lacity et al., 2008). (Tett and Meyer, 1993) said it is the intentional and willful attempt of an individual to leave the organization. It is also explained as the probability of persons movement across the boundaries of an organizational system (Quadagno, 1978). (Fishbein, 1967) determined turnover intention as the topmost and sole predictor of his intentions to perform that behavior. (Mobley, 1982) explained this intention as quitting the work on a voluntary base. (Quadagno, 1978) has also defined turnover through a formula of ratio of employees left with average of total number of employees in that organization during the period under consideration. He further divided turnover in two types, voluntary and involuntary. But both types negatively affect the working of organization. Therefore the organization at any cost would aim to avoid such a situation.

According to [Khalid et al. \(2009\)](#), the term Turnover retention discusses to the permanent destitution from the organization which may be voluntary as well as involuntary. Those intentions of employees which are categorized as voluntary intentions are observed as the most detrimental and most of the time it is unexpected. Replacement for employees and their training costs rise with higher rate of employee turnover hence it will influence the performance of the organization as a whole ([Jain et al., 2013](#); [Yung Chou and Lopez-Rodriguez, 2013](#)). [Lin et al. \(2017\)](#) defined Turnover intention as the willfulness of employees to isolate from their current position or institute. A lot of motivational factors like career development, recognition, efficient management and characteristics of the job play their vital role in shaping the perception of employees and in helping them decide to remain and continue their membership with the organizations ([Goldstein et al., 2017](#)). But among those factors the most significant ones are the development of employees and social and economic exchange practices ([Tanwar and Prasad, 2016](#)). According to the study of [Islam et al. \(2019\)](#), 82% workers from worldwide had intentions to leave their organizations. The turnover intention has severe unhelpful consequences for effective organizational functions ([Rahman, 2020](#)).

2.4 Organizational Citizenship Behavior (OCB)

OCB has grabbed researchers interest in European and United States context but has received less exploration in Asian contexts ([Rasheed et al., 2013](#)). OCB offers interesting and unexplored avenues. [Sendjaya et al. \(2019\)](#) revealed that OCB may be classified into an organization-oriented organizational citizenship behavior which permits the entire organization to contribute to consequential reimbursement, and a person-oriented organizational citizenship behavior which brings short term personal benefits along with the long-term indirect benefits which compass whole organization. According to ([Bateman and Organ, 1983](#)), employees who are representing these behaviors generally tend to produce actions which are more under their discretionary control rather than conventional productivity controls and

measures. Organizational citizenship behaviors portray proceedings in which human resources are agreeable to go above and outside their prescribed role necessities. Therefore, it is very important to develop Organizational citizenship behaviors in the employees of organizations (Matin et al., 2010).

Previously, OCB was regarded as a discretionary behavior which was not rewarded (Organ, 1988) but almost after a decade, (Organ, 1997) redefined OCB as a contributor in performing a task by maintaining and enhancing psychological and social context. (Allameh et al., 2011) also defined OCB as an individuals non-explicitly identified voluntary behavior which increases his level of responsibility but have no rewards attached. Singh and Singh (2013) also identified OCB as employees discretionary unrewarded behavior in organization but ranked it as essential for organizational efficient and effective functioning. OCB describes some behaviors which are not compulsory or guided in routine descriptions for employees, these behaviors totally depend on an employees own choice, and if not performed due to any carelessness will not be penalized by the management (Farahbod et al., 2012). According to (Yahaya et al., 2011), those workers who portray OCB are enthusiastic to look after further responsibilities and they, in return, do not expect anything from the management and the organizations, yet they will be pleased by the advancement of their organization.

Smith et al. (1983) categorized OCB into two different dimensions i.e. Altruism and Generalized Compliance. He originally predicted it as the beneficial behavior for the organizations which employee is not enforced to reflect as a formal role expectation and even not considered for a reward. Through structured interviews of managers he operationalized OCB as Altruism (behaviors intended to help other people at workplace) and Generalized Compliance (impersonal behaviors like complying with workplace norms). In the same era, (Bateman and Organ, 1983) identified altruism, cooperation, compliance, complaints, criticising others and arguing with them, dependability, housecleaning, punctuality and waste as OCB dimensions. (Organ, 1988) identified altruism, conscientiousness, sportsmanship, courtesy and civic virtue as the five dimensions of OCB. By using his dimensions, in a later study conducted by (Swaminathan and Jawahar, 2011) confirmed OCB

as a multidimensional behavior of help orientation and courteous behavior. By conducting a factor analysis of items in order to predict OCB, (Khalid et al., 2009) discovered a new dimension of OCB, which was named as patience. Later according to (Okurame, 2012), the five dimensions of OCB were considered, and those dimensions are altruism, sportsmanship, Conscientiousness, civic virtue and courtesy. In a later study conducted by (Ahmad, 2011), the five dimensions of (Marsh and Hocevar, 1988) were reconfirmed. Whereas, according to (Arif and Chohan, 2012) OCB has four dimensions as helping interpersonally, individual initiatives, personal industry and loyalty booster. Employees performance can be enhanced through the creation of more improved employee job satisfaction and organizational citizenship behavior (Larono and Ektivianus, 2020).

2.5 Organizational Commitment (COMM)

Organizational commitment can be understood in many respects. Researchers have reviewed the concept with various parameters in mind. Amongst the known researchers; Becker (1960), Porter et al. (1974); Meyer and Allen (1991); and O'Reilly and Chatman (1986) have given constructs that make case for understanding commitment behaviors. We first start by reviewing the historical background of the construct of organizational commitment.

2.5.1 Commitment as Side Bets

Becker (1960) explained it as a relationship of employee and his organization, dependent upon a contract between them for exchanging economic value and behavior. He claimed that employees side bets (somewhat hidden or completely hidden) in their organizations are main cause of their organizational commitment. Thus if anyone were to leave, the bets would not be claimed. He also suggested economic costs accrue over time which makes it even more difficult for employees to quit their organization.

2.5.2 Commitment as Affective Dependence

Commitment is termed as, “Loyalty to employer” (Kanter, 1968). (Porter et al., 1974) propagated that organizational commitment is comprised of three components namely believing and accepting organizational goals, willingly exerting significant effort and wishfully maintaining organizational membership. (Mowday et al., 1979) explained this by referring to behavioral and attitudinal aspects of a committed employee. Behavioral commitment was explained in terms of individuals behaviors in which they choose to keep a link with the organization and forgoing alternative options. Attitudinal commitment was described as the extent of conformity between values and goals of employees with those at organizational level.

2.5.3 Commitment as a Multi-Dimensional Construct

Commitment was seen as attachment and loyalty by (Mowday et al., 1982). (O’Reilly and Chatman, 1986) focused on psychological attachment that depended on two important aspects, namely identification and internalization with the organization. They defined it as employees psychological attachment with their organizations along with their compliance to the extrinsic rewards which are a result of this attachment. Whereas, (Meyer and Allen, 1991); developed a comprehensive model to explain commitment. They defined commitment as constituted by three components i.e. affective, continuance and normative.

2.5.4 Three Components Commitment Model

Organizational commitment was firstly explained as a constituent of three different dimensions or components by (Allen and Meyer, 1990). The first component was affective commitment and was referred as emotional attachment with organization, need for identification as an organizational member and involvement in organization. The second part namely continuance commitment was explained as the associated costs which employee has to pay if he leaves the organization.

Thirdly, normative commitment was elaborated as a feeling of obligation by employees to stay with their organizations. (Meyer and Allen, 1991) further discussed commitment as a desire and a need and an obligation as three components of expressing their psychological state to stay with the organization and all these components have different implications on behaviors of employees in organization and are determined differently by the presence of different factors as well. (Meyer et al., 2002) conducted meta-analyses and concluded that though these three components are related but can be differentiated from each other and also from other job related attitudes like job satisfaction, involvement and commitment with the occupation. (Allameh et al., 2011) defined organizational commitment as ones dependence upon and identification with the organization. Three forms of organizational commitment which were proposed by (Meyer and Allen, 1991) were adopted for this research study to explore the effects of PIED on these three dimensions and then their contributions towards turnover and organizational citizenship behaviors. These three components have also been defined by different authors in different eras, these are given below:

2.5.5 Affective Commitment

Affective commitment has been considered as one of the basic type of organizational commitment and usually referred as individual's association with his/her organization. Different researchers have referred it as summarized in table 2.1.

2.5.6 Normative Commitment

Normative commitment is another facet of organizational commitment. It is conceptualized and explained as an individual's feeling of moral obligation to keep association with his/her respective organization as further defined in table 2.2.

TABLE 2.1: Affective commitment

Author	Year	Definition
Kanter	1968	Individuals affection and emotional attachment with the group. He viewed commitment as a psychological construct involving emotional attachment and relationship building.
Buchanan	1974	It explains employees attachment with the goals and values set by organization <i>i.e.</i> , commitment is a pure attachment between employee and his organization.
Porter, et al.	1974	Narrated it with the help of three characteristics, namely; accepting and believing in organizational objectives and goals, willingly exerting a focused effort in achieving organizational goals, and desiring to maintain the status of organizational member.
O'Reilly and Chatman	1986	A psychological bond between employee and organization. This bonding could be viewed in terms of inherent loyalty that employee feels towards organization along with his inclination to go beyond the call of his duty for his organization.
Meyer & Allen	1991	Referred as emotional attachment with organization, need for identification as an organizational member and involvement in organization.

2.5.7 Continuance Commitment

Continuous commitment is another important type of organizational commitment. Continuance commitment is usually perceived as cost which individual has to bear in case of leaving his/her organization as described in table 2.3.

TABLE 2.2: Normative commitment

Author	Year	Definition
Sheldon	1971	Explained normative commitment as employee attitude and orientation that links his entity with organization. The level of linkage puts the individual in an obligatory relationship and he cannot leave the workplace.
Wiener	1982	He defined commitment in aspects of internal normative pressure which engages an employee in behavior required to meet organizational objectives and interests. It is determined by Organizational identification and generalized values of loyalty and duty.
Bolon	1997	Defined normative commitment as a Feeling of obligation which employees have for their workplace.
Marsh and Mannari	1977	It is a moral consideration of an employee to stay with organization regardless of satisfaction which he is getting from his job. The emphasis was on the aspect of it being morally; “right to stay within same organization”.
Meyer and Allen	1991	Elaborated it in terms of a feeling of obligation by employees to stay with their organizations.

2.6 Motivation (MOTI)

Motivation means a reason or combination of reasons for behaving or acting in a particular way (Guay et al., 2010). Its basically motivation as a determinant of how firmly an employee tries to engage himself in desired behavior (Organ et al., 2005). (Chang, 2010) stated that motivation refers to the reasons which act as fundamental for a specific behavior. Broussard and Garrison (2004) as cited in (Lai, 2011) defined it as a characteristic which prompts people to do something or not. (Turner, 1995) said motivation is one and the same as cognitive engagement and he

TABLE 2.3: Continuous commitment

Author	Year	Definition
Kanter	1968	Explained continuance commitment as comparison of associated profits and costs with staying and leaving the organization respectively. Thus commitment was perceived as a loss of opportunities that kept an individual working in a certain job.
Hrebiniak & Alutto	1972	Defined it as a structural phenomenon that can be linked to the transactions between individuals and organizations. The emphasis of the explanation was heavily relied on economic exchange in terms of a win-win situation for both.
Meyer & Allen	1991	The associated costs which employee has to pay if he leaves the organization.

defined it as intentional usage of self-managed and high quality strategies for learning through paying attention, association, scheduling and supervising. (Gottfried, 1990) said motivation involves a collection of values, insights, ethics, welfare, comfort and actions which all are closely related to achieve result. He has also focused on cognitive (using strategy, monitoring) and non-cognitive (Beliefs, attitudes, perceptions) behavioral aspects of motivation e.g. motivation is enjoyment and curiosity of learning tough, hard and new tasks with determination and mastery. (Sachdeva and Kumar, 2011) defined the level of work motivation in terms of its different dimensions of needs like personal growth, achievement, self-control, monetary gains, non-financial gains, autonomy, self-actualization, social affiliation and conformity.

2.6.1 Motivation: Intrinsic and Extrinsic

It is defined as basis upon which someones behavior is characterized by readiness to act or volition. So, motivation is of two types i.e. intrinsic, which is vivacious

by personal attention, delight or contentment and extrinsic, which is administered as strengthening incidents. (Ryan and Deci, 2000) also distinguished these two types as intrinsic motivation, which is an important construct to represent human tendency to learn and understand things but contrary to it, there is extrinsic motivation representing external controls and vulnerable relative autonomy. According to (Hackman and Oldham, 1976) intrinsic motivation is related to internal feelings of employees on the job and it is related to working successfully or in an effective manner. (Deci and Ryan, 1980) stated that intrinsically motivated workforce is that workforce who feels, observes and finally reports a sense of independence, willpower, ability and attentiveness in completing those tasks which are mandatory for their work. Intrinsic motivation is often contrasted with extrinsic motivation by different researchers and according to them, intrinsic motivation is found to be more attractive, advantageous, and desirable and it also provides better learning outcomes (Deci et al., 1999). They also found it as animated by personal satisfaction, concern, gratification. And according to them, extrinsic motivation is that type of motivation which is having external nature, which is obvious and can be observed. Intrinsic motivation to involve in a particular behavior is triggered from within the individual to satisfy himself, while extrinsic motivation driven by external rewards and punishment (Cherry, 2016).

2.6.2 Motivation Approaches

There are three Modern approaches to explain motivation personality based approaches cognitive choices or decisional approaches and (3) Goal/ self-regulation approach (Kanfer and Ackerman, 1989).

2.6.2.1 Personality-Based Views

According to (L. Bowditch and Buono, 2001) and (Nicolson et al., 1995), personality-based views of motivation mean that there is a definite impact of permanent individual characteristics which can affect their goal choices. Hierarchy of needs theory by (Maslow, 1970) was the first advocacy for this view which stated that

workplace behaviors of employees are dependent upon their present needs level; Clayton Aldefers ERG theory represented second personality based perspective; third type of motivational theories emphasized the situations through which motivation is aroused and which further influences individuals behaviour as stated by J. Stacey Adams Equity Theory according to which employees get motivated when they perceive justice in their inputs and outputs as compared to other workers in the organization; another type of motivational theory was David McClellands Socially Acquired Needs Theory which stated that people are motivated by their need for achievement, power and affiliation.

According to (Maidani, 1991) another motivational theory is Herzbergs two factor theory, which is comprised of two different sets of job related factors: whose presence is preventing dissatisfaction without increasing motivation (hygiene); and whose presence encourages growth (motivators) therefore if one wants to motivate his employees, he needs to add the elements of satisfaction along removal of dissatisfying factors from employees job.

2.6.2.2 Cognitive Choice/ Decision Approaches

Elaborating this approach of motivation, (Nicolson et al., 1995) found expectation and value of outcomes and results that are associated with each option for individual as the two determinants of choice and action. So, on the basis of this, an individuals decisions and choices are now based upon expectancy value theories. Victor Vrooms expectancy theory is an explanation of how individuals make choice on the basis of valance of outcomes.

2.6.2.3 Goal/Self-Regulation Approach

Goal/self-regulation framework of motivation lays emphasis on all those factors which can influence achieving the goal and which focus on the association between goals achievement by the workforce and their work behaviors (Locke and Latham, 1990). Locke (1968) found the basic purpose underlying this theory as goal setting will build an individuals mindful intents (goals) which determine his

workplace motivation because goals direct employees beliefs and actions regarding their work activities. (Lord and Kernan, 1989) stated that the research regarding this approach indicated acceptance of goals by employees and performance feedback are required for accomplishing goal-performance relationship. (Lord and Kernan, 1989; Kanfer and Ackerman, 1989; Bandura, 1986; Nicolson et al., 1995) focused on establishing a relationship between individual, goal characteristics and situations impact upon goal striving and performance.

2.7 Job Satisfaction (JSAT)

The notion of Job satisfaction was defined as group of positions with varying duties, responsibility, skill and knowledge which relates individuals feelings towards his job; it may be defined as number of tasks an individual is responsible to perform so it is the perception of employees regarding rewards they receive and rewards they expect they should receive therefore, employees get more satisfaction if they get what they expected. According to Fattah (2017) job satisfaction is a status of constructive emotions that outcome from assessment of an employees work experience. It was also described that the dimensions of job satisfaction are the job, salary, promotional chances, supervision and co-workers. (Davis, 1977) explained this concept as an employees perception of favorability or un-favorability of his job and it becomes even more prominent if their job characteristics are similar as desired by them. (Robbins, 2003) related it with a comparison of expected rewards with actual rewards and as a general attitude about ones job. (Locke, 1970) explained it as an emotional state of gratitude and positivity which is an outcome of the assessment of his experiences on job or job itself.

Job satisfaction of organizational employees is imperative for the reason that job satisfaction is the degree to which constructive requirements are fulfilled by means of job experience (Kampkötter, 2017). (Kahn, 1960) determined Job satisfaction as a cause of reduction in absenteeism, actual turnover and even the rate of accidents. Greenberg (2003) explained it as an individuals cognitive, affective and evaluative reaction for his job and this reaction might be positive or negative; it shows the

happiness, contentment and feelings of pleasure related to ones job activities. In the past, there was little known about it as people were to follow the profession of their ancestors no matter they wanted to be in that profession or not so satisfaction was having no importance; since a large number of forces are now studies that can lead to satisfaction like pay level, attached benefits, fair system of promoting individuals, working conditions, leadership, opportunities to socialize and above all job itself (clear job description, task variety, challenge and interest). (Spector, 1997) elaborated it as employees feeling about different facets of job. According to (Ellickson and Logsdon, 2002), it is the likeliness of duties assigned to individuals on their job. Job satisfaction is defined as employees positive or exciting reaction to numerous aspects of his/ her job (Schermerhorn, 1993). (O'Reilly III, 1991) also expressed it as a feeling of employee for his work which is influenced by his perceptions about job. (Wanous and Lawler, 1972) defined Job satisfaction as a totality of satisfaction from each facet of the job.

