

Factors of Employee's Well Being and its Impact on Employee's Turnover Intention and Organizational Commitment: A Case Study of PTCL, Peshawar

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Abstract

New and exciting innovations and latest information technologies have come along to shape our approach to employee wellbeing, but our attitude has always remained the same. Societal people who are drive our success. So, we can strive to maintain a healthy and happy culture, and create environments in which everyone can flourish. Employees are considered as important resource working for organizational success and growth in the market. Organizations respond effectively for social interest. This study is about factors of employee's wellbeing, turnover intention and organizational commitment. This is cross sectional causal study associated with survey questionnaires collected from employees of PTCL, Peshawar.

Keywords: *Employee's Wellbeing, Turnover Intention, Organizational Commitment.*

1. Introduction

Today, in the presence of highly competitive business environment, human resource department of smart organization are looking for talented and qualified employees for accomplished their goals within define time frame (Mondy, Wayne, Robert, Noe, & Shane, 2012). It is analyzed that employees are considered as important resource and valuable asset for organizational success and growth in the market. Without employee's contribution and efforts it is very difficult for organizations to achieve their goals and objectives which their top level management set in their minds. Eisenberger, Robert,

Peter and Valerie (2012) suggested that organization working employees are associated with global beliefs and are more concerning about values, their contribution and cares about their employee wellbeing. This factor of employees wellbeing is considered as the support of organization which directly reduces the absenteeism of employees within their current network, create strongly relationship with management and employees shows their best productivity for more organization success in the market (Warr & Peter, 2013). The process of employee wellbeing is considered as an important element for organization effectively operates their functional activities in the market. Human resource manager of the organization is an individual who normally acts as an advisory, staff capacity and also working with other managers regarding to human resource matters (Wayne, Judy, & Robert, 2013). These human resources matters are working under the strong consideration of organization workplace environment, increases employee job security, develop strong relationship and cooperation with colleagues, socialization and paid them satisfied salaries for increasing their motivational level (Ramlall & Sunil, 2004).

Now a day, most of the smart organizations top level management is working on increasing employee's motivation level for reducing turnover intention from their system. It is true employees motivation is highly dependent upon compensation, benefits, attractive salaries, special allowances and many other functional activities performed which directly as well as indirectly connected with organizational commitment (Bakhshi, Arti, Kuldeep & Ekta, 2009). Organization commitment is based on management justice with working employees. Organization justice with employees plays a very progressive role for turnover intentions (Mobley & William, 2014). Organization operations works with the support of standard operating procedures and policies for products and services practically implement in the market. Organization managers are primarily responsible for coordinating with management of resources to help the organization for accomplished their goals. Organizations respond effectively for social interest. This social interest is known as social responsibility. This social responsibility is to be implied enforced of managers acting and reacting to their official capacity for serving best in the organization (Friedman & Milton, 2010).

1.1 Problem Statement

Pakistan's complex and highly competitive environment has raised the standards of the works and have increased burden over the employees. On the other hand, Pakistan being a developing country and highly low economic growth generates low profits for the business organizations, due to which organizations are unable to meet their expenses and increase the salaries of their employees, which has overall resulted in the increasing of the employee turnover rate. This research is revolving around to investigate the factors of employee's wellbeing and their impact on turnover intention and organizational commitment.

1.2 Research Objectives

The research objective of this paper is revolving around "to identify and examine the employee's wellbeing, working environment and job security impact on turnover intention and organizational commitment". And "to explore and analyze cooperative of colleagues, processes of socialization and satisfaction with salaries of employees impact on turnover intention and organizational commitment".

1.3 Originality of the Study

The originality of study is based on various factors related to employee's wellbeing for determining the impact of turnover intention and organization commitments. Study originality is revolving around employee's wellbeing factors are working environment of organizations, provide employee job security, management of organization is cooperated with colleagues, practically implementing the concept of socialization and increasing employees satisfaction through salaries which highly influences on turnover intentions and organizational commitment. In this research is composed of remaining four sections. Second section is about related research, designed and development of theoretical framework model and formulation of suggested hypotheses. Third section is research methodology in which the researcher design methodology in accordance to determine various factors related to employee's wellbeing impact on turnover intentions and organizational commitment. Forth section is data analysis, result and finding associated with hypotheses testing and determining the impact through regression analysis. In the last section is about conclusion and recommendation which is based on more improving the current system of organization in term of reducing turnover intention and increasing organization commitment.

