

Effects on Employee Retention by the Supervisory Support: Role of Career Commitment as a Mediators in Banking Sector Context of Gilgit-Baltistan (GB) Pakistan

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DOI: 10.70670/sra.v3i1.292

Abstract

The present study aims at analyzing the effect of supervisory support and career commitment on employ retention in banking context of Gilgit-Baltistan Pakistan. For the analysis, primary data from 231 respondents was collected. The respondents were selected from 36 different organizations. One-way ANOVA, Correlation regression and Regression analysis was used to check output of the research study. Analysis of the collected data revealed that employee retention is positively affected by supervisory support and mediating role of career commitment. Moreover, social exchange theory has been used in the current study, and the theory has been found that it supports the current study. Findings of the current study may not be overgeneralized as the study is limited to banking sector. The study significantly contributes the role of career commitment in supervisory support in an organization to retain the valuable employees.

Keywords: Supervisory Support, Career Commitment, Employee retention, Gilgit-Baltistan Pakistan

Introduction:

Employee retention is one of the largest problems facing service organizations worldwide. The company invests a lot of money on staff training in order to retain them. (Phillips and Connell, 2003). One important source of competitive advantage is said to be people. To keep productive employees for a long time, a number of policies and processes are in place. Consequently, it has been established that one of the key factors influencing an organization's performance is staff retention. It not only cuts down on wasteful spending, but it may also boost employee talents and motivation (Aman-Ullah, A et al., 2020). In the banking business, retention methods have received

little attention, which leads to subpar performance from the aforementioned organizations and occasionally poses a threat to their long-term viability (Ghani et al., 2022). On the other hand, one of the biggest problems in the twenty-first century, especially in the banking Sector, is employee retention. The workforce transmission has always made retention a constant battle. It has been discovered that the method of retaining its knowledgeable and experienced staff is changing (Ohunakin et al., 2020). Retention has been identified as an important component in human resource management. If employees are not retained, efforts and commitment are likely to be in vain (Sadagheyani et al., 2022). The three primary steps in human resource management are hiring, training, and retention. Nonetheless, retention is seen as a necessary procedure for everyone (Bamberger et al., 2006). Implementing successful strategies to keep competent workers in the company and stop them from leaving is known as retention (Mirsepasi, 2013). However, it is a means of giving workers the atmosphere they want in order to keep them on board and increase their output (Qorbani and RezaeeRad, 2011). A company's success in hiring human resources alone does not ensure retention or the creation of favorable circumstances. Employees, especially those with expertise and experience, are likely to look for new organizations if the work environment at their current one does not meet their expectations. As a result, investments in hiring, training, and equipment for human resources may be in useless (BeikMohammadlou, 2010). It is impossible to overlook the importance of a supervisory support in keeping employees in a company (Naz et al., 2020). Finding work-related factors that affect how individuals view their jobs, family conflicts, and their well-being may also be essential to enhancing employee productivity and organizational performance. In order to create a good work environment, it is also important to comprehend the methods and strategies used in human resource management in businesses. (Naz et al., 2022). Many of the previous research works consider it crucial to develop learning and working environment so as to promote the productive and effective professionals (Boswell et al., 2017). Employers must have Supervisory support in order to continue profitable growth and desirable development (Luthans et al., 2008). A Supervisory support is essential for forecasting employee retention (Kundu and Lata, 2017). Job satisfaction is positively impacted by the work environment, particularly by supervisory assistance. Better facilities are necessary for organizations to operate efficiently, and an employee's main concern is their workplace. Therefore, in order to increase job satisfaction, focus needs to be paid to enhancing the working environment (Luthans et al., 2020). Employees in impacted companies report higher job satisfaction, more reciprocity toward one another, and a more encouraging boss (Alan et al., 2023). Organizational techniques are necessary to increase employee job satisfaction, lower employee turnover, and enhance the caliber of work by allowing employees to engage more actively in organizational operations (Al Sabei et al., 2023). Career commitment has received less attention from scholars than other forms of commitment in the workplace, while being a subset of the "commitment" literature that has mostly been studied in the vocational psychology literature (Katz et al., 2019; Zhu et al., 2020). Career dedication is essential for employer success because it inspires workers and enhances their productivity (Van der Heijden et al., 2022). The importance of career dedication was felt in both ethnic and non-ethnic communities (Hu, D., Zhou et al., 2022). The stability of the workforce is impacted by career commitment, which also affects employees' careers, job performance, and job satisfaction (Dang et al., 2020). Career commitment, according to Hall (1971), is the level of motivation a person has to work in a specific career role. Research indicates that when "leaving the work" refers to "changing careers" as opposed to "changing organizations," career commitment may be a much stronger predictor of turnover intention than organizational commitment (Blau, 1988). Employees who are committed to their careers are more likely to comprehend the nature of their work and may be able to overcome emotional fatigue. On the plus side, by dedicating themselves to their work, academics may create the emotional, social, and institutional value of their jobs (Amin et al., 2017). A review of the body of literature on job satisfaction predictors was carried out with a

