

The Impact of Harmonious Passion on Intention to Leave through Work Engagement in Banking Sector of Lahore, Pakistan

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Abstract

The primary purpose of this study is to explore the impact of Harmonious Passion on Intention to leave through work engagement in Banking Sector of Lahore, Pakistan. This research is significant for the employees of banking sector as it will help the top management to implement new strategies to enhance the overall passion of employees by engaging them in work so that they remain loyal to organization and don't quit. This study is quantitative in nature as data were collected with the help of self-administered Questionnaires using simple random sampling technique through the employees working in banking sector. The accumulated data were analyzed by SPSS 22 and AMOS 22 by testing reliability, correlation analysis, regression analysis by running confirmatory factor analysis and implementing Structural Equation Modelling, mediation was tested through Barron and Kenny test to check whether it is partial or full. Results demonstrated that Harmonious Passion has a significant negative impact on intention to leave and this relationship got mediated when employees remain themselves engaged in work. When employees have the passion to work well on the job then they remain engaged in performing their duties and stay within the organization and work for its wellbeing. This study focused on the least studied area of Human resource Management in the circumstances in which it was carried out. All the concepts are interlinked in it to reduce the employee's intention to leave the organization.

Keywords: Harmonious Passion, Intention to Leave, Work Engagement, Banking Sector.

Introduction

For an individual to excel in this competitive world, the passion for work matters a lot and the passion which is in accordance with the desired vision of life is a golden base factor for the individual's and organization's success. When an employee has passion to work enthusiastically, then the desired results can be achieved which may be proved as a soul factor for the success of that specific organization, further this passion makes the employees loyal to work with a specific organization for a long time and work for its wellbeing. In Pakistan, banking sector is of major importance for the smooth running of economy, when the bankers have the passion which is in accordance with the desired results then they can work more efficiently as interest is developed in that specific activity, and bankers enjoy their on the job tasks and responsibilities. It is observed that when an employee is passionate enough then he did not even think about quitting the organization for some sort of extrinsic rewards, and show less intention to leave the organization. Pook, (2001) explained that nowadays organizations' face many challenges regarding high turnover due to mergers, various needs of new generation in workforce and demographics needs and the reason behind this Intention to leave decreases due to creativity appreciation, flexibility in locations and by

engaging the employees in their work more effectively. Work engagement served as the base factor to mediate the relationship between harmonious passion and intention to leave among bankers as banking profession is much hectic job in Pakistan that is why higher management try to engage the employees in different kinds of on the job and off the job activities so that they stay loyal and committed to the organization and demonstration less turnover intention as when employees quit the organization then that specific firm face challenges to hire new employees and train them that costs much, that is why organization provide such training techniques and leisure opportunities to their employees so that they stay within the organization and work for its wellbeing

Literature Review

Harmonious Passion

Multiple organizational factors drive the energy levels of employees and a considerable number of individuals get motivation from the extra money that they get for a supplementary task while some may want to get a space in the good books of their superiors or may also want a promotion with increments where as a diverse set of people work and perform because they love what they do (Houlihan et al., 2014). Previous researches propped that meaningful and gratified work is an outcome of passionate input and passion is referred to a strong inclination towards an entity or a commodity. Bridekirk, Turcotte, & Oddson, (2016) found that harmonious passion leads to positive emotions that result in to productive cognitive abilities. The core assets of an organization are its employees and their perception about work and environment are massive contributors to goal attainment at workplace.

Financial institutions are commonly run of decentralized structures at local banking industry and these kinds of environments are sensitive towards intrinsic needs of individuals which are backed by harmonious passion of employees (Bridekirk, Turcotte, & Oddson, 2016). Previous researches proposed that passion is anything in which people invest energies and time. Employees having harmonious passion for work consider assignments and uncertain tasks as significant but certainly not something that consumes their energies (Siren, Patel, & Wincent, 2016). Harmonious passion is merely about indulging oneself voluntarily into the work and excelling confidently. Research has come up with a result that says those employees have harmonious passion for work eventually develop citizenship behavior (Astakhova, 2015) and demonstrate less intention to leave the organization.