(Emami et al., 2012) identified different factors for explaining job satisfaction like pay and benefits, supervision, rewards contingent upon performance, coworkers, supervision, ways of communication and work itself. (Sethi, 2012) defined job satisfaction in different ways; first, emotional state of positivity and pleasure extracted out of experiences at job, second, satisfactory emotional perceptions and social attitude applied for his job, third, an internal state of favor and disfavor expressed in terms of affection and cognitive evaluation of job. Professional commitment with the organization and Loyalty can be increased through job satisfaction of employees which further result in increased productivity level (Rahman, 2020).

2.8 Relationship between PIED and TOI

Diah et al. (2020), found a positive impact of PIED on employee retentions in 316 frontline workers of different pharmaceutical companies of Indonesia. The study revealed that the PIED will reduce the turnover intentions of employees. Dickson (2019) found a significant negative relationship between Intentions to leave and PIED among workers of mining industry. Wayne et al. (1997) are also of

the support to this view point and found same when they investigate about the antecedents and outcomes of Perceived organization Support (POS). They found that POS is significantly negatively correlated with employees intention to quit the organization. While examining the relationship between perceived support for employee development and (Koster et al., 2011) documented that individuals feelings regarding the support of their organizations and perceptions that organization is investing to train their employees through enhancement of their learning capabilities, their intention to quit reduces. So perceived support for employee development has a negative relation with TOI.

(Jawahar and Hemmasi, 2006) tested above said relationship on women and found a support for a hypothesis that perceptions of organizational support for womens advancement had negative relationship with turnover intentions. Furthermore, (Kalemci Tuzun and Arzu Kalemci, 2012) explained that if employees perceived supervisor support is greater and they face low organizational support, their intentions to turn over will increase. Same results hold true for the telecom sectors as well and it was found that POS has negative impacts on turnover intentions of employees (Hussain and Asif, 2012; Knapp et al., 2017; Doré, 2005) also suggest that designing developmental jobs and management training is essential to ensure that needs of software developers are met and to keep turnover low.(Paré and Tremblay, 2007) also confirm a relationship among highly skilled professionals performing a wide variety of IT jobs, and found that if competency of employees is developed, their turnover intentions get reduced. Organizational support in form of providing job security, opportunity to growth and resource availability to employees these are strongly related to turnover intention(Roy et al., 2017). A recent study show that employees perception of human resource practices have significant effect on turnover intentions (Santhanam et al., 2018).

(Forrier and Sels, 2003) investigated whether higher rate of turnover is due to lower rate of investment in employee training among four sectors i.e. the wholesale trade, the food sector, the software sector, and the printing industry? Results of their research revealed that variations in employee numbers and the training investments made by them are positively related to one another. (Tooksoon, 2011) found that

job training provided to employees as a human resource management (HRM) practice (form of investment in employees) is negatively and significantly related with turnover and also proved as a strong predictor of turnover. Whereas, (Cheng and Waldenberger, 2013) present more comprehensive point of view and link the type of advancement an employee received with their intention to stay in an organization. As training is an important investment in employees by the organization, so Cheng and Waldenberger (2013) researched about this and found that when employees are trained regarding general skills, their intention to quit is not affected and they keep on quitting when they wish but if they are taught specific skills, their commitment increases with the organization and they keep on staying there. (Martínez-Martí and Ruch, 2017) stated that workplace development opportunities positively relates with individual employability further stated that employee who perceive high career development support by superiors and workplace learning opportunities have less turnover intention. Perceived organizational support for development linked with employees turnover intention negatively (Kumar et al., 2018)

A significant relationship was discovered among employee development and employee turnover intentions in Highway maintenance organizations of United States (Hall, 2019) and in increasing employee Burnout. Moreover, (Benson, 2006) also found that if in organizations, their employees are developed through different training methods then it reduces their turnover intention. As employees may be developed through on job training methods or can be given opportunity to participate in tuition-reimbursement but he found that tuition-reimbursement was not negatively related to TOI unless the employees get degree through reimbursement and promotions. In addition to this, (Amin and Akbar, 2013) conducted a research and they found that employees who were provided the opportunity for personal growth, whose needs were fulfilled and towards whom the organization shows concern of well-being have shown less turnover intentions compared to others.

Initially when Randall, (Randall et al., 1999) investigated the link between organizational support and work related attitudes and behaviors, found that organizational support was related with turnover intentions. Later a study was conducted

by (Riggle et al., 2009), in their study they highlighted through meta-analysis that perceived organizational support and job outcomes are having strong and negative effect on employees intention to leave. (Emerson, 2013) also found an evidence among government accountants that POS has negative relationship with turnover intentions. This link has also been proved for the employees of universities and companies etc. of China (Zhou, 2009) for employees of local savings banks in Norway (Dysvik and Kuvaas, 2008) and for Malaysian bankers as well (Islam et al., 2013). A most recent research have found that PIED significantly relates with turnover intention (Zaitouni, 2016). On the basis of above discussion it is hypothesised that:

Hypothesis 1: PIED has a significant relationship with TOI.

2.9 Relationship between PIED and OCB

Literature illustrated that, positive perceptions regarding the support and development provided by the organization develop a sense of greater employability which causes the development of OCB and lower the turnover intentions. Research studies also proved a positive association of POS and OCB (Shore and Wayne, 1993). (Wayne et al., 1997) in an investigation of antecedents and outcomes of POS and leader member exchange and found that employees organizational citizenship behaviors were significant and positively correlated with POS. Employees exhibit high level of organizational citizenship behaviors to their organizations when they are provided with over or mutually invested relationship than in under invested relation (Tsui et al., 1997).

While investigating the association of organizational support to various work related attitudes and behaviors (Randall et al., 1999) found supportive results for their proposed hypothesis, i.e. organizational support was found to be related with organizational citizenship behaviors. (Liu, 2009) also documented significant relationship of perceived organizational support (POS) for employees working in both (parent company as well as subsidiary) with organizationally desired level of OCB. (Miao and Kim, 2010) found positive association between POS and OCB of

employees and their supervisory staff of two government managed organizations in China. It was also found that POS had significant positive association with all of the four dimensions of OCB namely helping behaviors, courtesy, conscientiousness and civic virtue. So, when organization provide support for training and create learning environment in the organization then it significantly help employees to positively engage in OCB (Ahmad, 2011). Findings of another study shows that when employee perceive positive organizational support they positively affects work related outcomes; affective commitment, work engagement, and organizational citizenship behavior (Gupta et al., 2016). (Afsar and Badir, 2016) stated that hotels who try to build organizational citizenship behavior in their employee should concentrate on perceived organizational support as it is major predictor of organizational citizenship behavior. Therefore, it is suggested that soft skills training should be provided in order to develop employees such as changing the mindset and building positive attitudes.

Social exchange theory also provides evidences of the positive association between these two variables in a study of nurses working in health sector (Pohl et al., 2012). Organizations can promote citizenship behaviors of employees by providing a favorable and developmental environment at their workplace (Ahmed et al., 2012). (Chiang and Hsieh, 2012) indicated that perceived organizational support positively affected organizational citizenship behavior among hotel employees. Singh and Singh (2013) reported a positively significant relationship of perceived organizational support (POS) with OCB among front levels managerial personnel of Indian organizations. Research conducted by (Karavardar, 2014) advocated a strong association between these two variables under discussion among employees of fast food restaurants in Turkey. (AlKerdawy, 2014) found that POS was positively and significantly influencing organizational citizenship behavior among employees of public banks in Egypt.

Contrary to this, (Moorman et al., 1998) gave a support for a relationship of perceived organizational support with helping interpersonally, personal industry and loyalty booster dimensions of organizational citizenship behavior. But they did

not find any significant relationship with individual initiative in large military hospital located in the Midwest. Furthermore, (Bell and Menguc, 2002) found that there was no direct association between POS and the five dimensions of OCB. On the basis of above discussion it is hypothesised that:

Hypothesis 2 : PIED has a significant relationship with OCB.

2.10 Relationship between PIED and COMM

Research studies have examined the relationship of corporate culture and organizational commitment by considering wide range of cultural aspect, for instance, training and development, communication, teamwork and reward and recognition. Results revealed a positive association with organizational commitment. Scholars also highlighted that if organizations invest in training and development of employees as a significant predictor of organizational commitment (Ghina, 2012). (José Chambel and Sobral, 2011) investigated about the existence of social exchange relationship between organizations and their temporary employees. Social exchange means that perceptions of organizational practices like training by an employee enhance his employability. Result also showed the usefulness of social exchange theories in explaining affective commitment of temporary workers towards their organizations. The relationship between training and affective commitment partly occurred through the perceived organizational support. Perceived support for training is linked with the affective commitment component of organizational commitment in hospitality industry of Iran (Anvari et al., 2010). (Leveson et al., 2009) also supported that POS and affective commitment are positively correlated. Through a thorough meta-analysis, (Riggle et al., 2009) revealed that perceived organizational support has significant relationship with job outcomes such as having positive effect on organizational commitment. Employees become more committed when they feel that in exchange of their commitment, organization are also committed to them and provide them support for their development. Moreover, employees increased affection with the organizations and their expectations to get rewarded for their more efforts can be achieved through developing their favorable

perceptions of organizational support (Eisenberger et al., 1986). Perceived organizational support is also found as a significant contributor of organizational commitment. (Ayers, 2010) argued that perceived organizational support is a primary driver of employees commitment with their company. (Aube et al., 2007) examined relationship of perceived organizational support with affective commitment, normative commitment and continuance commitment as three different aspects of organizational commitment. The results showed a positive significant association with affective and normative commitment but found no significant correlation with continuance commitment. But (Casper et al., 2002) found Perceived organizational support as a predictor of two types (i.e. continuance organizational commitment and affective commitment) for employed mothers. (Randall et al., 1999) also found consistent results with his proposed hypothesis, i.e. organizational support was positively and significantly related with both types of commitment (affective and continuance commitment). A Study conducted on 403 line managers found that developmental HR practices linked with affective organizational commitment (Marescaux et al., 2017). When employee perceive positive organizational support it develops organizational commitment (Liu, 2018). An empirical study on higher education in Malaysia found the positive relationship between organizational innovative environment and three components of organizational commitment and also found that there is significant positive relationship between organizational innovative support and organizational commitment (Pawan and Omar, 2018).

(Wayne et al., 1997) investigate about the antecedents and outcomes of POS and Leader member exchange. They also found that POS as a significant and positive predictor for affective commitment component of organizational commitment. Managers can enhance commitment only by recognizing the employees those needs which are valued by them and providing organizational support for satisfying those needs. (Currie and Dollery, 2006) suggested, a solution for the problem of low commitment of Australian police. They suggest that support from the organization by providing additional skills through training and tuition subsidies for the police

officers could lead to an increase in organizational commitment by those employees. (Chiang et al., 2011) also found the same results of positive association between support and organizational commitment. (Colakoglu et al., 2010) find an evidence of the significant and positive relation of perceived organizational support with these three dimensions i.e. affective, normative and continuous commitment in the hotel industry of Turkey. Similarly, O'Driscoll and Randall (1999) and (Randall et al., 1999) showed that perceived organizational support significantly link with continuance and affective aspects of commitment among workers of dairy industry of Ireland and New Zealand. Furthermore, (Muhammad, 2014) also confirmed POS as a positive predictor of affective commitment among employees of business organizations in Kuwait.

Pajo (2005) also suggested through research findings that employees from a wide range of organizational settings respond favorably to efforts by their employer to foster skill development, employability and career advancement. That may be a reason that PIED was having a positive relationship with effective commitment. On the basis of above discussion it is hypothesised that:

Hypothesis 3: PIED has a significant relationship with COMM.

2.11 Relationship between PIED and MOTI

The employee perception regarding investments made by an organization for training and development programs is an indication for the motivation of the employee. (Sahinidis and Bouris, 2008) indicated that there is a significant correlation between the employee perceived training effectiveness and motivation of employees and lower managers in five large Greek organizations, after they had completed a training program. Organizational support to the employees leads toward the intrinsic and identified motivation Mitchell et al. (2012). Gillet et al. (2013) investigates about the police officers perceptions of organizational support (i.e., the degree to which organizations value the police officers contributions and care about their wellbeing) and work motivation and documented a significant and positive

relationship. Furthermore, [Shahzad \(2012\)](#) conducted a study on employees working at different position in private sector banks of Pakistan and the results indicate that employees in the studied banks observe high levels of investment in employee development as well as, it was verified that respondents experience high levels of intrinsic motivation there. On the basis of above discussion it is hypothesised that:

Hypothesis 4: PIED has a significant relationship with MOTI.

2.12 Relationship between PIED and JSAT

Employee development programs of organizations have been recognized to boost the satisfaction level of their employees and increase their faithfulness and acceptance in the firms ([Dachner et al., 2019](#)). Impact of leadership behavior and perceived organizational support on the job satisfaction of Iranian employees was investigated by ([Ahmad et al., 2010](#)), they found that perceived organizational support was significantly related to extrinsic job satisfaction as compared to intrinsic one. ([Lee and Bruvold, 2003](#)) conducted a study relying on a social exchange theory and found that PIED is positively related with job satisfaction of nurses. In addition to this ([Randall et al., 1999](#)) investigated the relationship of organizational support to various work attitudes and behaviors. He found consistent results with proposed hypothesis, i.e. organizational support was found to be related with job satisfaction. There are evidences of the significant and positive relationship between perceived organizational support and job satisfaction in the hotel industry of Turkey ([Colakoglu et al., 2010](#)). Moreover it is revealed through meta-analysis that perceived organizational support has significant relationship with job outcomes such as having positive effect on employees job satisfaction ([Riggle et al., 2009](#)). Other researchers suggested through their research findings that employees from a wide range of organizational settings respond favorably to efforts by their employer to foster skill development, employability and career advancement. That is, PIED was found to be positively related to job satisfaction ([Pajo, 2005](#)). Furthermore ([Tooksoon, 2011](#)) found that job training provided to employees as human resource practice is positively and significantly correlated with

job satisfaction. (Sahinidis and Bouris, 2008) concluded that there is a significant correlation between the employee perceived training effectiveness and their job satisfaction among employees and lower managers of five large Greek organizations, after they had completed a training program. Additionally it is found that teachers who consider their school a place that values their contribution and cares about their well-being are more likely to be satisfied both intrinsically and 39 extrinsically i.e. POS plays significant role in affecting the organizational outcomes. Specifically, professional development was found to be a statistically significant predictor of both types of satisfaction i.e. intrinsic and extrinsic (Bogler and Nir, 2012). Moreover (Schmidt, 2007) examined the relationship between satisfaction with employer-provided workplace training and development opportunities with overall job satisfaction among customer contact representatives in the field of HRD. A significant relationship was found between job training, satisfaction and overall job satisfaction. It is proved by using Workplace Employee Relations Survey that there is positive relationship between training provided to employees with their job satisfaction (Jones et al., 2009). Similarly, (Emerson, 1976) also found an evidence among government accountants that POS has positive relationship with job satisfaction. For further understanding, results of study conducted by (Zhou, 2009) showed that perceived organizational support had a significant positive correlation with job satisfaction among employees of universities, companies, research institutes and government agencies of china. Empirical evidence shows that employee perception of organizational support and job satisfaction have positive relationship (Knapp et al., 2017). A recent study also found that organizational support for employee development and overall job satisfaction are positively related with each other (Kumar et al., 2018). (Roy et al., 2017) Stated that organizational support in sense to job security, opportunity to growth and resource availability are the strongest predictor of job satisfaction. On the basis of above discussion it is hypothesised that:

Hypothesis 5: PIED has a significant relationship with JSAT.

2.13 Relationship between COMM and TOI

According to [Rusbadorol and Mahmud \(2020\)](#), Organizational commitment is negatively associated with turnover Intentions of banking employees from Kuala Lumpur. [Udo et al. \(1997\)](#) found support for the proposed hypothesis of negative relation of organizational commitment and their intent to leave. As well as, this study states that OC acts as an antecedent of turnover intention. Similarly, ([Joo and Park, 2010](#)) investigate the relationship of OC and turnover intention among the employees of four Fortune Global 500 companies in Korea. They proposed that practitioners in the field of HR can play an important role in reducing the turnover rate by enhancing the organizational commitment among employees.

[Camp \(1994\)](#) also found an inverse relationship between these two constructs while investigating the employees from the Federal Bureau of Prisons. ([Kuean et al., 2010](#)) also found that higher level of OC lower the turnover intention in a Malaysian situation. Further, this study reveals that employees having more affective commitment (i.e. employees having emotional attachment or identity with their organizations) are less likely to quit as compared to those employees which exhibit continuance or normative commitment with their organization. As organizational commitment is significantly related with intention to quit so it can play a greater role as a retention practice in reducing turnover among employees ([Martin and Kaufman, 2013](#)). All three dimensions of commitment (affective, normative, and continuance) are negatively linked with employees turnover intention, It means that with employee having greater organizational commitment have less turnover intentions ([Imran et al., 2017](#)). ([Islam et al., 2016](#)) examined that affective commitment negatively effect on employees turnover intention, it implies that employee who have more affective commitment have less turnover intentions.

([Lee and Liu, 2007](#)), while investigating the factors influencing the turnover intentions of Taiwanese repatriates found organizational commitment as an influential factor for determining their turnover intentions. Comparing the impact of job satisfaction of employees and their commitment with organization over their intent to leave, ([Lum et al., 1998](#)) found that organizational commitment has more direct and stronger impact over intent to leave than job satisfaction for the pediatric

nurses in the Toronto, Canada. (Carmeli and Gefen, 2005) checked the validity of the model proposed by Randall and Cotes on the commitment and withdrawal intentions on social workers in the healthcare system of Israel. Results of this study were somewhat different from the original model i.e. they found insignificant relationship of continuance commitment with withdrawal intentions from the organization. Whereas, they found highest significant negative correlation of affective commitment with withdrawal intentions from the organization which was consistent result with the previous model. (Cohen and Golan, 2007) examine the relationship of work outcomes with absentism and turnover intention. They found that job satisfaction is more strongly related with absentism, while OC is strongly related with turnover intentions of female employees. (Hur et al., 2013) found that turnover intention of emotional labor of airline industry is negatively influenced by organizational commitment (OC). Whereas, for the volunteer workforce the relationship between OC and intent to leave with the company found to be same i.e. significant and negative (Chen and Yu, 2014). (Jaros, 1997) also confirmed that each component of commitment plays its role in reducing the turnover intentions of the employees. Results of a recent study shows that affective commitment and continuous commitment negatively linked with organizational and occupational turnover intention (Fernet et al., 2017).