focus on the academic context because of the importance of job happiness for academics. Increasing academics job satisfaction with strong professional dedication might be one of the most important considerations (Gendron et al., 2016). In many respects, the current study makes a substantial addition to the body of literature in the topic. It offers recommendations for addressing the issues of staff retention in developing nations such as Pakistan, Gilgit-Baltistan (G.B.). Theoretically, employee retention strategies have been identified in relation to the function of supervisory support. A scientific investigation into the effect of supervisory support on employee retention followed. We then framed the research model based on the social exchange theory (Blau, 1964) and employer-employee interaction (Eisenberger et al., 1986). The study contributes to the existing body of knowledge as it provides a contextualized supportive work environment in term of Supervisory support on the Social Exchange theory (Blau, 1964). According to the literature study, supervisory assistance has received less attention than it should because it was not thought of as a predictor of staff retention. We also used the career commitment as an additional tool to help retain employees. In the context of Pakistan, the relationship between career commitment and supervisor support and employee retention has not yet been investigated (Alan et al., 2023).

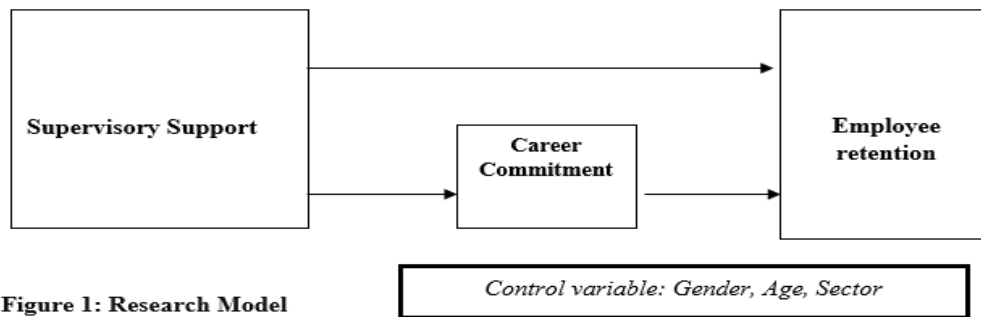


Figure 1: Research Model

Review of Literature and Hypotheses formulation

Supervisory Support and Employee Retention:

It has been demonstrated that employee attitudes and retention are greatly impacted by the supervisor-subordinate relationship (Oladimeji et al., 2022). According to the leader-member exchange (LMX) theory, managers should cultivate various quality relationships with each subordinate (Graen & Uhl-Bien, 1995). Instead of using a "one-size-fits-all" strategy, supervisors create partnerships that are specific to each report. Mutual trust, respect, and a shared commitment to the leadership process are characteristics of high-quality LMX relationships (Erdogan & Bauer, 2014). Workers with stronger LMX ties think their boss will share inside information, help them grow professionally, and offer resources and assistance when needed (Martin et al., 2018). They feel obliged to return the favor by performing better, being more dedicated, and willingly going above and above the call of duty.