Intention to Leave

Intention to leave or turnover intention can be defined as an employee's intention to leave the existing job and look forward to pick another job in the near future ((Alam & Mohammad, 2010) & (Weisberg, 1994)). Allen, Shore, & Griffeth, (2003) had explained that intention to leave is an instant symbol of employee's turnover. Intention to leave has been previously explained as the behavioral intention of personnel to leave their place, jobs, and organization voluntarily (Coomber & Barriball, 2007). Rathore et al., (2010) proposed that Intention to leave is a procedure through which employee's leave the current organization and join another organization and Intention to leave or turnover intention has been defined as an employee's effort or willingness to freely leave their workstation. Behery et al., (2016) found that Workers Intention to leave may be defined as the workers leaves their jobs within the defined period of time. Intention to leave may be due to the negative opinions and behavior towards to their jobs and organization. Das, (2012) proposed that worker's intention to leave is due to the less organizational commitment and management's bad attitude.

Now a days organizations encountered different problems by higher turnover due to different mergers, demographic changes, and the various wants of various generations in the personnel.

Perspective for personal development, working time flexibility, offices for creativeness and impact on taking decisions are very essential elements to reduce the Intention to leave among young generation in the organizations (Tuschen-Caffier, Pook, & Frank, 2001). Previous studies proposed that one of the biggest problem in the organizations regarding intention to leave is cost which incurred in human Capital development and decreases in manpower productivity. Chen, Wang, & Chu, (2010) explained that the 45 to 60 days and lot of time required to fill the available position and to train the new employee in the new position, this clarifies that it is very essential to find the solution to retain the employees in the organization because its takes time to train the new replaced workers. Menefee & Murphy, (2004) explained the reasons that increase the intention to leave among the young workers is dissatisfaction with their salary packages, not happy with the management, displeasure with the working environment, insufficient chance for the future development and in others opinion that pay is more important factor in assessment to stay or leave the job (Feij, Krausz, & Taris, 2003). Sun, Aryee, & Law, (2007) described that reduction in employee turnover increase employee productivity and the reason behind this statement is that practices such as employee development programs and training session are associated with improving work. When the workers observe that these practices are practically applied, then less turnover rate is noticed among themselves (Ang, Bartram, McNeil, Leggat, & Stanton, 2013).

Work Engagement

Work engagement is the intense dedication of employee beyond the job description both at emotional and intellectual levels to do something extra for the organization. This concept was first hypothesized by Khan in 1990 when he described engagement as feeling of psychological attachment towards organization. As described by a previous study, engagement is a feeling of employee infatuation and involvement towards organization resulted in more satisfied employees. Engagement can have stirring connotation for managers as it can be positively associated with organizational commitment and organizational citizenship, but also negatively associated with intentions to quit. In 2013 Javornik and Mandela focused on different dimensions of engagement it could be viewed from employee and customer view point and studies revealed that there has been a great deal of interest in employee engagement as it could lead to organizational success and even to financial performance.

In addition, employees who are most committed perform better and are less likely to leave the organization. During recent era of globalization where competition has reached to its peak employee being the most important factor of competitive advantage are considered most important because of their contribution towards the wellbeing of organization and these waves of global competition have pushed the researchers to discover new dimensions of employee behavior that could lead to organizations profitability (Brodie, Iliac, Juris, & Hollenbeck, 2013). Brodie et al. (2011; 2013) proposed that the employee engagement towards work could lead organizations towards customer engagement thus could earn a sustainable customer relationship for organization. Work engagement is also described as constructive substitute of employee exhaustion and demotivation and intentions to quit and in comparison to strain workforce, employees having feeling of work engagement are more energetic and motivated. Now days where businesses are driven by intense global pressures demanding the organizations having self-committed, passionate employees highly engaged to work thus creating clear difference in performance (Schaufeli, W. B. 2012).

Theoretical Framework

Figure 1.0 Demonstrate the theoretical framework in which Harmonious Passion is independent Variable, intention to leave is dependent Variable and Work engagement is mediating Variable.