(Labatmediené et al., 2007) conduct research on Lithuanian sample and confirmed that all of the three dimensions of organizational commitment are valid for their sample. In addition, they found them as strongly and inversely related with each other. The likelihood of quitting decreased as any of the three components of OC strengthen (Meyer and Allen, 1991). Furthermore, (Adenguga et al., 2013) investigated private university employees intent to leave and found it significantly related with components of organizational commitment. It was found that although all dimensions of OC have relationship but affective commitment has more importance in determining employees turnover intention. Furthermore, (Lynn Stallworth, 2003) investigate about the effect of three dimensions of OC (affective, economic and moral attachment with organization) on turnover intention in public accounting organization and found that affective commitment play greater role

than other two dimensions of OC in minimizing the effect of intention to quit. Similarly, (Wasti, 2003) examined reduced intent to leave as a result of these three facets of commitment for the Turkish context. But they found support only for affective commitment. This study also highlights the significance of normative aspect of commitment. For more elaboration, (Nicholson, 2009) investigated organizational commitments impact over intent to leave for inbound call center agents and found that agents affective, continuance and normative commitment have negative impact over their intent to leave the organization i.e. call centers. (Yao and Wang, 2006) investigated the effect of normative commitment on an employees turnover. Results of the study showed that normative commitment had strong negative impact on employees job-changing behavior especially in collectivistic contexts such as in culture of eastern countries.

According to Sinclair Jr (2011) it was found that affective component of commitment is negatively related with employees intention to leave the organization. Affective commitment would have been more effective for intent to quit their organizations to gain career progression (Cho and Huang (2012)). (Anvari et al., 2010) found that affective organizational commitment play a significant role in reducing the negative impacts which turnover intention can create in the hospitality industry of Iran. Similarly, (Benjamin, 2012) , examined the impact of affective commitment over organizational citizenship behavior and employee intentions for turnover among the employees of commercial banks in Nigeria. It was found that affective commitment is strongly linked with voluntary turnover intentions of employees. In line with the previous research, Research findings of (Law, 2005) proved affective commitment as the most prominent commitment type for prediction of employee turnover intentions, but he found no support to establish the inverse relation of continuance commitment as a predictor of employee turnover. Moreover, he found significant relationship of affective and continuance commitment as a collective interaction with turnover intentions.

Perryer et al. (2010) also found negative correlation of affective and continuance commitment with intention to leave. (Albrecht and Andreetta, 2011) found a negative correlation between affective commitment component of OC with turnover

intentions of the community health service workers. However, According to (Hsu, 2009) organizational commitment have no relationship with Research & Development professionals turnover intention in the high-tech industry of Taiwan. Similarly, (Tnay et al., 2013) confirmed organizational commitment as an insignificant predictor of turnover intention among the employees of production industry. On the basis of above discussion it is hypothesised that:

Hypothesis 6: COMM has a significant relationship with TOI.

2.14 Relationship between COMM and OCB

Employees psychological attachment with their organization could result in organizational citizenship behaviors O'Reilly and Chatman (1986). Meta-analytical review of attitudinal predictors of OCB revealed that organizational commitment was strongly and positively correlated with organizational citizenship behavior (Organ and Ryan, 1995).

Significant evidences can be found in literature that supports the relationships between organizational commitment and OCB (Kim, 2006; LePine et al., 2002; Parnell and Rick Crandall, 2003). (Shore et al., 1995) found that organizational citizenship behavior predicted manager-rated affective commitment of managers and their subordinates working for a large multinational firm in the southeastern United States. Fitrio et al. (2019) found a positive and significant impact of organizational commitment on organizational citizenship behavior in a study conducted on lecturers at Economics college of Indragiri Rengat Indonesia. (Chang, 2010) conducted a study among the employees of the companies in the north, the middle, and the south of Taiwan. He found that organizational citizenship behaviors can be influenced positively by organizational commitment. Similarly, (Ngadiman, 2013) found that organizational commitment has significant influence to the organizational citizenship behavior of the lecturers at Faculty of Teachers Training and Education, Sebelas Maret University, Surakarta but continuant commitment was one of the strongest predictor of organizational citizenship behavior among the three dimensions of organizational commitment.

A comparative study to explore that whether affective commitment (AC) or continuance commitment (Robson and McCartan, 2016) was the better predictors of organizational citizenship behavior among employees and their managers. Results of the study showed that AC was positively related to organizational citizenship and that CC was negatively related to organizational citizenship (Shore and Wayne, 1993). (Schappe, 1998) has extended previous researches which indicated that job satisfaction, perceptions of procedural justice, and organizational commitment are all significantly correlated with organizational citizenship behavior (OCB). But this study determines the relative effects of all three variables on OCB collectively. Hierarchical regression analyses indicated that when all three of the variables were considered concurrently, only organizational commitment accounted for a unique amount of variance in OCB. (Meyer et al., 2002) conducted meta-analyses and found that affective commitment had the strongest and most favorable correlations with organization-relevant outcomes such as organizational citizenship behavior. Normative commitment was also associated with desirable outcome, but not as strongly. Whereas the correlation of organizational citizenship behavior with continuance commitment was near to zero. Furthermore, (Benjamin, 2012) investigate about the impact of affective commitment on organizational citizenship behavior among the employees of commercial banks in Nigeria. It was found that affective commitment is strongly correlated with organizational citizenship behavior exhibited by Nigerian employees working in commercial banks. Organizational commitment and organizational citizenship behavior have positive relationship (Musringudin et al., 2017).

(Baig et al., 2012) provide an evidence for the significance of the unique associations of organizational commitment (COM) with organizational citizenship behavior (OCB) of school Teachers. This result fully substantiate that teachers who are highly committed to their schools go beyond their standard role requirement while others who do not experience a high level of OC are less engaged and less concerned about their schools. In support with the previous literature, (Aslam, 2012) revealed that OCB was positively correlated with organizational commitment of faculty members working in public education sector, Pakistan. Similarly, (Ibrahim

and Aslinda, 2013) concluded that organizational commitment positively and significantly relates to OCB at PT Telkom Makassar. A study on nurses working in Tehran was conducted to examine the predictors of OCB including job satisfaction, procedural justice and organizational commitment, COMM was found the strongest predictor of OCB (Taghinezhad et al., 2015).

(Uludağ et al., 2011) revealed that affective organizational commitment was found to be positively related to organizational citizenship behavior. However, the study found no significant relationship between organizational commitment and turnover intentions among frontline employees working in five-star hotels in North Cyprus. The findings of the study conducted by (Mehrabani et al., 2013) revealed that there is no relation between organizational commitment and organizational citizenship behavior in the Textile Factories but organizational commitment has a positive (direct) relation with dimensions of altruism and conscientiousness. Contrary to this, (Ahmadi et al., 2012) conducted study on industrial factories employees in Isfahan and found that there is no significant relationship between organizational commitment and organizational citizenship behavior of these employees. On the basis of above discussion it is hypothesised that:

Hypothesis 7: COMM has a significant relationship with OCB.

2.15 Relationship between MOTI and TOI

Motivation is one of the significant factors to reduce the turnover intentions. (Sajjad et al., 2013) using the employees as of telecom sector of Pakistan reported that motivation is a key predictors of decreasing employees intention to quit in Telecom sector of Pakistan. Similarly, (Bonenberger et al., 2014) identified about motivation as key factor for health worker retention and turnover in low and middle-income countries. He suggests that district health managers in decentralized health systems usually have a broadened decision space that enables them to positively influence health workers motivation, which in turn impacts on retention and performance at district-level. (Olusegun, 2012) found statistically significant relationship between employees work motivation and turnover intention in public universities,

therefore it was recommended to design developmental programs that would focus on greater motivation of workers in order to reduce their turnover intentions. Dimensions of motivation negatively relates with turnover intention among teachers working in Doha schools (Imran et al., 2017). (Choi, 2018) stated that public service motivation effect on turnover intention significantly. (Dysvik and Kuvaas, 2010) found intrinsic motivation as a strongest predictor of turnover intention among employees representing organizations from a wide range of industrial sectors. Contrary to this, (Chatzoglou et al., 2011) conduct a research on accountants working for different organizations located in the region of East Macedonia, Greece and found insignificant relationship between internal work motivation and turnover intention of accountants.

(Khan et al., 2017) found that both intrinsic motivation and over all motivation have impact on turnover intention and it was concluded that there is significant relation between motivation and turnover intention. Study found that public service motivation of employee positively influences on OCB (Shim and Faerman, 2017). Another study found that intrinsic motivation of employees and OCB have positive relationship, it means employee who has greater intrinsic motivation show high level of organizational citizenship behavior (Sagnak, 2016). Similarly, (Sachdeva and Kumar, 2011) also supports the non-significant effect of work motivation on turnover intentions among banking employees in India. On the basis of above discussion it is hypothesised that:

Hypothesis 8: MOTI has a significant relationship with employee TOI.

2.16 Relationship between MOTI and OCB

The extent to which employee exhibits organizational citizenship behavior, or any behavior, is a function of employees motivation (Harwiki, 2013; Oren et al., 2013). Different types of OCB are derived from individual differences in motivational orientation. Intrinsically motivated individuals manifested internal, other-oriented motives for OCB, while those with extrinsic orientations were driven largely by

external, self-focused objectives (Finkelstein, 2011). (Pohl et al., 2012) use social exchange theory as a base and found support that intrinsic motivation is important in developing the organizational citizenship behaviors among nurses. (Moorman and Harland, 2002) found that even the temporary employees motivation for taking an assignment is related to OCB performance. (Pal and Dasgupta, 2012) revealed that relationship of OCB with work motivation is significant in private sector organizations whereas the same relationship is insignificant in the public sector organizations. (Kim, 2006) pointed out a positive relationship between public service motivation and dimensions of OCB in the Korean context. Public service motivation has a direct and positive effect on interpersonal citizenship behavior in public organizations (Pandey et al., 2008). (BUDIYANTO and OETOMO, 2011) found that job motivation variable has a positive and significant effect on organizational citizenship behavior (OCB) of civil servants working at the Magetan District government. For more insight, (Sunaryo and Suyono, 2013) elaborated this concept and documented that public servants who have a high motivation in providing public service and high satisfaction with their jobs may also strongly intend to show pro-social behaviors (OCB) beyond the behaviors that are formally prescribed by the organization. However, (Rasheed et al., 2013) found no support for the hypothesis stating the positive relationship between motivation and OCB in the Arabic-speaking context (Saudi Arabia in Gulf). On the basis of above discussion it is hypothesised that:

Hypothesis 9: MOTI has a significant relationship with OCB.

2.17 Relationship between JSAT and TOI

A negative and significant relationship was found between job satisfaction of nurses in Karachi and their turnover intentions. This relationship was also discovered among various factors of job satisfaction with turnover intentions and were found to be significantly negative (Alam and Asim, 2019). It is proved through research

on employees of production industry that job satisfaction (satisfaction with supervisory support and pay) is negatively correlated with employees turnover intention (Tnay et al., 2013). Similarly, among IT employees of US, it is found that job satisfaction (JSAT) was negatively associated with their turnover intention (Egan et al., 2004). In addition to this; (Jawahar and Hemmasi, 2006) found a support for negative relationship of Job satisfaction with intent to leave. Moreover, (Martin and Roodt, 2008) found results of their research that employees commitment with the organization is less significantly correlated with turnover intentions as compared to satisfaction of employees in the situation of merger. Additionally, Lee and Liu (2007) stated that job satisfaction is not significantly associated with intent to leave the organization. In previous literature it is found that declining job satisfaction leads to an increase in turnover intentions by employees Jenkins and Paul Thomlinson (1992). Moreover (Chen, 2006) found the significantly negative relationship of job-itself satisfaction with turnover intentions of flight attendants working in Taiwanese airline company. Similarly. (Samad, 2006) showed a significantly negative association between job satisfaction (JSAT) and turnover intention (TOI) of IT staff in Telecom Malaysia. According to (Asegid et al., 2014) turnover intentions were negatively associated with job satisfaction in a study of nurses in public health sector of Southern Ethiopia.

For further understanding (Tian-Foreman, 2009) provided empirical evidences for negative association between job satisfaction (JSAT) and employee turnover intentions (TOI). Study conducted in US sales industry provide empirical evidence that job dissatisfaction cause the voluntarily turnover intension in employees and reduce productivity in employees (Larkin-Perkins, 2017). Sukriket (2014) found that pull factors of job satisfaction such as; benefit, nature of work and supervision of work have comparatively stronger relationship with turnover intention and two push factors of job satisfaction; nature of work and job condition are less likely effect on turnover intention of software programmers worked in Bangkok software parks. Klein (2014) had investigated the relation of job satisfaction with turnover intention in family enterprises of China. Results revealed insignificant relationship

for family insiders and the same relationship was found to be significant for outsiders. According to (Hsu, 2009) job satisfaction found to have negative effect on R&D professionals turnover intention in the high-tech industry of Taiwan. Similarly (Kessler, 2014) find out a negative impact of job satisfaction over turnover intentions of IT professionals working in Hi-Tech companies of Israel. For deeper understanding (Emami et al., 2012) measured job satisfaction with help of some dimensions like pay, fringe benefits, supervision, promotion, operating procedures, contingent rewards, relations with coworkers, communication and nature of job and confirmed that job satisfaction was strongly and negatively related with intent to quit of IT professional. Negative association of these variables has also been confirmed by (Tooksoon, 2011). (Lu et al., 2017) conducted study on physicians in china and found that employee turnover intention in physician are directly but negatively correlated with job satisfaction. Job satisfaction negatively effect on TOI (Tongchaiprasit and Ariyabuddhiphongs, 2016). Study conducted on employee of commercial banks in Malaysia found that job satisfaction and turnover intention have significant relationship (Apadore and Ramasamy, 2017). Similarly (Emerson, 2013) also found an evidence among government accountants that job satisfaction have a strong negative association with turnover intentions.

Moreover (Chatzoglou et al., 2011) conduct a research on accountants working in the region of East Macedonia, Greece and found a significant negative relationship of JSAT and TOI. In addition to this, (Medina, 2012) also found an inverse relationship. Additionally it was revealed that job satisfaction is more predictive of turnover intention for younger workers. On the other side (Camp, 1994) found a non-significant relationship of employee job satisfaction with turnover intention while investigating the employees of Federal Bureau of Prisons. (Lambert et al., 2001) found job satisfaction as an extremely salient antecedent of American workers turnover intention. Some researchers investigated hospital professionals and bank tellers and found their job satisfaction as a stronger predictor than their organizational commitment for determining their turnover intentions. Job satisfaction have been found a key predictor of employees intention to stay (Fletcher et al., 2018).

In addition to this, (Siti Nurkhasanah, 2011) identify job satisfaction as having the most high impact dimension on turnover intentions. Their findings indicated an association between job satisfaction dimensions and intentions to turnover. To add, supervision, promotion and coworkers are said to have significant contribution to the intention to leave by Kuala Lumpurs executives. Supervision satisfaction turns to be the dominant factor and has the highest impact on turnover intentions among executives in Kuala Lumpur. Moreover It was concluded that differnt job satisfaction aspects (i.e. pay, promotion, supervision, fringe benefits, operating condition, rewards contingent upon performance, coworkers, communication and nature of work) had significant inverse effect on turnover intention of lecturers of private sector colleges of NWFP, Pakistan. Moreover, promotion, pay, contingent rewards and fringe benefits found to have the highest correlation with turnover intention (Ali, 2008). The results of a study conducted by (Rahman, 2020) indicated that there was a major opposite relationship between job security-turnover intention, pay-turnover intention, and promotion-turnover intention.

Furthermore (Bonenberg et al., 2014) identified about job satisfaction as a key factor for retention of health workers. In previous literature it is revealed that pay satisfaction affects turnover intent only to some extent but job satisfaction as a whole was more crucial and influential variable in terms of nurses turnover intention (Singh and Loncar, 2010). It is also revealed that job satisfaction was appreciably related with intent to quit and hence, play a greater role as a retention practice in reducing turnover (Martin and Kaufman, 2013). In addition to this (Fernandez and Kim, 2013) try to solve the major issue of policymakers in Washington i.e. avoiding high employee turnover in the U.S. federal government by suggesting that increasing the level of job satisfaction among employees, turnover intention can be reduced significantly. In previous literature (Darcie et al., 2011) found that higher the job satisfaction, the lower will be intent to quit from their current positions among nurse practitioners. In previous literature, reasons for leaving the job are analyzed by (Lai, 1993). He suggested that teachers' decision on quitting their job was not solely determined by their subjective affective attitude towards job but also depends on low job satisfaction for staying in their

profession. For further understanding (Roslan et al., 2014) conducted a descriptive study and found that public healthcare workforces are satisfied with their work. On the basis of above discussion it is hypothesised that:

Hypothesis 10: JSAT has a significant relationship with TOI.

2.18 Relationship between JSAT and OCB

A positive and significant relationship was explored between JSAT and OCB exhibited by employees of Economics college of Indragiri Rengat (Fitrio et al., 2019). Arikoglu et al. (2019) found a significant correlation between these two variables among workers of finance industry. The employees personal value inclination had constructive effects on their job satisfaction, which further enhanced OCB of SME employees (Hee-Sung et al., 2019). Job satisfaction is positively associated with OCB (BUDIYANTO and OETOMO, 2011; LePine et al., 2002) and that stimulate employee of the organization to perform organizational citizenship behavior in a better way (Sunaryo and Suyono, 2013). Murphy et al. (2002) also confirmed that job satisfaction have positive correlation with organization citizenship and participants behaviors. Employee satisfied with their work tends to frequently adopt organizational citizenship behaviors (Pavalache-Ilie, 2014). Moreover, this study reveals that job satisfaction is not much important for organization productivity, but it plays greater role in discretionary involvement of human-service workers in the workplace. Organ and Ryan (1995) in their meta-analysis of attitudinal predictors of OCB and found that job satisfaction was strongly and positively correlated with organizational citizenship behavior. Bateman and Organ (1983) found that relationship of job satisfaction and aggregate measurement of citizenship behavior is stronger than that which has been existed between satisfaction and work performance. Musringudin et al. (2017) found that there is positive relationship between job satisfaction and organizational citizenship behavior. A study conducted in hotel industry of Korea found that job satisfaction positively linked with organizational citizenship behavior (Afsar and Badir, 2016).