High LMX is associated with higher work satisfaction, organizational commitment, motivation, performance, and fewer plans to leave, according to meta-analytic data (Dulebohn et al., 2012). Overall, workers who are matched with managers who foster strong, encouraging bonds report much better work experiences. Due in part to further mentoring and development, they perform better, like their work more, feel deeply devoted to the organization's mission, and put up more effort out of personal motivation. Employees that are a part of high LMX partnerships are more satisfied, committed, motivated, and contribute more, and they are rarely willing to leave the company in order to break those important ties. Their manager's dedication to their development and success inspires a shared commitment to accomplishing group goals (Martin et al., 2018).

Thus, on the basis of above literature, the following hypotheses can be proposed.

Hypothesis 1: Supervisory Support is positively and significantly related to employee retention.

Supervisory Support and Career Commitment:

Identifying with and actively engaging in one's own professional development is known as career commitment (Colarelli & Bishop, 1990; Hall, 1971). People who create personal career goals and put in the effort and perseverance to reach them are said to have high levels of career commitment (Colarelli & Bishop, 1990; Goulet & Singh, 2002; Zhu et al., 2020). Career commitment was significantly impacted by autonomy and work-related characteristics (Zhu et al., 2021). Individual attitudes, career identity, job involvement, and career planning are all components of career commitment, according to Zhu et al. (2020). All of these elements can help a person's career when devotion becomes a vital indicator of professional meaning (Chan & Ao, 2019; Peng et al., 2016). If employees have great hopes for their careers and are totally dedicated to them, they might be able to invest a significant amount of money in their work. Consequently, several studies have shown that people who are highly committed to their careers are likely to be more satisfied with their jobs (Mustafa et al., 2021). If professional development and career commitment are more strongly correlated, then an individual is more likely to have more developmental opportunities in a COVID-19 pandemic condition (Wong et al., 2021). Numerous prior studies have demonstrated that job dedication may be impacted by motivational factors. Lin's two-wave study found that enthusiasm, social support, and perceived self-centered leadership are all indirectly associated to turnover intention through the full mediation of career commitment (Lin, 2020).

Hypothesis 2: Supportive work environment (SWE) is positively and significantly related to Career Commitment.

Career Commitment (CC) and Employee Retention (ER):

According to Khan (2021), career dedication in Rawalpindi-Islamabad service organizations is closely correlated with staff growth and retention. According to Kamalaveni et al. (2019), employees who are happy with their workplace are more likely to have low intentions to leave than those who are unhappy. According to Fitzenz (1990), a number of factors may influence employee engagement and retention rather than just one. According to Zhang et al. (2023), fostering career interest and drive in nursing students as well as ensuring career adaptability are thought to be beneficial in boosting career commitment. Likewise, hospital nurses' dedication may increase their chances of long-term employment. Furthermore, data shows that compensation is the most important factor in raising organizational engagement, followed by work-life balance and the workplace environment (Thanigaiyarasu et al., 2023). Employees' desire to leave a company is negatively impacted by career commitment (Taylor et al., 2023). Results indicated that Millennial hospitality graduates' commitment to a career in the hotel industry is significantly influenced by their working conditions, environment, and pay (Ferdian et al., 2022).

Higher commitment individuals are thought to be eager to strive toward their professional objectives and show an interest in learning pertinent information (Rather et al., 2019). Career commitment was found to have a negative effect on organizational turnover intention (Li & Xie, 2022). The findings show that job happiness is positively impacted by career and pay. Salary, career, and job satisfaction all have a negative effect on the likelihood of quitting one's job (Vizano et al., 2021). Career development has a detrimental effect on employees' intentions to quit their jobs, even though it has a positive effect on job satisfaction (Dewi & Nurhayati, 2021). Career development can lower a company's turnover rate, claim Tran et al. (2020). Excellent career development within a business can inspire workers, which may eventually reduce employee

turnover and encourage them to reach their goals inside the existing organization. According to Nawwaz and Pangil (2016), career progress has a detrimental effect on the intention to leave.