2. Literature Review

Today, smart business organization needs employee engagement (Harter, James , Frank, Schmidt, & Theodore, 2012). Employees play a very important role in any organization working all around the globe (Mondy, Wayne, Robert, Noe, & Shane, 2012). In accordance to the past literature, it is observed that organization top management participation converted their vision into reality through employee's contribution. Organizations are facing high competitive demands for evaluation the lower costs, need employee high productivity and greater flexibility, organizations are increasing turning to employee involvement (Harter, James , Frank, Schmidt, & Theodore, 2012). The process of employee involvement is to enhance the overall organization operational functions based on commitment. In any organization employee's contribution plays a very progressive role leading toward product or services success in the market. The effectiveness of organizational parallel structure is highly dependent upon high level of involvement associated with members (Jones & Gareth , 2010). So, it is analyzed that communication organization purpose, procedures, compensation and special allowances can only promote that employee contribution, moreover employee organization participation is designing and developing the organizational structure transformed vision into reality of owners. These factors improve scale of economy in term of evaluation of new ways of working (DeDee, Kim, Douglas , & Vorhies, 2014). This continued effective communication within the organization is very effective for parallel structuring well

performed operational activities can ensure the member awareness. Vakola, Maria and Ioannis (2010) suggested that employee's attitude plays a very dynamic role towards organizational change. The process of organizational change is highly dependent upon employee's involvement, decision making power, abilities, capabilities and many other related activities performed in the favor of organization success, value and worth in the market. In this study, the researcher emphasis is on occupational stress and brings parallel in organizational structural change. Both of these two major aspects considered as very

important element for minimizing the issues associated with organizational life (Mohrman, Susan , Susan & Allan, 2010). The result of this study is based on linkage between employee’s behavior and attitudes towards the work which directly as well as indirectly connected with organizational change significantly constructs organizational behavior, occupational stress and organizational commitment as well. Mostly, the system of organizations is open in nature, which relate to working environment (Houtman, Irene, Jettinghof & Leonor, 2007). The system of organization is must require effective resources and valuable information that needed to well performed their functionality and must deliver the quality oriented products or services as per requirement of people expectations (Zeithaml, Valarie , Leonard , Berry & Aranth, 2013). It is analyzed that most of the organizational structure is associated with rapidly change and having complex situation for require organizational response different from those in environments that are considered as more stable and simple in term of accommodate their resources. Strong relationships with colleagues shows high level of organization commitment and reduce the element of employee turnover intention from their system.

2.1 Hypotheses

- H₁: Employee’s wellbeing is positively associated with turnover intention and organizational commitment.*
- H₂: Working environment is positively associated with turnover intention and organizational commitment.*
- H₃: Job security is positively associated with turnover intention and organizational commitment.*
- H₄: Cooperation of colleagues is positively associated with turnover intention and organizational commitment.*
- H₅: Socialization is positively associated with turnover intention and organizational commitment.*
- H₆: Satisfaction with salary is positively associated with turnover intention and organizational commitment.*

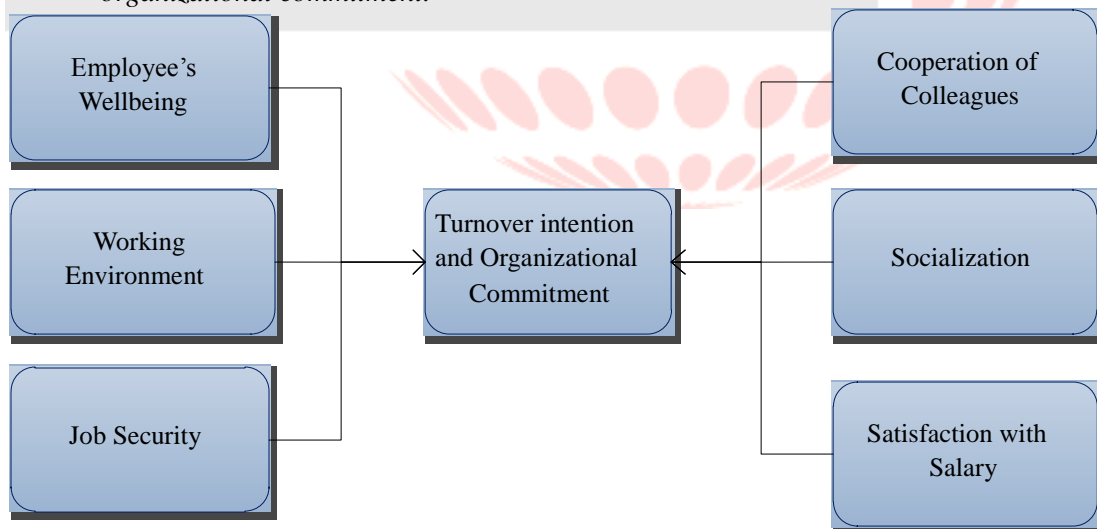


Figure 1: Theoretical Framework

Theoretical framework model of this research is extracted through past and similar literature, theory and related model. This theoretical framework model is composed of two main variables. First one is independent variables and second one is dependent variable. In accordance to theoretical framework model independent variables are employee's wellbeing, working environment, job security, cooperative of colleagues, socialization, and satisfaction with salary, whereas dependent variable is , turnover intention and organizational commitment.