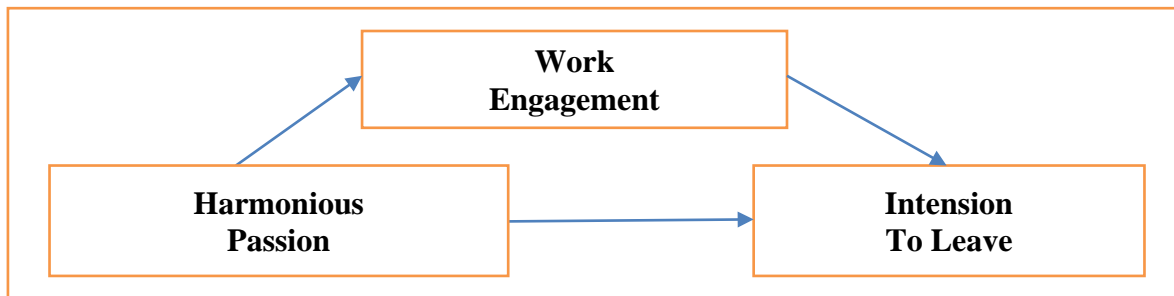


Figure 1: Theoretical Framework

Hypotheses Development

Following hypotheses were developed in this study

H1: Harmonious Passion has a Negative Impact on the employee’s Intention to Leave.

H2: Work Engagement has a Negative Impact on the employee’s Intention to Leave

H3: Work Engagement mediates the relationship between Harmonious Passion and employee’s Intention to Leave.

Methodology

This study is exploratory in nature in which relationship among constructs are measured. The population of this study are the Banks of Lahore and the samples are the employees working in the Banking sector of Lahore, Pakistan. Total 400 employees were selected using probability sampling technique especially convenience sampling. Self-administered questionnaires were used for collecting data adopted questionnaires with 5 Points LIKERT Scale were used. Variables were measured with the help of adopted questionnaires made by previous researchers. The response rate of respondents was 77% as total 310 questionnaires received were completely filled. Data was analyzed with the help of SPSS 22 and AMOS 22, different tests were run to check the reliability, validity, impact and correlation. Confirmatory Factor Analysis was performed and Structural Equation Modelling was implemented to test the fitness of Model by using the criterial proposed by (Hu & Bentler, 1999). Mediation was tested by Barron and Kenny test in SPSS to check the partial and full mediation among the constructs.

Data Analysis and Hypotheses Testing

Descriptive, Correlation and Regression Analysis

Table 1: Descriptive Statistics, Correlation and Regression Analysis

	Reliability	Mean	Standard Deviation	Harmonious Passion	Intention to Leave	Work Engagement
Harmonious Passion	0.757	3.454	0.48826	1		
Intention to Leave	0.841	3.654	0.41123	- 0.595**	1	
Work Engagement	0.792	3.667	0.49921	0.657**	- 0.662**	1
Regression Analysis						
	R	R ²	Beta Value	P Value		
Direct Effect (HP -> I to P)	0.421	0.612	2.757	0.000		
Indirect Effect (WE -> I to P)	0.521	0.522	2.916	0.000		

Table explains the reliability values for all the variables as Harmonious Passion has 0.757, Intention to leave has 0.841 and Work Engagement has reliability value of 0.792 which is satisfactory for the data analysis. Further Mean and Standard Deviation Values for Harmonious

Passion, Intention to leave and Work Engagement are 3.454, 3.654, 3.667 and 0.48826, 0.41123, 0.49921 respectively. Further correlation Analysis was performed to check the relationship among variables as Harmonious passion and Intention to Leave has negative correlation with value (-0.595**) which means that if employees demonstrate higher passion for work then they will be less motivated to quit the job. Similarly, Harmonious Passion and Work Engagement has positive impact on each other with the value (0.657**) which means that if employees have passion to work then engage themselves in work for the wellbeing of organization. Then employee work engagement has negative impact on intention to leave with the value (-0.662**) which means that if employees remain engage in work then their intention to leave the Bank will be less expressing their professional behavior. Further regression analysis was run to check the impact as Harmonious Passion impacts the intention to leave of employees with the value of $R = 0.421$, $R^2 = 0.621$, Beta Value = 2.757 and P Value = 0.000 representing the significance of the impact. Similarly, regression values for the impact of work engagement on intention to Leave are $R = 0.521$, $R^2 = 0.522$, Beta Value = 2.916 and P Value = 0.000, showing the significance of this Effect.