Hypothesis 3: Career Commitment is positively and significantly related to Employee Retention.

Mediation of Career Commitment:

According to Hall (1971), career commitment is the act of actively engaging in and identifying with one's own professional development. The association between turnover intentions and the impression of organizational politics was only partially mediated by career commitment. These findings demonstrate that managers address employees' careerist attitude by developing a strong perceptual framework for career advancement (Kim et al., 2016). Career commitment partially influences the relationship between core self-evaluations and job satisfaction (Zhang et al., 2014). Affective commitment mediates conflicts between job, family, and supervisory support (Khan et al., 2020). The data gathered from 389 Korean employees was used to obtain the results. Career commitment acted as a full mediating factor in the relationship between ethical behavior and professional accomplishment and both end factors (desire to engage in training and turnover). the connection between motivation for training participation and viewpoints on organizational politics (Kim et al., 2016). A person's long-term motivation is greatly influenced by their degree of dedication to their profession. Career commitment acts as a mediator between achievement, power, and connection-driven employee performance. A person's attitude toward their career or profession is known as their professional commitment (Blau, 1989). Employees that are really dedicated to their work will try to understand the company's goals and will actively adjust their own to make sure they align with the company's aims (Indra et al., 2023). According to Damayanti (2017), one element of career commitment is work-life balance. Because so many people change occupations, these workers' careers seldom reach their full potential. Because career dedication helps people grow their professional abilities and ensures they stay in their employment for a longer amount of time (Niu, 2010). According to Zhang et al. (2014), career commitment connects core self-evaluation and job happiness. Performance and work load are strongly correlated with career commitment and job satisfaction (Janib et al., 2021). Career commitment and person-organization fit act as mediators in the relationship between supervisory support and turnover intention (Khan, 2021).

Hypothesis 4: Career Commitment mediates the relationship between Supportive Work Environment and Employee Retention.

Research Methodology

The data were collected from different full-time and part-time employees working in different organizations (banking sectors) of G.B Pakistan. Convenience sampling techniques were used to select the participant for the collection of data. Data were collected through hardcopy.

A covert letter was attached with questionnaires that explained to the respondents the purpose of the study. And informed respondents that their response to this questionnaire is treated confidentiality and anonymity. Their response is used only for academic purposes.

A total of 300 questionnaires were distributed out of which 250 were received back and 231 were useable. The response rate of useable data was 77%. Sample distribution can be seen in Table 1 which shows the distribution and characteristics of the sample. The result shows that (76.6 percent) were males and (23.4 percent) were females. Out of the overall respondent (54.5 percent) were

single and (45.5 percent) were married. The majority of respondents (90 percent) were full-time workers and the remaining (10 percent) were a part-time worker. Further (35.5 %) respondents were aged between 18 and 25, (50.6 %) respondents were aged between 26 and 40, (13.4 %) were aged between 41 and 60, (.4 %) respondents were aged over 60. From total respondents more than half of respondents (60.2 percent) performed their duty as supervisor/ Management, (13.4 percent) performed duty as a Maintenance section, (17.3 percent) involved in customer service, and the remaining (9.1 percent) employees were clerical staff. More than half of respondent (66.7 percent) had job experience between 0 and 5 years, (19.5 percent) respondents had job experience between 6 and 10 years, (7.8 percent) respondents had job experience between 11 and 20 years, (6.1 percent) respondents had job experience between 21 and 30 years, there was no respondent having job experience over 30 years.

Measures

Three items were used to measure the supervisory support (Eisenberger et al., 1986). Three items extracted from the research on career commitment, which served as the mediating variable (Blau, 1985). All study variables were evaluated on a 5-point Likert scale, with 1 denoting strong disagreement and 5 denoting strong agreement. The supervisory support reliability according to Cronbach's alpha was (0.871). These three items were scored on a Likert scale of 1 to 5, where 1 stood for Strongly Disagree and 5 for Strongly Agree. Career Commitment's Cronbach alpha reliability was (0.732).