(Miao and Kim, 2010) in their investigation from supervisory staff and their subordinates found a positive association between job satisfaction and OCB from two state-owned enterprises in China. It was also found that job satisfaction had positive association with all of the four dimensions of organizational citizenship behaviors (like helping behaviors, courtesy, conscientiousness and civic virtue). (Shokrkon and Naami, 2008) enhance the understating by further exploration of this phenomenon and documented that overall job satisfaction along with most of its aspects (i.e. pay, people, promotion, supervision and work itself) have positive and significant correlation coefficients with the OCB (Chang, 2010) and its five components, and with OCB (Chang, 2010) and most of its components (i.e. obedience, social participation, advocacy participation, functional participation and loyalty). Likewise, (Taheri and Soltani, 2013) found that job satisfaction of employees affect the organizational citizenship behavior along with its five aspects. In another study, (Ünal, 2013) determined the impact of different job satisfaction facets (pay, policies, people, promotion, supervision and work itself) on each OCB dimension (altruism, civic virtue, sportsmanship and courtesy). Their results depicted that every job satisfaction facet was unable to predict each dimension of OCB. In contrast with the previous results, (Ahmadi et al., 2012) conducted study on industrial factories employees in Isfahan and found that job satisfaction has not any significant association with organizational citizenship behaviors. Similarly, (Ngadiman, 2013) found that work satisfaction has no significant influence over organizational citizenship behaviors in the lecturers at Faculty of Teachers Training and Education, SebelasMaret University, Surakarta.

Researchers have shown much interest in consideration of Organizational Citizenship Behavior and its previous circumstances, such as job satisfaction, perception of organizational justice, and organizational commitment (Takeuchi et al., 2015; Gao and He, 2017; Chan and Lai, 2017; Gupta and Singh, 2013). A lot of studies approve the positive relationship between job satisfaction and Organizational Citizenship Behavior (Meynhardt et al., 2018; Lambert, 2010; Dávila and Finkelstein, 2013). The term OCB is surrounded by numerous setups that supports in explaining the positive associations with satisfaction (Meynhardt et al., 2018). According

to the concept of (Cropanzano and Mitchell, 2005; Cropanzano et al., 2017), in order to develop fairness and caring demonstration and attitudes in employees, the organizations would be required to strategies their jobs that comprise of encouraging job characteristics and general encouraging working conditions. In response to that, the employees may practice higher stages of Job Satisfaction and Organizational Commitment which in turn, are directly connected with escalations in OCB and other significant behaviors that advantage the organization. This concept is also observed that conduct supposed by personnel as one-sided, or contemplative of a deficiency of caring, can be countered in this social exchange as more destructive and negative attitudes regarding work and behaviors like intentions to leave the organization. On the basis of above discussion it is hypothesised that:

Hypothesis 11: JSAT has a significant relationship with OCB.

2.19 Relationship between OCB and TOI

Research studies revealed that consequences of employee citizenship behaviors in organizations are related to a variety of withdrawal-related criteria, which is part of individual level outcomes like absenteeism, turnover intentions and even actual turnover (Podsakoff et al., 2009). Chen et al. (1998) provided considerable support for consolidating the idea of OCB as a predictor of turnover. They found employees with lower levels of OCB were having higher turnover intentions while employees with higher level of OCB tend to show low turnover. Organizations with a strong culture (regardless of culture settings) in which they are working and sector from which they belong, exhibits a negative association between OCB and turnover intentions of employees (Sharoni et al., 2012). (Coyne and Ong, 2007) examined the link of different components of OCB (such as altruism, courtesy, conscientiousness, sportsmanship and civic virtue) with turnover intentions and reported a significant relation between them. Sportsmanship was found as the most influential predictor for turnover intention in their research. (Khalid et al., 2009) validated the cognitive consistency theory, and showed that helping behavior at workplace, employee conscientiousness, their patience and civic virtue

(as different dimensions of OCB) had a negative relation with turnover intentions among non-managerial staff of hotels in Malaysia. Moreover, it was found that the strength of this relationship was stronger for females in comparison with their male counterparts. Furthermore, (Khalid et al., 2013) examined organizational citizenship behavior as a determinant of turnover intention among Generation Y employees and found sportsmanship & civic virtue as significant and negative determinant of turnover intention of Generation 'Y' employees.

A significant and negative relationship was discovered among OCB and TOI in a study conducted by Rusbadorol and Mahmud (2020) among employees of different banks in Kuala Lumpur. According to (Mossholder et al., 2005) health care employees interpersonal citizenship behavior strongly predicted turnover which was found by using survival analysis over five-years time frame. In line with this study (Yafang and Shih-Wang, 2008) also found that organizational citizenship behavior of the nurses has positive correlation with turnover intention in Taiwan. Moreover, (Du Plooy and Roodt, 2010) found that OCB has a significant value of negative relation with turnover intentions. This study was conducted in a large scale South African company which belongs to their IT sector. Similarly, (Ahmad et al., 2010) showed that citizenship behaviors of employees working in Pakistani call center have no significant impact on their turnover intentions. (Campbell and Im, 2016) found that Change oriented organizational citizenship behavior are also linked negatively with Turn over intention. Opposing to the above mentioned results, (Aslam, 2012) revealed that OCB found to be insignificantly correlated with turnover intentions of faculty members working in public sector of education, Pakistan. Similarly, (Ahmadi et al., 2012) conducted study on industrial factory employees in Isfahan and found no significant association between organizational citizenship behavior and turnover intentions.

According to Oren et al. (2012), it is contended that Organizational Citizenship Behavior and turn over intention are inversely correlated as OCB is recognized to show behavior through which the institute will benefit compared to the turnover intention which is well-thought-out as a removal conduct in a custom of dislike and anger to the organization. So this is basically assumed that high dimensions

of Organizational Citizenship Behavior of the individuals will result less to remove from job as compared to those who are scoring on low OCB. A negative relationship was also found among job satisfaction and turnover intentions (Sharma et al., 2011). On the basis of above discussion it is hypothesised that:

Hypothesis 12: OCB has a significant relationship with TOI.

2.20 COMM as Mediator Between PIED and TOI

The healthcare workers PIED was positively correlated with organizational commitment and its dimensions. According to Du et al. (2019), Normative commitment was more significant and was found to be positive with PIED and negatively linked with an individuals intentions to leave the organization. Furthermore mediation was also discovered in the study and commitment plays a role of mediator between PIED and TOI in Health Workers of Taiwan. Support for training provided by superior in the organization has strong and positive association with organizational commitment but significant negative association with turnover intentions. When organization well-invested-in for the trainings and development is a contributing factor of organizational commitment which decrees the likelihood to leave (Ferris and Urban, 1984). It was also proved that OC and turnover intention of employees are significantly and negatively related with each other. Hence, it can be concluded that by provision of training support by organization, turnover intention can be reduced, by enhancing employees commitment with their organization (Rasheed et al., 2013). Furthermore, Perceived support explained significant variance in organizational commitment of employees which in turn negatively influence the employees intention to leave their organization (Woo and Chelladurai, 2012). Addae et al. (2006) conducted research in the state of Trinidad and Tobago and found that affective commitment of employees is led by perceived organizational support and former, in turn, reduces the turnover intentions of employees. For further understating, (Uusi-Autti et al., 2011) revealed that participation in the

employees talent development programs can create a positive impact over organizational commitment of those employees who have been included in the talent pool and in return they stay with their organization. Cheng and Stockdale (2003) conducted a research with an aim to see the effect of meeting the training expectations of Chinese workers on their turnover intention with their organization. If employee perceive fair performance appraisal and get chance for promotion it tends to build commitment of employees and reduce their turnover intention (Rubel and Kee, 2015). A recent study found that Affective commitment mediate between psychological empowerment, organization learning culture and turnover intention (Islam et al., 2016).

Depending upon social exchange theory (Lee and Bruvold, 2003) found that relationship between PIED and turnover intentions has been fully mediated by affective commitment. (Paré and Tremblay, 2007) provide an indication that affective and continuance commitment were found as partially mediating the effects of HR practices such as competency development on the turnover intentions of highly skilled professionals performing a wide variety of IT jobs. (Islam et al., 2013) validated the results of previous research and found that affective and normative commitment of Malaysian bankers play a significant mediating role between employees perceptions of organizational support and their intent to leave. Furthermore, (Tymon Jr et al., 2011) found that the managerial support for workers had significantly effected effected the retention of employees directly as well as indirectly. On the basis of above discussion it is hypothesised that:

Hypothesis 13: COMM significantly mediates the relationship between PIED and TOI.

2.21 COMM as Mediator Between PIED and OCB

Organizational Commitment mediated the relationship of perceptions of organizational support and OCB Settoon et al. (1996). Shore and Wayne (1993) supported social exchange view by concluding that perceived organizational support increases

the feelings of obligation among employees and managers which in turn contribute to the citizenship behaviors exhibited by them. Career advancement opportunities provided by the organizations were also found as a stimulus for increasing organizational commitment and in turn higher level of organizational citizenship behaviors (Gong and Chang, 2008). Whereas, results of (Liu, 2009) research also confirmed, the existence of relationship between perceptions of provided organizational support with affective commitment and resultant organizational citizenship behavior. But their results found a discrepancy in determining affective commitment as a mediator, while comparing POS provided by parent or subsidiary companies. In case of POS provided by parent companies, affective commitment was found as a full mediator whereas it was found to be a partial mediator in case of subsidiary companies. Muhammad (2014) also supported the above mentioned relationship while studying the behaviors of employees working in Kuwaiti business organizations. On the basis of above discussion it is hypothesised that:

Hypothesis 14: COMM significantly mediates the relationship between PIED and OCB.

2.22 MOTI as Mediator between PIED and TOI

(Dysvik and Kuvaas, 2008) conducted a research on trainees from a wide range of service organizations in Norway and found that intrinsic motivation of these trainees partially mediated the association of perceptions of employees regarding training opportunities provided by the organization to their turnover intentions. On the basis of above discussion it is hypothesised that:

Hypothesis 15: MOTI significantly mediates the relationship between PIED and TOI.

2.23 MOTI as Mediator between PIED and OCB

Research conducted by (Dysvik and Kuvaas, 2008) also represented intrinsic motivation as fully mediating the impact of perceptions of employees regarding training

opportunities provided by the organization to their citizenship behaviors. Intrinsic motivation was also found as mediating the association of POS and dimensions of job performance like OCB and task itself (Rich et al., 2010). (Kuvaas and Dysvik, 2009) further explored intrinsic motivation as a moderator of association between PIED and OCB. This study reveal no relationship between OCB and PIED unless and until motivation was added in the model.(Shuck et al., 2018) in his recent study states that HRD practices play key role in developing work motivation, and then result in organizational citizenship behavior and intent to stay. Shareef and Atan (2019) studied effect of different actions undertaken by managers upon employees increased OCB and reduced TOI. Their study also explained the mediation effect of intrinsic motivation on employee OCB and TOI. In fact, intrinsic motivation was found to be a vital contributor of OCB (Lazauskaite-Zabielske et al., 2015). On the basis of above discussion it is hypothesised that:

Hypothesis 16: MOTI significantly mediates the relationship between PIED and OCB.

2.24 JSAT as Mediator between PIED and TOI

People who are well-invested-in by their firms in terms of training are more likely to experience success, satisfaction on the job and thus are less likely to leave (Ferris and Urban, 1984). Organizational culture which provide support for employee training and development increase satisfaction of employee with his/her job and play significant role in his/her decision to stay with organization (Shelton, 2001). Jawahar and Hemmasi (2006) extracted that job satisfaction is a partial mediator of the association between perceived organizational support and employees turnover intentions. Moreover (Lee and Bruvold, 2003) conducted a study in context of social exchange theory and found that job satisfaction plays the role of full mediator between PIED and turnover intentions of employees. A research study is conducted with an aim to see the effect of meeting the training expectations of Chinese workers on their turnover intention with their organization. Results of the study show that meeting expectations of Chinese workers regarding training

and turnover intentions is mediated by job satisfaction (Cheng and Waldenberger, 2013). Fallon and Rice (2015) found in their study that job satisfaction plays the role of mediation in relationship between PIED and turnover intention further stated that tailored developmental activities increase job satisfaction of employee. Similar, a study found that job satisfaction mediates in the relationship between creativity and turnover intention and job satisfaction in such a way negatively effect on TOI (Tongchaiprasit and Ariyabuddhiphongs, 2016). (Fletcher et al., 2018) have found that job satisfaction meditates the relationship between perceived training & development and intention to stay.

For futher understanding, (de los Santos Lozano, 2012) conducted research on security officers and found that they perceive that their job contributes to their personal development and learning; and these factors were found to contribute to the security officers' job satisfaction which in-turn impacted their choice to continue their employment with these companies. Similarly it is found that training and development practices were positively related with job satisfaction which led positively towards intention of hotel managers and employees to stay with organization. That is the effect of quality of training and development practices on ones intention to stay in organization was mediated by their job satisfaction (Chiang et al., 2005). Furthermore the outcomes of study conducted by (Zhou, 2009) showed job satisfaction plays a mediating role in relationship of perceived organizational supports and intent to leave among employees of universities, companies, research institutes and even in government agencies of china. Moreover it is found that perceived support for development of employees is negatively correlated with their turnover intentions and Job Satisfaction is identified as a factor to mediate this relationship (Koster et al., 2011). On the basis of above discussion it is hypothesised that:

Hypothesis 17: JSAT significantly mediates the relationship between PIED and TOI.

2.25 JSAT as Mediator between PIED and OCB

(Shaukat et al., 2012) revealed that employees job satisfaction was positively predicted by provision of support at work (POS) to the employees of banking sector in Pakistan. Results of this study also proved that when employees feel satisfied then they possess high level of citizenship behavior towards their company. It was also found that satisfaction with ones job mediated association between perceived organizational support and two different dimensions of employee job performance which were identified as organizational citizenship behavior and their degree of task performance(Rich et al., 2010). On the basis of above discussion it is hypothesised that:

Hypothesis 18: JSAT significantly mediates the relationship between PIED and OCB.

2.26 Theoretical Framework

Different variables have been identified and their association with each other have been explored and discussed above through a thorough review of literature. On these basis a theoretical framework has been proposed for current study. All the variables along with their associations have been shown in figure 2.1.

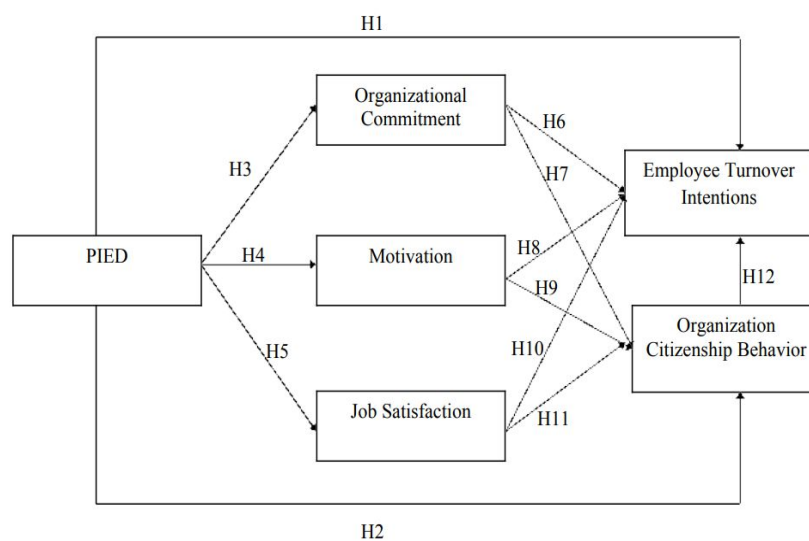


FIGURE 2.1: Theoretical framework

TABLE 2.4: List of hypotheses

Hypothesis 1	PIED has a significant relationship with TOI.
Hypothesis 2	PIED has a significant relationship with OCB.
Hypothesis 3	PIED has a significant relationship with COMM.
Hypothesis 4	PIED has a significant relationship with MOTI.
Hypothesis 5	PIED has a significant relationship with JSAT.
Hypothesis 6	COMM has a significant relationship with TOI.
Hypothesis 7	COMM has a significant relationship with OCB.
Hypothesis 8	MOTI has a significant relationship with TOI.
Hypothesis 9	MOTI has a significant relationship with OCB.
Hypothesis 10	JSAT has a significant relationship with TOI.
Hypothesis 11	JSAT has a significant relationship with OCB.
Hypothesis 12	OCB has a significant relationship with TOI.
Hypothesis 13	COMM significantly mediates the relationship between PIED and TOI.
Hypothesis 14	COMM significantly mediates the relationship between PIED and OCB.
Hypothesis 15	MOTI significantly mediates the relationship between PIED and TOI.
Hypothesis 16	MOTI significantly mediates the relationship between PIED and OCB.
Hypothesis 17	JSAT significantly mediates the relationship between PIED and TOI.
Hypothesis 18	JSAT significantly mediates the relationship between PIED and OCB.

Chapter 3

Methodology

Methods and analysis used to investigate research questions and analyze data are elaborated in the following section. First part provides the details of the nature of research inquiry and underlying philosophy of the research. Second part is about the research strategy and procedure adopted for data collection. Third part explains the measurements of study variables and data analyses tools employed to test the propositions.

3.1 Nature of Inquiry

The complementary methodologies used for academic research can be categorized as qualitative research and quantitative research. The primary difference between two methodologies are the philosophical assumptions, theoretical understanding, data collection and data analysis procedure. Qualitative research is an inductive approach that mainly focuses on theory development. While quantitative research is deductive in nature and focuses on theory testing. The current thesis is quantitative in nature and based on deductive research approach.