3. Research Methodology

Research methodology is designed and developed in accordance to determine the various factors of employee's wellbeing and their impact on turnover intention and organizational commitment. In this paper, the researcher emphasizes is on employee's wellbeing factors such as working environment, employees job security, cooperation with colleagues, increasing the process of socialization and satisfied salaries. These entire factors of employee's wellbeing are normally used for reducing the turnover intention and increasing organization commitments. Quantitative research approach is to be used for effectively analyzed the survey data results. Type of research methodology is correlation in nature. In this correlation research methodology the researcher determines the impact evaluated in term of turnover intention and organization commitment. Design of research is based on various factors related to employee's wellbeing, turnover intentions and organization commitment. In this research design the researcher transformed his or her full knowledge, idea and information into meaning full form. This research design is according to framework model where variables play their own role for impacting the turnover intentions and organization commitments.

3.1 Sampling Procedure

Simple random sampling technique was used in this paper for data collection. Sample size limit is not more than two hundred and fifty (250) employees working in different offices of Pakistan Telecommunication Company. There are two types of data collection technique is to be used for data processing. First type of data collection is primary source of information associated with questionnaire techniques and other one is secondary source of information. This secondary source of information is based on related journals, articles, model and theory which are helpful for researcher for design the framework model of this paper. Research design focuses on the collection of research data and transformed it into meaningful form with the support of various software like SPSS (Argyrous, 2009). The main functionality of SPSS software is use for testing of hypotheses by applying correlation analysis and determines the impact of turnover intention and organizational commitment through multiple regression analysis models.

4. Results and Findings

This data analysis, results and finding are plays a dynamic role leading towards the completion of research paper. This data analysis, result and findings are composed of two statistical tests. First one statistical test is about correlation analysis which is used for testing of suggested hypotheses and second one is multiple regression analysis models for determining and analyzing the impact of all the independent variables on dependent variable. These results and finding are given below:

Table 4.1: Correlation Analysis

	Employee's Wellbeing	Working Environment	Job Security	Cooperation of Colleagues	Socialization	Satisfaction with salary	Turnover intention and Organization commitment
Employee's Wellbeing	1						
Working Environment	.674**	1					
Job Security	.614**	.489**	1				
Cooperation of Colleagues	.481**	.452**	.861**	1			
Socialization	.479**	0.158	.369**	.447**	1		
Satisfaction with Salary	0.079	0.131	.421**	.483**	0.112	1	
Turnover intention and Organization commitment	.941**	.556**	.502**	.550**	.655**	.966**	1

This correlation analysis is used for testing of suggested hypotheses derived from framework model. In accordance to the first research hypothesis is about employee's wellbeing is positively associated with turnover intention and organizational commitment. The correlation value of employee's wellbeing, turnover intention and organization commitment is .941** and level of significant i-e 0.000. Second research hypothesis is about working environment is positively associated with turnover intention and organizational commitment. The correlation value of working environment, turnover intention and organization commitment is .556** and level of significant i-e 0.000.