Table 1: Distribution and Characteristics of Sample

Variable	Categories	No	(%)
Gender	Male	177	76.6
	Female	54	23.4
	Total	231	100
Marital Status	Single	126	54.5
	Married	105	45.5
	Total	231	100
Age	18-25	82	35.5
	26-40	117	50.6
	41-60	31	13.4
	Over 60	1	.4
	Total	231	100
Work status	Full time	208	90
	Part time	23	10
	Total	231	100
Position	Supervisor/Management	139	60.2
	Maintenance	31	13.4
	Customer Service	40	17.3
	Clerical	21	9.1
	Total	231	100
Experience	0-5	154	66.7
	6-10	45	19.5
	11-20	18	7.8
	21-30	14	6.1
	Over 30	0	0
	Total	231	100

Employee retention (dependent variable). To measure staff retention, three items were utilized (Seashore et al., 1982). Every item was scored using a Likert scale of 1 to 5, where 1 meant "Strongly Disagree" and 5 meant "Strongly Agree." Employee retention's Cronbach alpha reliability was (0.808). Controlling element / Controller Variable Age, gender, and sector served as the study's control variables based on a prior Khan study from 2022. Variable coding in that study is as follow Age (1 = under 25 years, 2 = 26-30 year, 3 = 31-40 year, 4 = 41-50 year, 5 = 51-60 and 6 = above 60) gender (1 = male, 2 = female) and section (1 = public and 2 = private).

Results

One-way ANOVA was used to control the variation in employee retention based on the demographic variable used in the current investigation. The One-Way ANOVA results (see table 2) revealed that there was no discernible variation in the mean value of employee retention according to Gender, Age and Sector.

Table 2: One-way ANOVA

Sources of variation	ER	
	F statistics	p-value
Gender	.212	.646
Age	1.877	.134
Sector	.934	.425

ER= Employee Retention

Statistical Tools: Means, standard deviation, correlations, Reliabilities and multiple regression analysis also using SPSS 22 version.

Results

Table 3: Means, Standard deviation, correlation and Reliabilities

	Mean	SD	1	2	3
SS	3.67	0.61	(0.871)		
CC	3.60	0.95	0.426**	(0.732)	
ER	3.42	0.98	0.503**	0.912**	(0.808)

The table 3 shows that a supervisory support has a strong positive correlation with employee retention (0.503, $p = .000$) which is fully supporting to hypothesis 1. Then supervisory support has also a positive correlation with Career Commitment (0.426, $p = .000$) this result supports hypothesis 2. Career Commitment has a positive correlation with Employee Retention (0.912, $p = .000$) which supports hypotheses 3 and 4 respectively.

Regression Analysis:

In the current investigation, the Baron and Kenny (1986) mediation condition was applied. The main effect and the mediating effect of the variable were discovered using regression analysis. The outcome of regression analysis is displayed in Table 4. The result shows that a supervisory support has a strongly positive and significant effect on Employee retention ($\beta = 0.746$, $R^2 = 0.253$, with $p = .000$), so Hypothesis 1 is accepted. Based on the strongly positive and significant effect of supervisory support on Career Commitment ($\beta = 0.617$, $R^2 = 0.181$, with $p = .000$) Hypothesis 2

is accepted. The result further indicates that Career Commitment has a positive and significant effect on employee retention ($\beta = 0.933$, $R^2 = 0.832$, with $p = .000$) therefore hypothesis 3 is accepted.