It is critical for researchers to highlight social investigation with detail perspective of research philosophies to support research frameworks and questions (Ayikoru, 2009). Positive paradigm or perspective of research provides set of basic beliefs that directs researcher in research conduct. According to positive paradigm of

research the social world around is structured in light of natural rules and methods. This paradigm emphasizes knowledge of understanding of why things are? i.e context for generalization (Ayikoru, 2009). Natural laws and rules develop causal relationships, which further predict behavior in social world. Researchers following positivism believe that social behavior is predictable and controllable through developing causal relationships. Positive paradigm emphasizes to confirm research assumptions or hypothesis. These are elaborated as quantitative proposal and are also transformed into mathematical formulas depicting relationships between research variable (Guba et al., 1994). The main purpose of positive research paradigm is to conduct explanatory research. Precision is also critical to research due to its emphasis on prediction and control of behavior (Guba et al., 1994). Positivist researchers claim that only quantitative data is reliable and valid. Positivist researchers aim at data collection and analysis to predict social behaviors examined through research variables and constructs identified in prior literature. In view of the discussion above, this research is conducted by following positivist paradigm and research methods and techniques are determined according to research questions. The next section elaborates aim of the research and methods used.

3.2 Research Approach

In the existing body of knowledge, research approaches can be categorized as descriptive, explanatory and exploratory (Saunders, 2011). The current study is explanatory as the purposes of the research is to establish the causal relationship between PIED, COMM, MOTI, JSAT, TOI and OCB. In this research on the bases of various literature conceptual framework was developed to explain the theoretical links among study variables. This helps in explanation of theory and is linked to positivism (Creswell, 2009).

3.3 The Process of Deduction

The deduction process starts from a general to a more specific (Saunders, 2011). The current research begins by examining theories of research scholars about

PIED, job related attitudes (organizational commitment, employee motivation and job satisfaction) and their outcomes (employee turnover intentions, organizational citizenship behavior). The review of the literature provide ground to develop a conceptual framework and proposed relational paths. The conceptual framework was tested by using empirical data. Thus this research followed a deductive approach consider the most suitable approach with the objectives of the research.

3.4 Type of Investigation

This study is causal and correlational in its nature. Casual study is about the estimation of cause and effect among constructs while correlation study is about the identification of relationship among variables ([Bernard, 2017](#)). This research study was conducted to examine the causal effect of PIED, COMM, MOTI, JSAT on TOI and OCB. Therefore this research is causal in nature.

3.5 Extent of the Researcher's Interference

Research can be carried out with least amount of interference (natural setting) or with significant amount of interference by the researcher (artificial setting i.e. Laboratory setting) ([Sekaran and Bougie, 2016](#)). In this research, data was collected and analyzed in natural setting without the interference of research so research interference was minimal.

3.6 Study Setting

An environment in which research is conducted is known as study setting. ([Sekaran and Bougie, 2016](#)) categorized study setting as non-contrived and contrived. Contrived research setting is research conducted in artificial setting for example laboratory experiment. Noncontrived is a research conduct in natural setting without

any stimulus. This research was conducted in natural setting keeping in mind the objectivity of the research so the study setting of this research was non-contrived.

3.7 One-shot or Longitudinal Study (Time Horizon)

Time Horizon of a research is longitudinal or cross sectional. In longitudinal research data is collected over the period of time to measure the effect of change, while in cross sectional study data is collected at one spot of time (Sekaran and Bougie, 2016). To achieve the objectives of this study data was collected once by using a survey questionnaire to measure perceptions of employee about the concerned variables so this was a cross sectional study.

3.8 Target Population and Sample

The target population for this study consists of employees from organizations operating in the Information Technology (IT) industry of Pakistan. Only those organizations were considered for samples which were registered under Pakistan Software Export Board (PSEB). It includes two types of organizations; Call centers and Software houses.

3.9 Sample Size

Sample size determination is very crucial step in research. Representative sample having all the characteristics of population is one of the key consideration for rigorous research. In this study it is very difficult to have access and information about the actual size of employees working in different IT enabled organizations in Pakistan. Therefore to get the representative sample from population of employees, researcher has divided this process into two phases. In first phase the selections of software houses and call centers and in second phase selection of employees within

selected organizations of phase one. The choice of sampling technique for selection of representative sample varies under different conditions and depends upon the availability of data. Here in this case total number of organization registered with PSEB and overall employees population is known and sample size was be determined by using Taro Yamni (1967) formula in both phases.

3.9.1 Phase1

$$\text{Sample size} = \frac{N}{1+Ne^2}$$

N= population size

e= margin of error

Here in this case total software houses and call centers are 1666

$$\text{Sample size of software houses} = \frac{1666}{1+1666*0.01} = 95$$

Here margin of error is 10% in first phase. As it is very difficult to grab the information from organizations located and spread in all over the country. To manage the cost of survey we used 10% margin of error. Second reason is that it was also assessed that response rate was low in the pilot survey. Keeping in view it was decided to get this information from software houses with 10% acceptable errors. It is also recommended that if data collection is difficult then margin of error can be enhanced.

3.9.2 Phase2

Here in this case population size is 110000 IT professionals.

$$\text{Sample size} = \frac{110000}{1+110000*0.0025} = 399$$

Main unit of analysis in this study were employees working in these software houses and call centers. It is recommended that margin of errors would be 5%. Here in second phase we used this error as 5%. Many similar studies in the literature have used approximately similar number of sample size. But in pre testing phase it had to face the 20% non response from employees side. So sample size has to be

inflated to adjust this non response. So the ultimate sample size of this study is 480.

3.10 Sampling Technique

Sampling is a process of selecting a sample from the population. Researcher is always interested in adopting such technique for sample selection which suits in selecting representative sample. In this study, there are two stages for obtaining a representative sample; first stage is for selection of software houses and call centers and second for selection of employees. At first stage researcher used stratified random sampling; each city where software houses are located are dealt as strata. List of cities is given in the Table 3.1. After stratification number of organization or software houses is selected from these strata by using proportional allocation method. Detail of selected number and companies is given in appendix. At second stage required sample size of 480 employees were chosen from selected organizations through equal allocation method as we did not have idea about the size of organization. Detail of second phase is given in given table.

*Only those number will be selected which is greater than 0.5 and it rounds to 1. If all the number which is less than 0.5 were selected then total number of software houses will exceed significantly from the actual number 95.

** As total number of selected software houses was divided into different cities. If we follow the criteria mentioned in last column then total software house would be 94 rather than 95 so this indicated number was increased from 10 to 11.

3.11 Demographics

Respondent profile and details of demographics is discussed under this section.

TABLE 3.1: Sampling techniques

Column1	Column2	Column3	Column4	Column5	Column6
Sr.	Name of city	No of software houses and call centers	% of con-tribution in total software houses and call cen-ters ($\% = \frac{\text{Coloumn 3}}{1666}$)	Number of selected software houses and call centers (<i>Coloumn 4</i> \times 95)	Finally selected software houses and call centers (Value above than 0.5 were selected*)
1	Abbotabad	9	0.005402	0.513205	1
2	Bahawalpur	1	0.0006	0.057023	0
3	D.I.Khan	2	0.0012	0.114046	0
4	Daska	1	0.0006	0.057023	0
5	Faisalabad	12	0.007203	0.684274	1
6	Gujranwala	4	0.002401	0.228091	0
7	Hyderabad	6	0.003601	0.342137	0
8	Islamabad	345	0.207083	19.67287	20
9	Kabirwala	1	0.0006	0.057023	0
10	Karachi	513	0.307923	29.2527	29
11	Lahore	500	0.30012	28.5114	29
12	Mardan	1	0.0006	0.057023	0
13	Mirpur	4	0.002401	0.228091	0
14	Multan	7	0.004202	0.39916	0
15	Muzzafarabd	1	0.0006	0.057023	0
16	Peshawar	69	0.041417	3.934574	4
17	Rawalpindi	180	0.108043	10.26411	11**
18	Swat	2	0.0012	0.114046	0
19	Sialkot	4	0.002401	0.228091	0
20	Chiniot	1	0.0006	0.057023	0
21	Gujrat	3	0.001801	0.171068	0
Total		1666	1		95

3.11.1 Qualification

Table 3.2 of qualification shows that there are three types of qualification prevail in this studied population. These three groups are; BS (BS Hons in Computer Sciences and IT), MCS (Masters in Computer Sciences and IT), and MPhil (18 years of Education). Majority of participants of study were graduated as this percentage was 60.3%. Almost one third portion of sample has masters degree. Remaining

sample has M.Phil degree. This distribution of data has shown that majority in this population of discussion have tendency that after graduating joined the job market especially software houses and call centers. But this tendency is very low in higher degree group as in MPhil degree holders.

TABLE 3.2: Frequency analysis of qualification

		Frequency	Percent	Cumulative Percent
Valid	BS	256	60.3	60.3
	MCS	139	32.9	93.2
	M.Phil	29	6.8	100.0
Total		424	100.0	

3.11.2 Gender

IT industry is a very dynamic and has variable characteristics which make it a vibrant choice for employees. So it has become very demanding industry and employees have to work effectively and efficiently. In Pakistani context it is very difficult for females that they can join such job market which is very challenging in terms of time, working with male colleagues and in odd timings. This hard fact is apparent in current study results. Majority (approximately 91%) of participants was males and remaining percentage were females.

TABLE 3.3: Frequency analysis of gender

		Frequency	Percent	Cumulative Percent
Valid	Male	383	90.4	90.4
	Female	41	9.6	100.0
Total		424	100.0	

3.11.3 Description for Age and Experience

For quantitative variables, mean, median, standard deviation, minimum, maximum and quartiles were calculated. These descriptions were important for these

variables to see its patterns and distributions in the population of study. Average age of the respondents was 27.88 years with standard deviation of 4.41. Minimum age was 21 years and maximum was 48 years. Quartile information has shown that 75% of participants have age less than 30 years. On the other side average total experience was 5 years with standard deviation of 3 years. Minimum value of total experience is 0.25 years and maximum is 14 years. 75% of the respondents have total experience less than 7.75 years. Current organizations experience has average value of 2.48 years with standard deviation of almost 2 years. It also shows that 75% employees have experience with current organization less than 3.5 years. This difference between both types of experience has shown that employees have tendency of intention to leave.

TABLE 3.4: Descriptive statistics of age and experience

		Age	Total Experience	Current Organization Experience
N	Valid	424	424	424
Mean		27.8836	5.0555	2.4829
Std. Deviation		4.41314	3.09937	1.97941
Minimum		21.00	0.25	0.00
Maximum		48.00	14.00	10.00
Percentiles	25	25.0000	3.0000	1.0000
	50	27.0000	4.5000	2.0000
	75	30.0000	7.7500	3.5000

3.12 Unit of Analysis

The major entity being investigated in a research is known as unit of analysis (Evans and Davis, 2005). Social interactions, geographical units, artifacts, groups and individual could be the unit of analysis in a research study. In this research, the employees of Information Technology (IT) Industry of Pakistan are the subject of investigation. Therefore, the units of analysis for this research were individuals of

different call centers and software houses registered with Pakistan software export board (PSEB).

3.13 Data Collection Procedure

Observations, focus group decisions, interviews, and questionnaires are common methods for primary data collection (Sekaran and Bougie, 2016). For this research questionnaire was used as a tool for data collection. It was initially decided that online questionnaire would be used for data collection to reduce the survey cost and resources. But it was observed in the pilot survey and real survey that online survey response was very poor after many reminders to concerned organization. So it was decided that mix methodology; online survey and self-administrated (face to face) survey should be adopted and used for getting better response rate in the survey. Therefore final data collection was made using this mix methodology of survey.

3.14 Measurements

3.14.1 PIED

PIED was measured by using nine items on a five point likert scale. First two items of the scale was developed by (Tsui et al., 1997), while remaining seven items were developed and added and validated by (Lee and Bruvold, 2003). Responses were analyzed using five point likert scale which ranging from 5 (strongly agree) to 1 (strongly disagree). That particular questionnaire was also used by different scholars in their researches in different times like (Kuvaas and Dysvik, 2009, 2010; Thang and Fassin, 2017).

3.14.2 COMM

Allen and Meyer (1990) developed a construct to measure organizational commitment. Organizational commitment is operationalized as affective, normative, and

continuance commitment consisting 24 questions. This questionnaire was used to find responses of the employees regarding their perceptions of commitment towards their organizations. Responses were analyzed using five point likert scale which ranging from 5 (strongly agree) to 1 (strongly disagree). This scale was also used by different other scholars in their respective studies ([Singh and Gupta, 2015](#); [Wasti, 2003](#); [Lau et al., 2017](#)),([Yücel, 2012](#)).

3.14.3 MOTI

Motivation was measured by using 18 items scale adapted from (Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve). Responses were analyzed using five point likert scale which ranging from 5 (strongly agree) to 1 (strongly disagree). This instrument was also used by different authors in previous studies like ([Stoeber et al., 2013](#)), ([Irfan and Marzuki, 2018](#))([Chai et al., 2017](#)),([Bolltoft, 2015](#)).

3.14.4 JSAT

A 20 item scale of Minnesota satisfaction questionnaire short form developed by ([Weiss et al., 1977](#)) was used to check the responses of respondents for job satisfaction. Responses were analyzed using five point likert scale which ranging from 5 (strongly agree) to 1 (strongly disagree). ([Kaul and Luqman, 2018](#)).(Martínez-Martí and Ruch, 2017),([Gomez, 2017](#)) used this scale for the estimation of satisfaction.

3.14.5 OCB

OCB was measured by using scale of ([Podsakoff et al., 1990](#)). Its five dimensions were first identified by ([Organ, 1988](#)). This was used for the individual perceptions about the OCB while Organ originally measured these perceptions from leaders perspective. Dimensions were measured on five point likert scale. This specific scale was used and modified by different other scholars in their studies e.g. ([Evans](#)

and Davis, 2005; Organ et al., 2005; Mercado and Dilchert, 2017; Anwar et al., 2017).

3.14.6 TOI

Turnover intentions were measured by using the measurement scale developed by (Landau and Hammer, 1986). All of the items were judged upon 5 point likert scale. This instrument was also exercised by different authors in previous and modern pragmatic studies like, (Rodwell et al., 2017), (Choi, 2018), (Santhanam et al., 2017) . Responses from the employees was analyzed on a 5-point likert scale arraying from strongly agree to strongly disagree.

3.15 Pilot Test

Before conducting a larger survey Zikmund and Carr (2010) suggested to conduct a pre test through a pilot survey on a small sample of same population. (Cooper et al., 2006) supported the same point of view and identified that pilot test can be used for the identification of the ways to get increased response rate, increasing the chances of keeping respondents engage in survey till end, determining the exact instrumentation and enhance the quality of responses.

To enhance validity and reliability of the questionnaire a pilot survey was performed in order. The content and face validity is assured for a reliable and validate scale. The validity and reliability of existing scale had already been established. Furthermore, survey with the help of questionnaire based on well-established scales is considered as best tool for data collection from large number of respondents in short span of time (Fowler Jr, 2013). Practitioners and academicians (5 each) ensure the face validity and content validity of questionnaire. A total of 40 participants were participated in pilot test for reliability test. The respondents' comments about the survey instrument were carefully reviewed. There were some minor changes used in the questionnaire based on the feedback. Here are the reliability results for different constructs of questionnaire. All factors followed the recommended value of reliability 0.7.

TABLE 3.5: Measurement scales used by different authors

Variable	Original scale	Used by other author
Perceived Investment in Employee Development (PIED)	(Tsui et al., 1997)	(Kuvaas and Dysvik, 2009), (Kuvaas and Dysvik, 2010), (Tuck, 2014), (Thang and Fassin, 2017)
Organizational Commitment (COMM)	(Allen and Meyer, 1990)	(Singh and Gupta, 2015), (Wasti, 2003), (Lau et al., 2017)
Motivation (MOTI)	(Tremblay et al., 2009)	(Stoeber et al., 2013), (Irfan and Marzuki, 2018), (Chai et al., 2017), (Bolltoft, 2015)
Job Satisfaction (JSAT)	Minnesota satisfaction questionnaire	(Kaul and Luqman, 2018), (Martínez-Martí and Ruch, 2017), (Gomez, 2017)
Organizational Citizenship Behavior (OCB)	(Organ, 1988)	(Evans and Davis, 2005), (Organ et al., 2005), (Mercado and Dilchert, 2017), (Anwar et al., 2017)
Intent to Leave (TOI)	(Landau and Hammer, 1986)	(Rodwell et al., 2017), (Choi, 2018), (Santhanam et al., 2017)

TABLE 3.6: Pilot test reliability analysis of constructs

Constructs	No. of items	Cronbachs alpha
PIED	9	0.742
COMM	18	0.773
MOTI	16	0.780
JSAT	20	0.769
TOI	3	0.779
OCB	24	0.813

Chapter 4

Results

After data collection, suitable statistical analysis techniques were used. First part of this chapter deals with description of studied variables of model. Second part will deal with correlation, Conrmatory Factor Analysis (Shore et al., 1995) and Structure equation modeling.

4.1 Descriptive

Descriptive statistics of constructs are depicted in Table 4.1. Descriptive statistics were calculated for the overview of the data. Descriptive statistics contains the information regarding minimum value, maximum value, mean, median, standard deviation, Skewness and Kurtosis.

4.2 Correlation Analysis

The Pearson correlation is used to determine the statistical relationship between two variables. Correlation analysis is used to understand and examine the nature of relationship between different variables used in the study. Correlation statistics provided in Table 4.2 illustrated existence of significant between variables. These signs (**) with correlation coefficients show that results are highly significant. It meant that any increase in the value of independent variables would cause relative

decrease in the values of dependent variables and vice versa. Following results were drawn from the correlation table 4.2.

TABLE 4.1: Descriptive statistics

		PIED	COM	MOTI	JSAT	TOI	OCB
N	Valid	424	424	424	424	424	424
	Missing	0	0	0	0	0	0
Mean		2.8425	3.5195	3.5420	2.9117	3.0914	2.4351
Median		3.1111	3.1111	4.0000	3.1500	3.0000	2.4583
Std. Deviation		0.70706	0.74122	0.64181	0.70786	0.60469	0.54123
Skewness		0.253	-0.031	-0.127	0.114	-0.158	0.434
Std. Error of Skewness		0.119	0.119	0.119	0.119	0.119	0.119
Kurtosis		-0.564	0.230	-0.362	-0.206	-0.439	-0.666
Std. Error of Kurtosis		0.237	0.237	0.237	0.237	0.237	0.237
Minimum		1.33	1.00	2.00	1.20	1.54	1.54
Maximum		4.56	5.00	5.00	4.40	4.00	3.67

- The correlation between PIED and COMM is .759** which illustrate a positively significant relationship between PIED and COMM.
- The correlation between PIED and MOTI is .098** which illustrate a significant and positive relationship between PIED and MOTI.
- The correlation between PIED and JSAT is .642** which illustrates a positively significant relationship between PIED and JSAT.
- The correlation between COMM and TOI is -.589 ** which illustrate a negative and significant relationship between COMM and TOI.
- The correlation between MOTI and TOI is -.305 ** which illustrate a significant and negative relationship between MOTI and TOI.
- The correlation between JSAT and TOI is -.669 ** which illustrate a significant and negative relationship between JSAT and TOI.