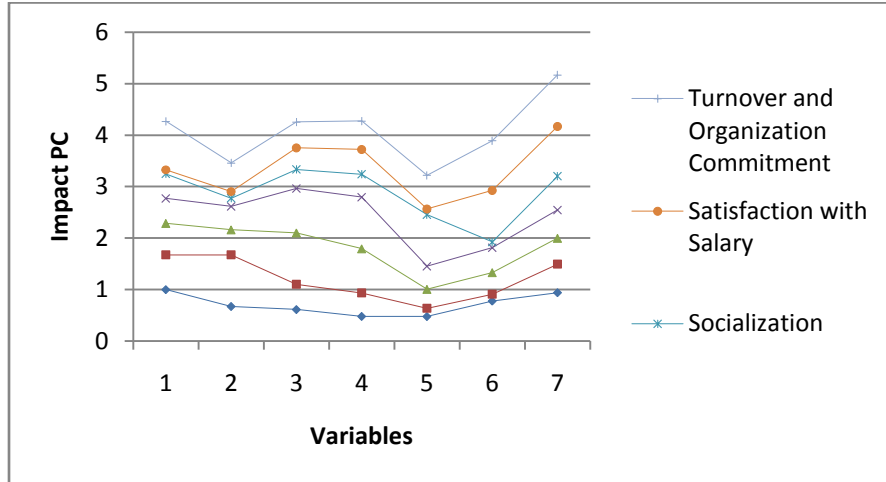


Figure 2: Pearson Correlation

Third research hypothesis is about job security is positively associated with turnover intention and organizational commitment. The correlation value of job security, turnover intention and organization commitment is .502** and level of significant i-e 0.000. Forth research hypothesis is about cooperative of colleagues is positively associated with turnover intention and organizational commitment. The correlation value of cooperative of colleagues, turnover intention and organization commitment is .550** and level of significant i-e 0.000. Fifth research hypothesis is about socialization is positively associated with turnover intention and organizational commitment. The correlation value of socialization, turnover intention and organization commitment is .655** and level of significant i-e 0.000. Sixth research hypothesis is about satisfaction with salary is positively associated with turnover intention and organizational commitment. The correlation value of satisfaction with salary, turnover intention and organization commitment is .966** and level of significant i-e 0.000. Hence, all hypotheses are proved and support this model.

Table 4.2: Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966 ^a	.933	.929	.54348

a. Predictors: (Constant), Employee’s wellbeing, working environment, job security, cooperative of colleagues, socialization, satisfaction with salary, turnover intention and organization commitment.

Predicators of model summary are various factors of employee’s wellbeing used for determining the impact of turnover intentions and organization commitments. In accordance to the results, it is determined that the value of regression i-e .966, R square i-e .933 and adjusted R square i-e .929. Hence, all the value of model summary is support the values of regression.

Table 4.3: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	578.189	9	64.243	21.7503	.000 ^a
	Residual	41.351	141	.295		
	Total	619.540	150			

a. Predictors: (Constant), Employee’s wellbeing, working environment, job security, cooperative of colleagues, socialization, satisfaction with salary, turnover intention and organizational commitment.

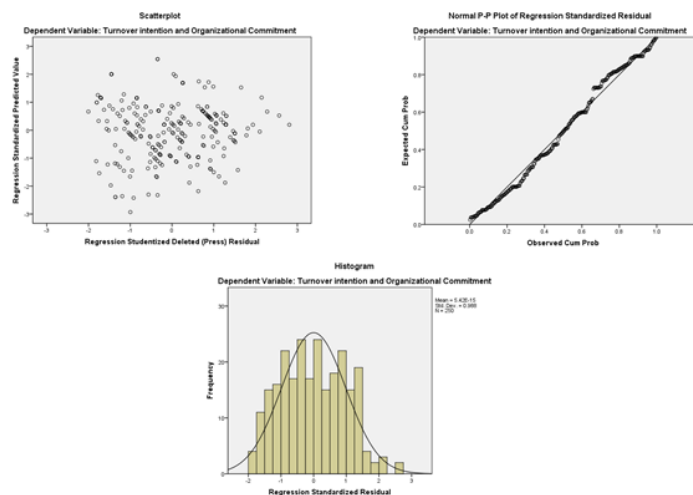


Figure 3: Regression Analysis

Anova result is used for determining the impact of variables derived from model. In accordance to the results, frequency is denoted by F i-e 21.75% shows variances in the model at the level of significant i-e 0.000. The values of regression and residual in term of sum of square i-e (578.189 and 41.351), df i-e (9 and 141) and mean square i-e (64.243 and .295). Hence, all the values are considered as good for analyzing the impact of turnover intention and organization commitment.

5. Conclusion and Recommendations

It is concluded that employee wellbeing is considered as an important factor for organizational growth and success in the market. Today, in the presence of highly competitive business environment most of the well-known organizational top management is looking into the matter especially for employee’s wellbeing. It is true when an employee of any organization is wellbeing then automatically organization leading towards success and also gaining high competition in the market. Top

management contribution in any organization plays effective role for managing and controlling various operational functions activities related to socialization and paid them satisfied salaries for increasing their motivational level of employees. So, the policies and procedure of organization design and innovation of products and services are generated to support the corporate strategy and values. So, transformational change is invariably affects many organizations in term of internal and external stakeholder which including the owner, managers and customers. It is highly recommended that organization should focus more on creative working environment. So that employee's wellbeing retained and show more organizational commitment. This factor is also reducing the employee's turnover intention and show more organizational commitment. Organization commitment is associated with employee performance, policies and procedure in which organization works and gaining high competition in the market. The management of the organization has to develop policies to improve employee's wellbeing so that employee's turnover intention is to be minimized and improved.

5.1 Future Research

This research is about “factors of employee's wellbeing and their impact on turnover intention and organizational commitment” completely revolves around employee's attitude, behavior, business ethics, norms, values and many other related activities performed. More research studies should be conducted on the broader perspective and also practically implemented in various setup of organizations considering different research environments and parameters as well.

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