Table 4: Regression Analysis

Predictor	Career Commitment			Employee retention		
	B	R ²	▲ R ²	B	R ²	▲ R ²
Direct effect						
SS	0.617***	0.181	0.178***	0.746***	0.253	0.250***
CC				0.933***	0.832	0.831***
Indirect effect						
SS				0.208***	0.848	0.847***
CC						

N = 231. SS = Supervisory Support, CC = Career Commitment
 * = $p < .05$. ** = $p < .01$. *** = $p < .001$. ns = not significant

According to Table 3 mediating regression analysis findings, career commitment mediates the association between a supervisory support and employee retention. ($\beta = 0.208$, $R^2 = 0.848$, $\Delta R^2 = 0.847$, with $p = .000$) and thus Hypothesis 4 is accepted. In the present study, the association between a supervisory support and employee retention is partially mediated by career commitment.

Discussion:

The study supports and accepts all the hypotheses. The study reveals that supervisory support positively affects the Employee Retention. An encouraging work environment especially supervisory support increases an employee's sense of pleasure with his or her company and job, and convinced and motivated people stay to work for the company. A positive supervisory support increases employee retention and lowers the likelihood of turnover. previous finding shows the following dimensions of the Supportive Work Environment are supposed to influence Employee retention:

- Perceived Climate
- Peer Group Interaction
- Perceived organizational support

The findings of current study are supported by the previous researches done by ((López-Cabarcos et al., 2022; Babic et al., 2022; Yusliza et al., 2020; Yusliza et al., 2021; Hughes et al., 2020; Naz et al., 2020; Boswell et al., 2017). Supervisory support has positive and strong effects on Career commitment. In many firms, a supervisory support is essential for professional advancement or success. A supervisory support aids employee in honing their relevant abilities so they can meet the demands of their line of work. The most important instrument a supervisor may utilize to accomplish organizational goals is motivation. This is how an employee's career may have developed and his professional skills may also be improved. The results of the current investigation are corroborated by earlier studies conducted by (Hu, D., Zhou et al., 2022; Dang et al., 2020; Van der Heijden et al., 2022; Zhu et al., 2020; Katz et al., 2019). Career commitment has positive effects on Employee retention as well. Career commitment of an employee is in fact his dedication and the efforts he invests on his job in an organization. Employees are likely to retain in a firm where he feels comfortable; it ultimately guarantees success of the organizational. In case of career

commitment there will be low turnover intention. The findings of current study are confirmed by the previous researches done by (Aman-Ullah, A et al., 2020; Ghani et al., 2022; Ohunakin et al., 2020; Sadagheyani et al., 2022; Kennedy and Daim, 2010). The current analysis offers complete support for the social exchange theory. It demonstrates how a supervisory support promotes employee retention inside the company till retirement. A positive supervisory support also guarantees devotion to a career. Previous research backs up this finding (Eisenberger et al., 1986; Rhoades et al., 2001; Ghosh and Sahney, 2011; Rhoades et al., 2001; Ghosh and Sahney, 2011).

Managerial Implications:

The study suggests that supervisors, managers and organizations, specifically HR department must focus on supervisory support so as to retain the experienced and productive employees in the organization. A supervisor should make necessary steps to provide help in time to the employees so that their retention may sustain for a long time. In other words, supervisors support enables employees work without any obstacle. In order to guarantee a sustainable retention of an employee, the following strategies and mechanisms may be helpful to a great extent:

- Rewards System
- Training
- Promotion
- Health care
- Friendly Environment
- Career opportunities
- Salary Increment
- Get feedback about task

When an organization, particularly one in the service sector banking sectors, seeks to gain a competitive edge, the managers of all relevant departments including human resources, finance, marketing, operational management, and supply chain management should assist their staff members by creating a supportive work environment.

Limitation and future research

This study has been carried out in banking sector of G.B Pakistan so the results may not be overgeneralized. Future researchers may include manufacturing sector and Services sector from the entire country to investigate and find out valid and authentic results. The current study has taken Gender, Age and Sector of employee as controlled variable so future study may use another demographic variable. Results and findings of the current study are drawn taking the banking sector. Future researchers may carry out studies comparing banking, tourism and telecom; they may use two dependent variables like Retention and Turnover intention with Comparative Study.

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