- The correlation between COMM and OCB is .751 ** which illustrate a positive and significant relationship between COMM and OCB.
- The correlation between MOTI and OCB is .324 ** which illustrate a significant and positive relationship between MOTI and OCB.
- The correlation between JSAT and OCB is .890 ** which illustrate a significant and positive relationship between JSAT and OCB.
- The correlation between OCB and TOI is -.727 ** which illustrate a significant and negative relationship between OCB and TOI.

All findings have shown that results are highly significant at 0.01 level of significance. It means p-value can be compared with 0.01 level of significance.

TABLE 4.2: Correlations analysis of constructs

	PIED	COMM	MOTI	JSAT	TOI	OCB
PIED	1					
COMM	0.759**	1				
MOTI	0.098*	0.013	1			
JSAT	0.642**	0.767**	0.034	1		
TOI	-0.654**	-0.589**	-0.305**	-0.669**	1	
OCB	0.915**	0.751**	0.324**	0.890**	-0.727**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.3 Common Factor Analysis

Confirmatory factor analysis is used to confirm the proposed factors by using their dimensions. It has two steps; model estimates and goodness of fit criteria. First step is used to see that how a dimension is playing its role in measuring the particular factor. It also measures the construct validity of tool. In the second part overall factor goodness is assessed by using different goodness of fit criteria like; GFI, AGFI, RMSEA, chi square/d.f etc.

4.3.1 Perceived Investment Employee Development (PIED)

Confirmatory factor analysis is statistical way to confirm the factors which are measured through different variables. Perceived investment on employee development (PIED) is the main variable in this study which acts as independent variable of the model. This factor is measured through nine variables in different dimensions. This table has the information about the estimates of these nine variables regarding standard errors, T-statistic and subsequently their p-values. T-statistic is calculated by using parameter/ S.E. All variables were confirmed in this analysis as p-values were highly significant at 0.05 level of significance. T-statistic has the information that which variable is most important in measuring this factor. In these nine variables third variable is most important in measurement of PIED as its t-value is 21.770.

TABLE 4.3: Model estimates

	Parameter	S.E	T	Prob
(PIED)-1→[PIED1]	0.677	0.032	21.316	0.000
(PIED)-2→[PIED2]	0.728	0.034	21.726	0.000
(PIED)-3→ [PIED3]	0.707	0.032	21.770	0.000
(PIED)-4→[PIED4]	0.700	0.034	20.687	0.000
(PIED)-5→[PIED5]	0.677	0.034	19.811	0.000
(PIED)-6→[PIED6]	0.681	0.035	19.627	0.000
(PIED)-7→[PIED7]	0.688	0.034	20.329	0.000
(PIED)-8→[PIED8]	0.701	0.032	21.602	0.000
(PIED)-9→[PIED9]	0.705	0.034	20.950	0.000

Each confirmatory factor analysis is being evaluated by using different goodness of fit criteria. As GFI, AGFI, RMSEA, Chi-square/d.f etc. are different measures usually prefer to use for confirmation of factors. Recommended values are mentioned in the given table. All the criteria were fulfilled according to recommended values. GFI and AGFI were more than 0.9, RMSEA was less than 0.08 and chi-square /d.f was less than 3.0. It means this factor can be sued as significant and confirmed factor in further analysis.

TABLE 4.4: Measure of goodness of fit of model

	χ^2	d.f	p-value	$\frac{\chi^2}{d.f}$	GFI	AGFI	RMSEA
CFA Model	69.3581	27	0.000	2.56	0.964	0.939	0.063
Recommended				≤ 3	$\geq .90$	$\geq .9$	≤ 0.08

4.3.2 Organizational Commitment (COMM)

Organizational commitment is acting as mediator in this study model. This factor has many dimensions through which usually researchers measure commitment of employees with organizations. This complex variable has been measured through eighteen different dimensions using 18 statements. Similar to PIED, all questions or dimensions of organizational commitment were confirmed as all were significant at 0.05 level of significance. Second dimension is most important dimension in measuring this concept of commitment as its t-statistic has maximum value in set of values. P-values of all questions have shown that all dimensions have highly significant contributions in this concept measurement.

This table has shown that GFI and AGFI have values greater than 0.9 which were higher than the recommended values. Similarly RMSEA and 2/d.f also followed the recommended values. It shows that this concept and its corresponding questions can be used in further analysis of structure equation modeling. It is also noted that there are many criteria which usually used in measuring the fitness of constructs but these four are preferred methods.

4.3.3 Motivation (MOTI)

Another mediator in the model is employee motivation. There are eighteen questions which are used in measurement of this concept of motivation. This variable is acting as mediator for organizational citizenship behavior and turnover intentions of employees in IT Industry. Results of CFA has shown that this factor is a

TABLE 4.5: Model estimates

	Parameter	S.E	T	Prob
(COMM)-1→[COMM1]	0.728	0.026	28.334	0.000
(COMM)-2→[COMM2]	0.744	0.026	28.837	0.000
(COMM)-3→[COMM3]	0.739	0.026	28.036	0.000
(COMM)-4→[COMM4]	0.728	0.027	27.043	0.000
(COMM)-5→[COMM5]	0.744	0.026	28.386	0.000
(COMM)-6→[COMM6]	0.682	0.028	24.242	0.000
(COMM)-7→[COMM7]	0.705	0.027	26.498	0.000
(COMM)-8→[COMM8]	0.739	0.026	28.714	0.000
(COMM)-9→[COMM9]	0.739	0.026	28.247	0.000
(COMM)-10→[COMM10]	0.741	0.026	28.613	0.000
(COMM)-11→[COMM11]	0.731	0.026	28.578	0.000
(COMM)-12→[COMM12]	0.742	0.026	28.270	0.000
(COMM)-13→[COMM13]	0.733	0.026	27.823	0.000
(COMM)-14→[COMM14]	0.708	0.027	26.314	0.000
(COMM)-15→[COMM15]	0.743	0.026	28.051	0.000
(COMM)-16→[COMM16]	0.744	0.027	27.951	0.000
(COMM)-17→[COMM17]	0.727	0.026	27.644	0.000
(COMM)-18→[COMM18]	0.734	0.026	28.349	0.000

TABLE 4.6: Measure of goodness of fit of model

	χ^2	d.f	p-value	$\frac{\chi^2}{d.f}$	GFI	AGFI	RMSEA
CFA Model	92.8404	135	0.000	0.688	0.976	0.970	0.001
Recommended				<i>leq3</i>	<i>geq0.90</i>	<i>geq0.9</i>	<i>≤0.08</i>

confirm and valid factor in using for further analysis. Estimates and their corresponding p-values have shown that question number 10 and 14 were not confirmed in measuring this multidimensional variable of motivation.

On the other side goodness of fit criteria are also up to the mark and followed recommended values. It is mentioned in the literature that if any one criteria is fulfilled then this factor is valid and should be used for analysis. It means this factor is very significant and valid for usage.

TABLE 4.7: Model estimates

	Parameter	S.E	T	Prob
(MOTI)-1→[MOTI1]	0.751	0.029	26.120	0.000
(MOTI)-2→[MOTI2]	0.777	0.027	28.419	0.000
(MOTI)-3→[MOTI3]	0.773	0.027	28.517	0.000
(MOTI)-4→[MOTI4]	0.727	0.029	24.724	0.000
(MOTI)-5→[MOTI5]	0.772	0.027	28.655	0.000
(MOTI)-6→[MOTI6]	0.769	0.027	28.307	0.000
(MOTI)-7→[MOTI7]	0.758	0.028	26.718	0.000
(MOTI)-8→[MOTI8]	0.783	0.028	28.251	0.000
(MOTI)-9→[MOTI9]	0.771	0.027	28.212	0.000
(MOTI)-10→[MOTI10]	0.347	0.030	25.289	0.000
(MOTI)-11→[MOTI11]	0.752	0.028	26.860	0.000
(MOTI)-12→[MOTI12]	0.719	0.030	24.130	0.000
(MOTI)-13→[MOTI13]	0.776	0.027	28.741	0.000
(MOTI)-14→[MOTI14]	0.234	0.029	25.024	0.000
(MOTI)-15→[MOTI15]	0.774	0.027	28.448	0.000
(MOTI)-16→[MOTI16]	0.777	0.027	28.634	0.000
(MOTI)-17→[MOTI17]	0.719	0.027	28.448	0.000
(MOTI)-18→[MOTI18]	0.756	0.027	28.634	0.000

TABLE 4.8: Measure of goodness of fit of model

	χ^2	d.f	p-value	$\frac{\chi^2}{d.f}$	GFI	AGFI	RMSEA
CFA Model	171.155	104	0.000	1.703	0.957	0.944	0.033
Recommended				≤ 3	≥ 0.90	≥ 0.9	≤ 0.08

4.3.4 Job Satisfaction (JSAT)

Job satisfaction is always important concept in Human resource management. Job satisfaction is third mediator according to hypothetical model. Again confirmatory factor analysis was performed for this concept validity and its measurement through 20 questions. Like other concepts, this table has information about parameter, their standard error, calculated T-statistic and p-values. All p-values have values less than 0.05 (level of significance). It means all dimensions and questions are important in measuring the job satisfaction as concept. A third question is most important statement for the concept of job satisfaction.

TABLE 4.9: Model estimates

	Parameter	S.E	T	Prob
(JSAT)-1→[JSAT1]	0.730	0.034	21.417	0.000
(JSAT)-2→[JSAT2]	0.733	0.034	21.368	0.000
(JSAT)-3→[JSAT3]	0.802	0.035	22.599	0.000
(JSAT)-4→[JSAT4]	0.751	0.034	21.958	0.000
(JSAT)-5→[JSAT5]	0.739	0.034	21.593	0.000
(JSAT)-6→[JSAT6]	0.700	0.033	21.069	0.000
(JSAT)-7→[JSAT7]	0.716	0.034	21.113	0.000
(JSAT)-8→[JSAT8]	0.702	0.033	21.169	0.000
(JSAT)-9→[JSAT9]	0.724	0.033	21.694	0.000
(JSAT)-10→[JSAT10]	0.766	0.035	21.784	0.000
(JSAT)-11→[JSAT11]	0.738	0.034	21.627	0.000
(JSAT)-12→[JSAT12]	0.710	0.033	21.417	0.000
(JSAT)-13→[JSAT13]	0.725	0.034	21.202	0.000
(JSAT)-14→[JSAT14]	0.734	0.034	21.648	0.000
(JSAT)-15→[JSAT15]	0.728	0.034	21.575	0.000
(JSAT)-16→[JSAT16]	0.746	0.034	21.799	0.000
(JSAT)-17→[JSAT17]	0.732	0.033	22.270	0.000
(JSAT)-18→[JSAT18]	0.745	0.035	21.386	0.000
(JSAT)-19→[JSAT19]	0.719	0.033	21.483	0.000
(JSAT)-20→[JSAT20]	0.701	0.033	21.195	0.000

Other table has information about goodness of fit criteria used in Confirmatory factor analysis. All the four types of criteria were according to the standard and recommended values, it means this concept is useful in using future analysis.

TABLE 4.10: Measure of goodness of fit of model

	χ^2	d.f	p-value	$\frac{\chi^2}{d.f}$	GFI	AGFI	RMSEA
CFA Model	217.17	170	0.000	1.27	0.949	0.938	0.028
Recommended			\leq	3	$geq0.90$	$geq0.9$	$leq0.08$

4.3.5 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is one of the dependent variable in the model and it also act as independent variable for the turnover intention (another dependent variable). This dynamic phenomenon was measured by using 24 set of questions. This concept has maximum number of questions in this questionnaire. All questions are having significant contribution in measuring the concept of organizational citizenship behavior. Third question has highest significance value as its t-statistic has 22.984 which is greater than any other value given in this table of model estimates.

TABLE 4.11: Model estimates

	Parameter	S.E	T	Prob
(OCB)-1→[OCB1]	0.599	0.026	22.973	0.000
(OCB)-2→[OCB2]	0.591	0.026	22.386	0.000
(OCB)-3→[OCB3]	0.605	0.026	22.984	0.000
(OCB)-4→[OCB4]	0.509	0.036	14.260	0.000
(OCB)-5→[OCB5]	0.541	0.037	14.758	0.000
(OCB)-6→[OCB6]	0.514	0.036	14.430	0.000
(OCB)-7→[OCB7]	0.524	0.034	15.384	0.000
(OCB)-8→[OCB8]	0.551	0.035	15.921	0.000
(OCB)-9→[OCB9]	0.493	0.037	13.361	0.000
(OCB)-10→[OCB10]	0.503	0.037	13.676	0.000
(OCB)-11→[OCB11]	0.510	0.036	14.229	0.000
(OCB)-12→[OCB12]	0.445	0.037	12.036	0.000
(OCB)-13→[OCB13]	0.455	0.036	12.745	0.000
(OCB)-14→[OCB14]	0.492	0.035	13.999	0.000
(OCB)-15→[OCB15]	0.565	0.035	15.943	0.000
(OCB)-16→[OCB16]	0.491	0.036	13.690	0.000
(OCB)-17→[OCB17]	0.529	0.035	15.046	0.000
(OCB)-18→[OCB18]	0.548	0.035	15.730	0.000
(OCB)-19→[OCB19]	0.505	0.036	14.091	0.000
(OCB)-20→[OCB20]	0.495	0.037	13.460	0.000
(OCB)-21→[OCB21]	0.524	0.036	14.610	0.000
(OCB)-22→[OCB22]	0.486	0.033	14.789	0.000
(OCB)-23→[OCB23]	0.488	0.036	13.730	0.000
(OCB)-24→[OCB24]	0.484	0.036	13.272	0.000

Similar to other factors findings, this factor also followed all the criteria usually used. GFI, AGFI, RMSEA and ratio of chi square and degree of freedom all are

following the recommended values. It means this factor is also confirmed factor and should use in structure equation of modeling. This section of results has confirmatory factor analysis about six variables which are the part of hypothetical model. All variables parameter estimates and goodness of fit criteria have shown that all variables are significant and can be used as significant factors in structure equation modeling to test the proposed model.

TABLE 4.12: Measure of goodness of fit of model

	χ^2	d.f	p-value	$\frac{\chi^2}{d.f}$	GFI	AGFI	RMSEA
CFA Model	391.895	252	0.000	1.55	0.929	0.915	0.036
Recommended				≤ 3	≥ 0.90	$\geq .9$	≤ 0.08

4.3.6 Turnover Intentions

Dependent variable in the model is employee turnover intentions. There are three questions which are used in measurement of this concept of turnover intentions. Results of CFA has shown that this factor is a confirmed and valid factor for using in further analysis.

TABLE 4.13: Model estimates

	Parameter	S.E	T	Prob
(TOI)-1→[TOI1]	0.751	0.029	26.120	0.000
(TOI)-2→[TOI2]	0.777	0.027	28.419	0.000
(TOI)-3→[TOI3]	0.773	0.027	28.517	0.000

4.4 Confirmatory Factor Analysis

Two step structural equation modeling was adopted to establish the validity reliability of measures and examine the proposed relational paths. To investigate

TABLE 4.14: Measure of goodness of fit of model

	χ^2	d.f	p-value	$\frac{\chi^2}{d.f}$	GFI	AGFI	RMSEA
CFA Model	92.8404	135	0.000	0.688	0.976	0.970	0.001
Recommended				≤ 3	≥ 0.90	$\geq .9$	≤ 0.08

the reliability of the measures, Cronbachs alpha test conducted by using SPSS program. Cronbachs alpha is the statistical tool to examine construct reliability. The minimum acceptable alpha threshold value is .70 (Cortina, 1994), threshold value below than .70 means that construct is internally not consistent or reliable of construct is weak. Furthermore, CR is an alternative of Cronbachs alpha tool to analyse the construct reliability. Moreover, to check the validity of the scale Conformity Factor Analysis (CFA) employed through using AMOS program. Validity has two types convergent and discriminate validity. Convergent validity means each item has high correlation with other items of same theoretical construct. Whereas discriminant validity means items of each construct can be discriminated from the items of other constructs. In CFA analysis values of Factor loading or regression weights, Composite reliability (CR) and Average variance extracted (AVE) are evaluated. Factor loading above .07 of all items of the same construct, AVE above value exceeding .50 and CR value more than .70 indicate that measurement scale has strong convergent validity (Chin, 1998). Although discriminant validity can be measured through comparing the Square root of AVE of the concerned construct with its values of correlation with other constructs, in spite the square root value of AVE is bigger than correlations discriminant validity exists (Gefen & Straub, 2005). The results of CFA was presented in Table 4.15. Measurement model illustrated good fit for model fit threshold (Hair, Black, Babin, Anderson, & Tatham, 2013). Results also establish factor load (greater than 0.5), AVE) (greater than 0.5 or 0.4), Cronbachs alpha (greater than 0.7) and composite reliability (greater than 0.7) in support of convergent validity. Moreover results presented in Table 4.16 were in support of discriminant validity as interconstruct correlation is greater than the square root of AVE (Hair et al., 2013).

TABLE 4.15: Verification of measurement model for convergent/ discriminant validity and composite reliability

Factor	Factor Loads	No of Items	CR	AVE	Alpha
PIED	(.67-.73)	9	.80	.50	.798
COMM	(.72-.84)	18	.85	.58	.843
MOTI	(.55-.72)	16	.75	.44	.767
JSAT	(.58-.65)	20	.66	.40	.637
TOI	(.57-.82)	3	.81	.52	.803
OCB	(.73-.75)	24	.83	.55	.830

$CMIN/df = 1.426$, $GFI = .911$, $AGFI = .889$, $NFI = .887$, $CFI = .963$, $RMSEA = 0.037$

TABLE 4.16: Results of the Fornell–Larcker validation

	AVE	\sqrt{AVE}	PIED	COMM	MOTI	JSAT	TOI	OCB
PIED	.50	0.71	(0.71)					
COMM	.58	0.76	.759**	(0.76)				
MOTI	.44	0.66	0.098*	0.013	(0.66)			
JSAT	.40	0.63	0.642**	0.767**	0.034	(0.63)		
TOI	.52	0.72	-.654**	-0.589**	-0.305**	-.669**	(0.73)	
OCB	.55	0.74	0.915**	0.751**	0.324**	0.890**	-.0727**	(0.74)

Note 1: “()” are the square root value of AVE of given variables.