Confirmatory Factor Analysis

Measurement Model

AMOS provides a benchmark set of standards which are effective to analyze the confirmation of data with model, these standards constituting CFI, GFI, AGFI, PCLOSE, RMSEA, RMR and CMIN/DF demonstrate the extent to which one variable is associated with other variable (DANISH, SHAHID, HUMAYON, & NAWAZ, 2015).

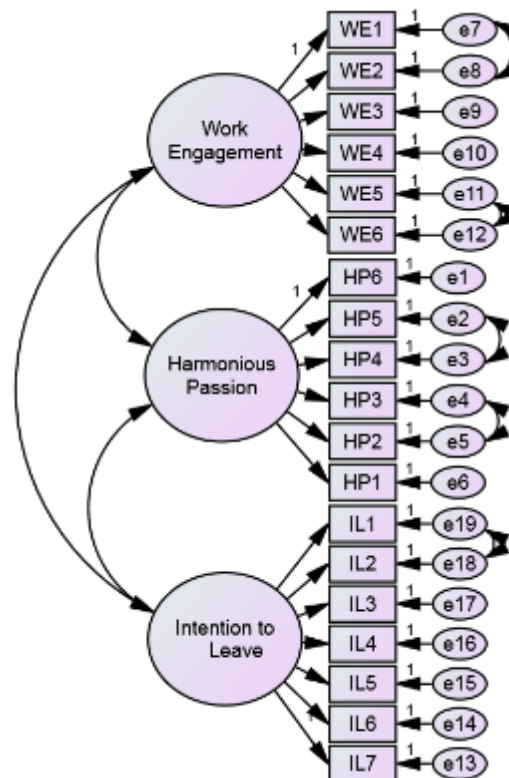


Figure 2: Measurement Model

Table 2 explain the values for regression weights of the Measurement Model constituting Harmonious Passion, Work Engagement and Intention to Leave with their item labels and factor loading, values show the fitness of model.

Table 2: Standardized Regression Weights

Latent Variable	Item Label	Standardized Regression Weights
Harmonious Passion	HP1	0.518
	HP2	0.845
	HP3	0.794
	HP4	0.572
	HP5	0.510
	HP6	0.813
Work Engagement	WE1	0.718
	WE2	0.598
	WE3	0.771
	WE4	0.871
	WE5	0.785
	WE6	0.671
Intention to Leave	IL1	0.667
	IL2	0.542
	IL3	0.432
	IL4	0.988
	IL5	0.776
	IL6	0.813

Table 3 explains the values for model fitness indices of Measurement model with the indices of X^2 , CMIN/DF, CFI, GFI, AGFI, RMR, RMSEA and PCLOSE with the values 231, 2.836, 0.737, 0.978, 0.818, 0.051, 0.050 and 0.000.

Table 3: Model Fitness Summary

Model Fitness Indices	X^2	CMIN/DF	CFI	GFI	AGFI	RMR	RMSEA	PCLOSE
Measurement	231	2.836	0.737	0.978	0.818	0.051	0.050	0.000