Note 2: ** $p < 0.05$

4.5 Testing of Structural Model

4.5.1 Structural Model

After analyzing the Confirmatory Factor Analysis (Shore et al., 1995), structural model is developed to test the proposed relationships of theoretical model.

4.5.2 Testing of Structural Model

To examine the hypothesized relationships among all variables, we estimated the fit of structural model. A comprehensive specification or operationalization of the structural model is provided in the following section.

4.5.3 Specifications of Structural Model

Structural model was composed of the six variables (PIED, COMM, MOTI, JSAT, TOI, and OCB). According to the theoretical model of the study, PIED was specified as exogenous variable and remaining five variables (COMM, MOTI, JSAT, TOI, and OCB) were specified as endogenous variables. Structural paths were tested with the path estimates of endogenous and exogenous variables. Three parameters are representing paths in SEM analysis were suggested by (Kline, 2011). These paths included path between independent and dependent variables ($\text{Gamma} = \gamma$), path between all dependent variables ($\text{beta} = \beta$) and path between the latent variables and its indicators ($\text{Lambda} = \lambda$). We discussed only paths between independent and dependent latent variables ($\text{Gamma} = \gamma$) as structural model is developed with means of exogenous and endogenous variables. The proposed relationships according to theoretical model were constructed after specifying the structural model. Before moving on to estimate model fit indices, it is recommended to check whether any hypothesis is insignificant or not. If any insignificant paths are found, then they are eliminated one by one. There were no insignificant relationship in structural model. So model fits indices and paths were estimated for structural model.

4.5.4 Structural Model Fit Indices

It was evident from the results presented in Table 4.17 that structural model was a good fit and there were no glitches of misfits. No further elimination or add-ons of the paths was suggested. Values for five model fit indices were $\text{CMIN/DF} = 3.801$, $\text{GFI} = 0.99$, $\text{AGFI} = 0.93$, $\text{CFI} = 0.99$ and $\text{RMSEA} = 0.81$. Model fit estimates meet the threshold values and indicated the best fit for the final structural model.

4.5.5 Hypothesis Testing

The summary of hypothesis reported in Table 4.20.

TABLE 4.17: Initial measurement model fit analysis

Goodness of fit indices	Abbreviation	Initial measurement model
Relative / Normal chi-square	(CMIN/ DF)	3.801 Reasonably acceptable
Goodness Fit Index	(GFI)	0.997 Best Fit
Adjusted Goodness Fit Index	(AGFI)	0.938 Best Fit
Comparative Fit Index	(CFI)	0.999 Best Fit
Root Mean Square Error of Approximation	(RMSEA)	081 Average Fit

Hypothesis 1:

It was hypothesized that PIED has significant relationship with TOI. It was evident from the result ($\beta = -.193$, $p < .05$) that negatively significant relationship established between PIED and TOI.

Hypothesis 2:

It was hypothesized that PIED has significant relationship with OCB. It was evident from the result ($\beta = .371$, $p < .05$) that positively significant relationship established between PIED and OCB.

Hypothesis 3:

It was hypothesized that PIED has significant relationship with COMM. It was evident from the result ($\beta = .795$, $p < .05$) that positively significant relationship established between PIED and COMM.

Hypothesis 4:

It was hypothesized that PIED has significant relationship with MOTI. It was evident from the result ($\beta=.089$, $p<.05$) that positively significant relationship established between PIED and MOTI.

Hypothesis 5:

It was hypothesized that PIED has significant relationship with JSAT. It was evident from the result ($\beta=.943$, $p<.05$) that positively significant relationship established between PIED and JSAT.

Hypothesis 6

It was hypothesized that COMM has significant relationship with TOI. It was evident from the result ($\beta= -.114$, $p<.05$) that negatively significant relationship established between COMM and TOI.

Hypothesis 7

It was hypothesized that COMM has significant relationship with OCB. It was evident from the result ($\beta= .097$, $p<.05$) that positively significant relationship established between COMM and OCB.

Hypothesis 8

It was hypothesized that MOTI has significant relationship with TOI. It was evident from the result ($\beta= -.164$, $p<.05$) that negatively significant relationship established between MOTI and TOI.

Hypothesis 9

It was hypothesized that MOTI has significant relationship with OCB. It was evident from the result ($\beta= .233$, $p<.05$) that positively significant relationship established between MOTI and OCB.

Hypothesis 10

It was hypothesized that JSAT has significant relationship with TOI. It was evident from the result ($\beta = -.334$, $p < .05$) that negatively significant relationship established between JSAT and TOI.

Hypothesis 11

It was hypothesized that JSAT has significant relationship with OCB. It was evident from the result ($\beta = .247$, $p < .05$) that positively significant relationship established between JSAT and OCB.

Hypothesis 12

It was hypothesized that OCB has significant relationship with TOI. It was evident from the result ($\beta = -.474$, $p < .05$) that negatively significant relationship established between OCB and TOI.

TABLE 4.18: Testing hypothesis

Structural Path	Estimate	S.E.	C.R	P
TOI←PIED	-0.193	0.097	1.993	0.046
OCB←PIED	0.371	0.033	11.173	***
COMM←PIED	0.795	0.033	23.943	***
MOTI←PIED	0.089	0.044	2.016	0.044
JSAT←PIED	0.943	0.016	57.985	***
TOI←COMM	-0.114	0.043	-2.634	0.008
OCB←COMM	0.097	0.016	5.974	***
TOI←MOTI	-0.164	0.042	-3.946	***
OCB←MOTI	0.223	0.012	18.445	***
TOI←JSAT	-0.334	0.091	-3.659	***
OCB←JSAT	0.247	0.033	7.398	***
TOI←OCB	-0.474	0.125	-3.793	***

4.5.6 Mediation Analysis

Mediation effect is known as intervening effect that predicts the relationship between independent and dependent variables. Awang (2010) categories mediation

affect as full mediation, partial mediation and non-mediation. (Hair, 1998) suggested that for testing mediation effect by using SEM there should be significant correlation between independent, mediating and dependent variable. The mediating effect of study variable is examined by using process suggested by Preacher and Hayes (2004).

Hypothesis 13:

It was hypothesized that COMM significantly mediated the relationship between PIED and TOI. From the Table 4.19 is can be observed that for the mediation effect of COMM between PIED and TOI, total effect is $-.559^{**}$, direct effect is $.795^{**}$ and indirect effect is $-.159^*$. Furthermore, lower limit is $-.233$ and upper limit is $-.0339$, an indication of mediation effect of COMM between PIED and TOI.

Hypothesis 14:

It was hypothesized that COMM significantly mediated the relationship between PIED and OCB. From the Table 4.19 is can be observed that for the mediation effect of COMM between PIED and OCB, total effect is $-.700^{**}$, direct effect is $.795^{**}$ and indirect effect is $-.096^*$. Furthermore, lower limit is $.021$ and upper limit is $.128$, an indication of mediation effect of COMM between PIED and OCB.

Hypothesis 15:

It was hypothesized that MOTI significantly mediated the relationship between PIED and TOI. For the mediation effect of MOTI between PIED and TOI, total effect is $-.559^{**}$, direct effect is $.088^{**}$ and indirect effect is $-.269^*$. Furthermore, lower limit is $-.050$ and upper limit is $-.0006$ and indication of mediation effect of MOTI between PIED and TOI.

Hypothesis 16:

It was hypothesized that MOTI significantly mediated the relationship between PIED and OCB. For the mediation effect of MOTI between PIED and OCB, total effect is $-.700^{**}$, direct effect is $.088^{**}$ and indirect effect is $-.255^*$. Furthermore, lower limit is $.0006$ and upper limit is $.040$ and indication of mediation effect of MOTI between PIED and OCB.

Hypothesis 17:

It was hypothesized that JSAT significantly mediated the relationship between PIED and TOI. For the mediation effect of JSAT between PIED and TOI, total effect is $-.559^{**}$, direct effect is $.943^{**}$ and indirect effect is $-.451^*$. Furthermore, lower limit is $-.575$ and upper limit is $-.250$ and indication of mediation effect of JSAT between PIED and TOI.

Hypothesis 18:

It was hypothesized that JSAT significantly mediated the relationship between PIED and OCB. For the mediation effect of JSAT between PIED and OCB, total effect is $-.700^{**}$, direct effect is $.943^{**}$ and indirect effect is $-.247^*$. Furthermore, lower limit is $.157$ and upper limit is $.312$ and indication of mediation effect of JSAT between PIED and OCB.

In order to determine the mediating affect of the variables under discussion, a summary of the direct and indirect affects between these variables have been shown in Table [4.19](#).

TABLE 4.19: Mediation analysis

Path	Total Effect	Direct Effect (a)	InDirect Effect (b)	95%CI	
				Lower Level	Upper Level
PIED→COMM→TOI	- 0.5591**	0.7952**	-0.1599*	-0.2337	-0.0339
PIED→MOTI→TOI	- 0.5591**	0.0885*	- 0.2698**	-0.0506	-0.0006
PIED→JSAT→TOI	- 0.5591**	0.9432**	- 0.4513**	-0.5751	-0.2500
PIED→COMM→OCB	0.7007**	0.7952**	0.0967**	0.0218	0.1282
PIED→MOTI→OCB	0.7007**	0.0885*	0.2225**	0.0006	0.0404
PIED→JSAT→OCB	0.7007**	0.9432**	0.2474**	0.1572	0.3122

Note: ** coefficient is significant at the 0.01 level (2-tailed).

*coefficient is significant at the 0.05 level (2-tailed).

TABLE 4.20: Summary of results

Relationships	Results
PIED→ TOI	Accepted
PIED→ OCB	Accepted
PIED→ COMM	Accepted
PIED→ MOTI	Accepted
PIED→ JSAT	Accepted
COMM→ TOI	Accepted
COMM→ OCB	Accepted
MOTI→ TOI	Accepted
MOTI→ OCB	Accepted
JSAT→ TOI	Accepted
JSAT→ OCB	Accepted
OCB→ TOI	Accepted
PIED→COMM→ TOI	Accepted
PIED→COMM→ OCB	Accepted
PIED→MOTI→ TOI	Accepted
PIED→MOTI→ OCB	Accepted
PIED→JSAT→ TOI	Accepted
PIED→JSAT→ OCB	Accepted

Chapter 5

Discussion and Recommendations

The objective of the study is to examine the relationship among PIED, COMM, MOTI, JSAT, TOI and OCB. This study presents results of firms which are registered with Pakistan software export board (PSEB). This section presents finding, implications, limitations and future recommendations.

5.1 Discussions

Organizations are now more attentive towards and concerned with employees attitudes and behaviors which are helpful in achieving their goals and objectives. Employers are now changing their focus from compensating only those attitudes and behaviors which were described in job descriptions. Now, they are also interested in maintaining those extra behaviors which were not the part of Job Descriptions like TOI and OCB. This research was carried out with focus on one aspect of employee development i.e. the perception of the employees about what steps the organization is taking in their development and how this perception is likely to influence their decision to stay with the organization or not and their citizenship behaviors. Another aspect that was analyzed is how this employee perception effects the employee commitment with organization, motivation and job satisfaction derived. And how all these factors ultimately influenced the employee intentions

to leave their organization and their respective citizenship behaviors which they exhibited in their organizations. Research model which has been examined in this research reflected that PIED, COMM, MOTI, JSAT are significant predictors of TOI and OCB.

For Hypothesis H1 it is evident from the results that PIED has a significant and negative impact on TOI supporting H1. The results are consistent with the study of (Ahmed et al., 2012; Perryer et al., 2010; Rahman and Nas, 2013). It implies that employees intentions to leave the organization or stay with it are dependent on the employers actions about investment in employee development. Wish to Progress is natural for human beings. And when its about people who are qualified and young, then its importance multiplies. They are more interested in their grooming and whenever they found themselves stuck, they seriously start thinking about finding the opportunities outside the organization where they are working. However, organization can make its employees restrain from thinking about this kind of intentions by introducing programs related to employee development. Inverse relation of these variables proves that by investing on employee development, organizations can reduce this aversive kind of intentions of employees.

For Hypothesis H2 it is evident from the results that PIED has a significant and positive impact on OCB supporting H2. The results are consistent with the study of (Liu, 2009; Miao and Kim, 2010; Karavardar, 2014). This positive significant relationship comprehends that one vital predictor of organization citizenship behavior is perception of investment in employee development. It highlights that employees shows positive behaviors on their own if they found their future secure and prosperous. For example, if employees are given opportunities by their respective organizations to develop themselves by acquiring latest knowledge and up to date skills that help them to compete in labour market, they are more likely to behave positively. This positive behavior is because of feelings of accomplishment comes from developmental activities. In contrast, employees do not show positive behaviors where they are struggling for their survival and growth. In Pakistan, similar kind of behavior was found which is consistent with the study of (Karavardar, 2014). OCB is considered as a very important variable for today's

organization where focus is on learning and higher performance throughout the time. So, for development of a culture where employee help each other is necessary and this kind of culture can only be established when employees are provided with developmental activities and these activities are sustainable.

For Hypothesis H3, it is evident from the results that PIED has a significant and positive impact on COMM which is supporting H3. The results are consistent with the study of (Lee and Bruvold, 2003; Muhammad, 2014; Chiang et al., 2011). This represented that positive perceptions of employees regarding organisational investment on their development has positively enhanced their commitment towards organization. Which means that employees now a days are concerned about their development and if organization takes this responsibility and invest on their development, they in turn will be more committed to the organization. It highlights a significant aspect of retaining employees for better performance of organizations by investing in development of human resource. And this phenomenon is more prevalent in case of knowledge workers who are continuously creating and sharing knowledge. Strong positive relationship of these variables in this study is an evidence that employees of telecom sector find PIED very important for deciding their future with the organization.

The current research also confirms the previous researchers findings about positive relation of organizational support perception and organizational commitment which argued similar kind of relationship (Eisenberger et al., 1986). The developmental support by the side of employer send a message to employees that organization is concerned about their well-being. This message develops a relational feature and in turn employees wants to serve organization and to remain with the organization which cares about them. Moreover, the strength of relationship compels that decision makers should not ignore this but they have to ponder this vital aspect while making decision for investment in organization. Employees wants to stay with the organization which cares about them. It verifies the social exchange theory. If employees are finding someone taking care of their personal growth, they will take care for employer and will not leave him in any kind of trouble weather by not completing their work or by leaving organization. If employer is giving value

to his employees, he will get value in return. Therefore, to gain mutually favorable exchange, an organization must develop a culture of employee development and special attention should be given to boost this reciprocity.

For Hypothesis H4 it is evident from the results that PIED has a significant and positive impact on MOTI supporting H4. The results are consistent with the study of (Riggle et al., 2009; Tooksoon, 2011; Sahinidis and Bouris, 2008). This illustrates that employees level of motivation depends upon the way employees perceive about their organizations investment on employee development. Positive perception leads to higher level of motivation. And if employees identify that their organization is not investing on their development and they are not finding opportunities to improve their skills they are not motivated.

Employee motivation is necessary to get maximum level of performance. and one important driver which has been proved significant by the results of this research is employee development initiatives taken by the organization. It suggests that managers and practitioners should take into account the drivers of enthusiasm and dynamism to get desired results. It has been identified that employees who are getting opportunities for their personal growth put more effort in their work activities. So, the steps taken for development of employees not only improve them but also energize them to perform better and better. They become enthusiastic and happy which leads them to become motivated employees who are always finding ways to improve their organization.

For Hypothesis H5 it is evident from the results that PIED has a significant and positive impact on JSAT supporting H5. The results are consistent with the study of (Colakoglu et al., 2010; Pajo, 2005; Bogler and Nir, 2012). This suggests that employees become more satisfied with job when they recognize that they are getting chance for their development by their employer. Employees found their development as a favourable thing by the side of organization which leads to higher level of satisfaction. It means that employees who get chance to enhance their skills and competencies are more satisfied with their jobs because of feeling control over their employability. Development of skills give employees greater confidence that they can perform their duties and responsibilities in best way inside

the organization in present as well as in future. Moreover, Employees also consider their development as a favourable thing because they feel more confident due to updated skills so they can find employability across a wide range of organizations in case they choose to leave (Feldman, 1996). High beta value persuades that it is very much important to design the constructive program of employee development for employees to make them satisfied.

Another aspect adds the importance of this relationship. Employees now a days are eager to develop themselves and see their development as integral part of their lives. If they are not finding any kind of progress in their personal skills or career growth they will be dissatisfied. So, organizations should take developmental responsibility to make its workforce more satisfied.

For Hypothesis H6 it is evident from the results that COMM has a significant and negative impact on TOI supporting H6. The results are consistent with the study of (Joo and Park, 2010; Kumar et al., 2012; Kuean et al., 2010). It suggests that more the organizational commitment lower the employee turnover intentions. It explains the phenomenon supporting the evidence that committed employees do not think about leaving the organization and employee who are less committed to their organization are more likely to plan about leaving the organization. Results of this study suggest that if organization wants its employees to maintain with the organization, it has to increase the level of employee commitment (Joo and Park, 2010). Furthermore, organizational commitment leads to higher loyalty of employees and they stay long in the organization.

For Hypothesis H7 it is evident from the results that COMM has a significant and positive impact on OCB supporting H7. The results are consistent with the study of (Chang, 2010; Ngadiman, 2013; Meyer et al., 2002). It represents that when employees have higher level of organizational commitment, they are happy and they voluntarily show positive behaviours by helping others. The relation is not much stronger which shows that this impact is significant but less important than job satisfaction which show strong beta value.

For Hypothesis H8 it is evident from the results that MOTI has a significant and negative impact on TOI supporting H8. The results are consistent with the study

of (Olusegun, 2012; Bonenberger et al., 2014; Sajjad et al., 2013). This represents less motivated employees seriously think about swithing their organization. Employees need to be driven for work activities and positive bhaviors. Meaningfulness of work and a good working environemnt along with opportunities to progress creates employee motivation which reduces their intentions to actively seek for another organization. Employees are intendeded to leave when they are not finding motivation in their jobs. It provides guidance for managers that they should design work activities that creates enthusiasm among employees so that they dont even think about leaving the organization.

For Hypothesis H9it is evident from the results that MOTI has a significant and positive impact on OCB supporting H9. The results are consistent with the study of (Organ et al., 2005; Oren et al., 2013; Harwiki, 2013; Finkelstein, 2011). Motivated employees are energetic and they want to do additional tasks without having any kind of duty . they like to hel others because of their higher motivation. If managers want their employees to bhave positvely and go beyond their assigned duties, they should create motivation among their employees by using different techniques. It will enhance sharing of knowledge among employees which is needed for success in todays dynamic environment.

For Hypothesis H10it is evident from the results that JSAT has a significant and negative impact on TOI supporting H10. The results are consistent with the study of (Tnay et al., 2013; Labatmediéné et al., 2007); Klein (2014). This explains that job satisfaction decreases employee turnover intentions. It means that organizations successfully creating a favorable conditions for employees can reduce employee turnover. Because dissatisfied employees are unhappy and they dont want to stay with organization and earnestly plan to leave for a better option. Job satisfaction is found to be most important variable which predicts employee turnover intentions however organizational commitment and motivation do have effect on making decisions to leave the organization. It implies that manager should focus on identifying the factors which leads towards job satisfaction in order to retain good employees.

For Hypothesis H11 it is evident from the results that JSAT has a significant and

positive impact on OCB supporting H11. The results are consistent with the study of (Mohammad et al., 2011; Sunaryo and Suyono, 2013; Pavalache-Ilie, 2014). Job satisfaction makes the gap minimum between employee expectations and reality. People are doing the way they want to do in organization. Resultantly, they are more able to involve in helping others and behaving in a pleasant manner in order to complete organizational tasks. When job satisfaction is low, employees even do not perform their assigned duties in appropriate manner, how can voluntarily positive behaviour can be expected. Further, today's employers are expecting OCB along with routine job duties and it can be get through working on the elements which creates job satisfaction.

For Hypothesis H12 it is evident from the results that OCB has a significant and negative relationship with employee TOI supporting H12. OCBE has negative impact on employees intentions to quit the organization. It implies that these two variable have inverse kind of relation because positive attitudes leads towards positive behaviours whether compulsory or optional and negative attitudes cannot make an employee to put extra efforts beyond expectation. Further, when employees are doing good in organization without any kind of rewards attached, it shows that employees are enjoying and they do not want to leave their job. To get progress, managers should work on the reasons creating positive attitudes which ultimately can reduce employee turnover.

For Hypothesis H13, it was hypothesized that COM significantly mediated the relationship between PIED and TOI. The results are in support of mediating effect of COMM between PIED and TOI. This is consistent with the study of (Addae et al., 2006) that was conducted in Trinidad and Tobago which has a different cultural context. However, similar kind of results shows that employees in different countries do have same requirement when concern is about their development. Furthermore, it increases commitment to the organization which reduces negative attitudes of employees and their intentions to leave organization diminish. The recent study strengthen the view that was presented by (Lee and Bruvold, 2003) in a research on chinese workers that different aspects of commitment do mediates between PIED and TOI. Moreover, this research is also consistent with the

study of (Paré and Tremblay, 2007) and (Islam et al., 2013) which proved different aspects of commitment as significant mediator between PIED and TOI in different industries like banking and IT. It implies that employees belonging to diverse cultures and different industries have quite similar results. So, the managers should focus on such kind of employee development which creates organizational commitment and it will result in low employee turnover. Further, in IT sector, brilliant minds can do miracles and their maintenance with organization is necessary. For Hypothesis H14, It was hypothesized that COMM significantly mediated the relationship between PIED and OCB. The results are in support of mediating effect of COMM between PIED and OCB. This result is consistent with the studies of (Liu, 2009) and (Muhammad, 2014) which were even conducted in different business settings. Though, Kuwaiti business organizations are not similar to Pakistani organizations and employees also have different kind of expectations and behaviors but still organizational commitment has significant influence to strengthen or weaken the relationship of PIED and OCB. So, we can say PIED leads to positive behaviors like OCB and also to organizational commitment and also COMM showed mediation role in this study.

For Hypothesis H15, It was hypothesized that MOTI significantly mediated the relationship between PIED and TOI. The results are in support of mediating effect of MOTI between PIED and TOI. This implies that motivation has significant role to strengthen the relation of perceived investment in employee development and their intentions to leave the organization. This is consistent with the findings of (Dysvik and Kuvaas, 2008) that empirically proved this mediating relationship in Norwegian service organizations. It shows that employees who are motivated, whether intrinsically or extrinsically, play significant role in relation of PIED and TOI. It means that development of employees creates motivation among employees which further makes them loyal and turnover of employees reduce. Employee turnover has been a serious issue in telecom sector of Pakistan due to no switching cost and high demand of IT professionals (Hussain and Asif, 2012). Henceforth, if an organization wants to retain the talent they have to motivate them by providing opportunities to grow then they can reduce turnover intentions.

For Hypothesis H16, it was hypothesized that MOTI significantly mediated the relationship between PIED and OCB. The results are in support mediating effect of MOTI between PIED and OCB. It means that motivation has significant contribution to establish or affect relationship of PIED and OCB. Perceived investment in employee development indirectly affects OCB through the effect of mediator (in this case motivation). These results confirmed the study of (Dysvik and Kuvaas, 2008) that exhibited the relationship between perceived training opportunities and employees citizenship behaviors was fully mediated by employee intrinsic motivation among trainees. However, this research was conducted in a different setting that is a broad range of Norwegian service organizations. Further, intrinsic motivation was evident as a significant mediator in study of (Kuvaas and Dysvik, 2009) and (Rich et al., 2010). In this research, consistent results were found because mediation has been shown after empirical analysis. Though, OCB is an extra role behavior which is shown by employees and fortunately it was found present in Pakistani organizations. Mostly, organizational and social culture demands such kind of behaviors. So, It might be one possible reason for this kind of relationship. Secondly, higher level of motivation among employees not only enables them to make better job performance but also strengthen their extra role performance.

For Hypothesis H17, it was hypothesized that JSAT significantly mediated the relationship between PIED and TOI. The results are in support mediating effect of JSAT between PIED and TOI. These results are aligned with the study of (Jawahar and Hemmasi, 2006) found partial mediation and (Lee and Bruvold, 2003) found full mediation between the relationship between perceived organizational support and turnover intentions of employees. It was also confirmed in Chinese organizations by another research (Cheng and Waldenberger, 2013). Further, various sectors was studied by different researchers like security agencies, hotels, universities, companies, research institutes and government agencies and results were similar to the current research (Chiang et al., 2005; de los Santos Lozano, 2012; Zhou, 2009). It means that job satisfaction is an important variable and play significant role in the relation of PIED and TOI regardless of different cultures and organizations. If organization is successful in satisfying its

employees by providing program of employee development, it will definitely minimize turnover intentions of employees. In this way, good employees could be retained and be utilized for betterment of organization.

For Hypothesis H18, it was hypothesized that JSAT significantly mediated the relationship between PIED and OCB. The results are in support of mediating effect of JSAT between PIED and OCB. It explained that job satisfaction is a significant mediator between perceived investment in employee development and organizational citizenship behavior. These findings are quite similar with the previous studies by (Rich et al., 2010) and (Shaukat et al., 2012) which found significant mediating impact of job satisfaction in their studies. Though, JSAT and PIED have direct impact on OCB as well but job satisfaction also showed mediation in between PIED and OCB. It might be due to different factors which caused job satisfaction also caused OCB. For example, there may be salary, working conditions, career paths etc. which caused satisfaction of employees and this high level of satisfaction in turn affect OCB. There might be some other factor that engage employees in voluntarily positive behaviors like ethics and values of an individual.

5.2 Implications

The findings of this research have certain implications for researchers and practitioners. Firstly researchers can use the relationships established in this research as a reference point and for establishing further dimensions of research. This particular study also helps the researchers to use these associations in some other sectors and with few other variables. With the help of the relationships established through this research, the human resource managers can draw a guideline for developing a human resource strategy in order to reduce turnover intentions of their employees. These theoretical implications are the real guidelines for Human Resource Managers to develop various kinds of strategies in order to gain positive behavioral response from their employees.

As the study was conducted in Call centers of Pakistan and IT Professionals, managers of these firms need to focus more on employee development and to increase

their motivation level. Theorist can focus on intrinsic and extrinsic dimensions of motivation and can elaborate all sub dimensions of organizational commitment. The proven relationships are basic guidelines for other theorists and researchers to continue their working on behavioral aspects of employees not from this industry only but from other industrial sectors as well.

By investing in employee developmental activities and tanning opportunities organization may be able to develop the positive perceptions of employees which in turn will create more job satisfaction among them, higher organizational commitment and enhanced level of motivation. These behavioral aspects will further result in more responsible and positive behavior from the employees and they will not think to leave their respective firms.

Secondly, this research implied some practical proposition that can be functionalized in IT industry of Pakistan as an effort to keep their employees for longer period of time. Practitioners from this industry and from other industries can benefit from the findings of the research and apply these theoretical concepts practically. If HR managers design policies for continuous improvement of their employees, then the turnover ratios of employees will be reduced. The more a firm invests in developmental programs, more will be the positive results from their employees and lesser will be the turnover intentions. Organizations can clearly focus on improving working conditions, promotions, pay, incentive plans, better relationship among workers and supervisors, job enrichment programs, and more participation from employees in order to increase satisfaction and motivation level of their workers. If managers are succeeded in increasing job satisfaction, they will surely increase positive attitudinal responses from their employees.

The study has implied that investment in development of employees in call center and IT related professionals of Pakistan has played a very significant role in enhancing the commitment, motivation, and satisfaction of the workers, which further had a strong impact on showing more citizenship behavior and a strong wish to continue with these organizations. Managers should develop the structure of their organizations in such a way which appeals their staff and they willingly show more commitment towards the organization and their management. These

commitment designs can be improved by fulfilling the ethical, moral, and financial needs of the employees. If an employee is faced with an attractive and acknowledging work area, He or She will show more affection with the organization and will wish to stay with the group. This practice will ultimately help in reducing the turnover ratio of employees. Strategist of the companies especially that in IT industry, need to provide more motivation, satisfaction to employees, facilities to increase commitment level and develop their skills, abilities, and knowledge. By improving these job related attitudes organizations will be in a better positions to retain employees. These highly developed, satisfied, committed and motivated employees will help organizations to gain and sustain competitive advantage. This particular research has surely specified the novel perception of finding the instruments and practical application by which employee satisfaction and commitment will help in high performance and positive attitudes.

5.3 Limitations and Future Directions

Although profound care has been taken to make the study prudent and objective, but still there are some limitations which should be considered before generalizing the results of this study. First, cross sectional survey method was used for collection of individuals responses. However perceptions, attitudes and behaviors are dynamic. Thus to get more insight regarding the concept of PIED, work related attitudes (COMM, MOTI, JSAT) and their outcomes (TOI and OCB) longitudinal study may be helpful. Second, this study relied on self-reported information of respondents that may affect the generalizability of current findings of causal relationship. For instance, OCB was measured by using self reported measurement scales. So there might be upward bias in responses of employees due to the presences of socially desirable self-inflation. On the other hand Vandenberg, Lance and Taylor (2004) argued that in some cases supervisor reports are more biased than self-reports. Moreover, some performance base behaviors for example OCB are difficult for other to observe (Bolino et al. 2010; Ilies et al., 2009) as a result self ratings may be better suited. Additionally, some researcher highlighted that

in some cases self reported measures offer more precise information than objective measures (Day 2003; Podsakoff & Organ, 1986). Third, in this research intentions are measured instead of actual behaviors, intentions are considered as proximal predictors of actual behavior (Chau et al., 2009). Assessment of actual behaviors offers more accurate results. For instance, future researchers can consider actual turnover behavior along with turnover intentions for further exploration of this phenomenon. Forth, the population defined in this research has been restricted to only IT industry, so further research in other industries with diverse demographic features can increase the generalizability of the current study results. Fifth, it is acknowledged that there are some other variables that could contribute in his model. For example, job burnout (Demerouti et al., 2001); Performance-reward expectancy (Eisenberger et al., 1990); Job involvement (Eisenberger and Stinglhamber, 2011); and withdrawal activities like Tardiness; Job search behavior; Absenteeism (Kurtessis et al., 2017). Finally, this research predicated organizational commitment, motivation and turnover intentions as a single construct. Literature operationalized organizational commitment as three component model (Allen and Meyer, 1990); motivation as extrinsic and intrinsic motivation (Ryan and Deci, 2000). So for better insight future research could be conducted by considering dimensions separately.

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Annexure

Research-Questionnaire (Time 1)

Dear respondent,

I am PhD Scholar at Capital University of Science and Technology, wishing to conduct research on “Impact of Employee Development on Organizational Citizenship Behavior and Employee Turnover Intentions” for the completion of my research thesis. In this regard, I have prepared following questionnaire, please note down that your identity as respondent is concealed. You can freely express whatever the ground realities you see and face. It will take 10 minutes only; any information obtained for this research will only be used for academic purpose. I really appreciate your time for filling up this questionnaire.

Regards

Syed Ali Abdullah Mehboob

PhD Scholar

5.4 Questionnaire

Perceived Investment in Employee Development (PIED)

1	When it comes to pay raises and promotion decisions,
2	Agreeing with powerful others is the best alternative
1	My organization trains employees on skills that prepare them for future jobs and career development.
2	My organization provides career counseling and planning assistance to employees.
3	My organization allows employees to have the time to learn new skills that prepare them for future jobs.
4	My organization provides support when employees decide to obtain ongoing training.
5	My organization is receptive to employees requests for lateral transfers (transfer to another department).
6	My organization ensures that employees can expect confidentiality when consulting staff.
7	My organization provides employees with information on the availability of job openings inside the organization.
8	My organization is fully supportive of a career-management program for the employees.
9	My organization provides a systematic program that regularly assesses employees skills and interests.

Organizational Commitment

1	I would be very happy to spend the rest of my career in this organization.
2	I really feel as if this organizations problems are my own.

3	I do not feel like part of the family at my organization.
4	I do not feel emotionally attached to this organization.
5	This organization has a great deal of personal meaning for me.
6	I do not feel a strong sense of belonging to my organization.
7	It would be very hard for me to leave my organization right now, even if I wanted to.
8	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.
9	Right now, staying with my organization is a matter of necessity as much as desire.
10	I feel that I have too few options to consider leaving this organization.
11	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
12	If I had not already put so much of myself into this organization, I might consider working elsewhere.
13	I do not feel any obligation to remain with my current employer.
14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.
15	I would feel guilty if I left my organization now.
16	This organization deserves my loyalty.
17	I would not leave my organization right now because I have a sense of obligation to the people in it.
18	I owe a great deal to my organization.

Motivation

1	Because this is the type of work I chose to do to attain a certain lifestyle.
2	For the income it provides me.
3	I ask myself this question, I dont seem to be able to manage the important tasks related to this work.
4	Because I derive much pleasure from learning new things.
5	Because it has become a fundamental part of who I am.
6	Because I want to succeed at this job, if not I would be very ashamed of myself.
7	Because I chose this type of work to attain my career Goals
8	For the satisfaction I experience from taking on interesting challenges
9	Because it allows me to earn money.
1 0	Because it is part of the way in which I have chosen to live my life.
1 1	Because I want to be very good at this work, otherwise I would be very disappointed.
1 2	I dont know why, we are provided with unrealistic working conditions.
1 3	Because I want to be a winner in life.
1 4	Because it is the type of work I have chosen to attain certain important objectives
1 5	For the satisfaction I experience when I am successful at doing difficult tasks.
1 6	Because this type of work provides me with security.
1 7	I dont know, too much is expected of us.
1 8	Because this job is a part of my life

Job Satisfaction

To what extent do you agree that following factors create satisfaction at work:

1	Being able to keep busy all the time.
2	The chance to work alone on the job.
3	The chance to do different things time to time.
4	The chance to be somebody in the community.
5	Being able to do things that don't go against my conscience.
6	The way my job provides for steady employment.
7	The chance to do things for other people.
8	The chance to tell people what to do.
9	The chance to do something that makes use of my abilities.
10	The freedom to use my own judgment.
11	The chance to try my own methods of doing job.
12	The feeling of accomplishment I get from job.
13	The way my boss handles his/her workers.
14	The competence of my supervisor in making decisions.
15	The way organization policies are put into practice.
16	My pay and amount of work I do.
17	The chances for advancement on this job.
18	The praise I get for doing a job.
19	The working conditions.
20	The way my coworkers get along with each other.

Intent to Leave

1	As soon as I can find a better job, I'll leave.
2	I am seriously thinking about quitting my job.
3	I am actively looking for a job outside.

Organization Citizenship Behavior

To what extent do you agree that you are engage in the following behaviors at workr

1	Help to orient new employees even though it is NOT required.
2	Help employees who have been absent.
3	Help employees who have heavy workloads.
4	Am always ready to lend a helping hand to those around me.
5	Willingly help others who have work related problems.
6	Attendance at work is above the norm.
7	Believe in giving an honest day's work for an honest day's pay.
8	Do Not take extra breaks.
9	Am the most conscientious employees.
1 0	Obeys company rules and regulations even when no one is watching
1 1	Consider the impact of my actions on coworkers.
1 2	Do not abuse the rights of others.
1 3	Am mindful of how my behavior affects other people's jobs.
1 4	Take steps to try to prevent problems with other workers.
1 5	Try to avoid creating problems for coworkers.
1 6	Attend functions that are not required, but help the company image.
1 7	Attend meetings that are mandatory, but are considered important.
1 8	Keep abreast of changes in the organization.
1 9	Read and keep up with organization announcements, memos, and so on.
2 0	Always find fault with what the organization is doing.
2 1	Always focus on what's wrong, rather than the positive side.
2 2	Consume a lot of time complaining about trivial matters.
2 3	Am the classic "squeaky wheel" that always needs greasing.
2 4	Tend to make "mountains out of molehills.