Structural Equation Modelling

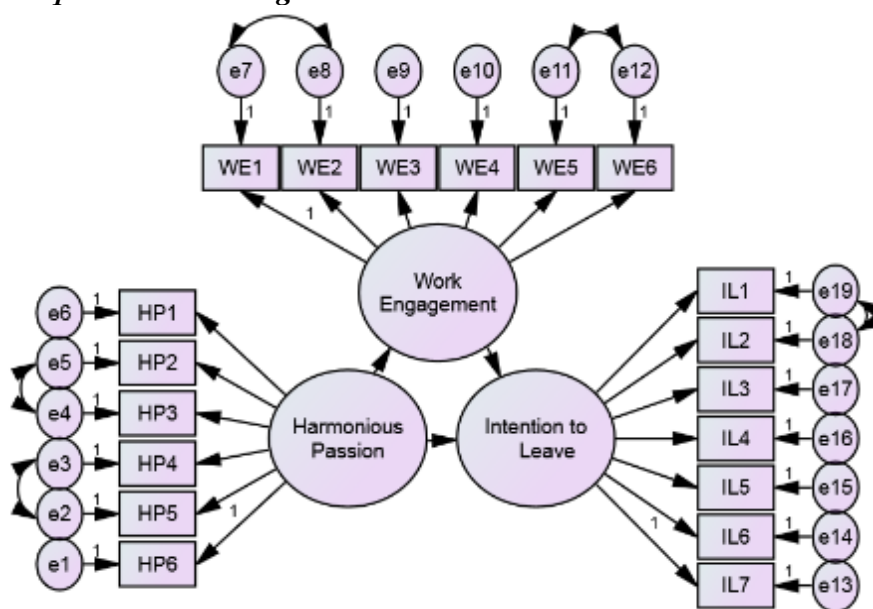


Figure 3: Structural Equation Modelling

Figure 3 explains the Structural Equation modelling in which the relationship between unobserved and observed variables is tested, model explains the whether the specific paths are significant or not and then overall model fitness is established.

Table 4: Model Fitness Summary

Model Fitness Indices	X ²	CMIN/DF	CFI	GFI	AGFI	RMR	RMSEA	PCLOSE
Measurement	231	2.634	0.742	0.965	0.821	0.050	0.051	0.000

Table 4 explains the estimates constituting of X², CMIN/DF, CFI, GFI, AGFI, RMR, RMSEA and PCLOSE with the values 231, 2.634, 0.742, 0.96, 0.821, 0.050, 0.051 and 0.000 which are necessary for model fitness and these values are within in the model fitness indices range, proposing that the model is fit.

Table 5: Standardized Estimates

	Estimates
Harmonious Passion → Intention to Leave	- 0.673
Work Engagement → Intention to Leave	- 0.942

Table 5 explain the Standardized Estimates showed the significant and negative association of Harmonious Passion and Work Engagement to Intention to leave in banking sector.

Mediation Testing By Barron and Kenny

Table 6 explained the mediation testing through Barron and Kenny test in which it is observed that both direct and indirect paths are insignificant which shows that there exist partial mediation among variables means that work engagement mediates the relationship between Harmonious Passion and Intention to Leave.

Table 6: Mediation Testing By Barron and Kenny

Model	Direct Effect	Indirect Effect	Mediation Result
HP ---- W E ---- I to L	(0.000)	(0.000)	Partial Mediation

Findings and Conclusion

It is found that all the developed hypotheses got accepted with some modifications as it can be observed that there exist negative association between Harmonious Passion and employee's Intention to Leave. Similarly results demonstrate that Work Engagement has a Negative Impact on the employee's Intention to Leave. Finally, the work engagement mediates the relationship between Harmonious Passion and employee's Intention to Leave. Further reliability values also proposed that data is cleaned and questionnaire which were used to collect data is up to mark, confirmatory factor analysis also demonstrates that the values of items are according to benchmarked indices and model is fit according to those values and the indices for structural equation modelling are also within the range of indices, proposing the fitness of model.

The current study is an effort to check the impact of Harmonious Passion on the employee's intention to leave who are working in the banking sector of Lahore, Pakistan through work engagement or by engaging those bankers in work due to their commitment and passion to excel in this competitive world. From findings it can be concluded that When an employees has higher harmonious passion to work then less Intention to leave can be observed in their behavior, similarly when employees remain engaged in work due to their passion then it also reduce their intention to leave and they work for the wellbeing of that organization, this work engagement od employees partially mediates the relationship between harmonious passion and intention to leave among bankers.

Limitation and Future Recommendations

This study has some sort of limitation as data was collected from only one city of Pakistan due to lack of resources and time. This study will provide insight to the organizations regarding creating a passion for their work so that they can introduce new strategies and skill to develop a sense of harmonious passion among them to reduce the turnover rate by engaging them in more productive work. Further, higher management should work to assign the task to employees regarding their passion and abilities so that they can perform well productively for their and organization's success.

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