

Supervision Support and Turnover Intension: Impact of Employee's Training in Banking Sector of Pakistan

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Abstract

This paper aims to study, how employee's turnover intension is affected by its independent variables. This paper examines the moderating effect of supervision support on the connection between availability of training and turnover intension in banking sector. The literature review provides the framework for the conceptual model and hypotheses. Data was gathered through self-conducted questionnaire from the listed banks. This is design specially for banking sector. Almost 300 questionnaires were spread among managerial and non-managerial employees; out of whom 205 were collect and usable for future proceedings. For data analysis CFA and AMOS were used. The findings from this study were that turnover intension is highly affected by availability of training and motivation to learn. There was a strong effect of supervision support on this relationship. This study can also replicate to other services sectors such as education and air-line departments. We will conduct future research on different determinants which influence turnover intention among the employees at different levels in different sectors. Supervision support played the moderating role and affects the turnover intension in banking sector and increase the support to motivate the employees for training. This study practically could be beneficial in banking sector to build strong relation towards organization.

Keywords: Turnover Intention, Supervision Support, Banking Sector, Pakistan

Introduction

Now a day, in competitive environments, organizations are striving hard to sketch such type of strategies that enhance the employee's intention and reduce turnover intentions. Now day's organizations perceive that competitive advantage will be accomplished by employee's efficiency, commitments and loyalty. Many suitable strategies which have their own importance; many approaches are formed which are based on arrangement of training program to their organizational members. Organization offers training to their employees for receiving better results. According to some studies, training can also direct to more turnover intention because well-skilled employees are more valuable among competitors. It is mentioned in (human capital theory of Becker 1969). On other hand training decreases the intention of turnover as employees perform mutually toward the firm's investment and increased commitment to their organization (Gouldner 1960, Leuven, Osterbeek, Sloof & van Klavarn, 2005). Usually organizations are not willing to provide generalized nature training (Mohammad I. Fehili, 2009). They focused on specified area of training for their employees; so they will not be used by competitors. They will belimited the abilities of their employee's. So, they will not join to the next Organization. They uses different tact's to make their employee specialized instead of generalized; but some organization considers training is an investment on employees and they want commitment and retention in return from their employees (danlami sani abdul kadir et al 2010).

Many retention strategies are followed by organization and they are in process to find suitable strategies to overcome the turnover intention in employees. But the major problem still in process, either turnover intention strongly influenced by providing training? Research proves beneficial for organization to figure out that training and motivation practices are favorable for organizations because they reduce turnover intention. Organizations are social and well organized setup where supervision support is the most powerful and important source for effective and efficient. That is the obvious goal of every organization. The success of every organization is depending on its employee retention. Through supervisor support, we would be reducing the turnover intention. Employee turnover overcomes by supervision support; its effect is too on the employee's perceptions and attitudes of organization itself (Maertz et al., 2007). In organization, supervision support is essential to keep employees on their jobs (Gentry et al., 2006).

Employees motivation of learn and availability of training has been viewed as major determinants of turnover intension of employees. These factors are critical to retaining, motivation and attracting well qualified personnel. These factors are especially valuable in professionalized and service based organization such as banks where specialist training and turnover issues are highly important. Employees who experienced job satisfaction are more likely to be proactive and stay on the job (Irvine DM, Evans MG 2003).

In this study, we examined the research question "Availability of training and motivation to learn has direct impact on turnover intention?" And also examined "supervisor support have moderate effect in this relationship or not?"

Literature review

Supervision support

Research proved that Organization efficiency and effectiveness could be influenced by supervision support. Researcher approved that supervisors support enhance the level of satisfaction, commitment (Allen and Meyer, 1990). It shows supervisor support is essential for the better results of the organization. Under the good supervision employees feel comfort, motivate to learn and enhance their skills by getting training programs and reduce the turnover intentions. Previous years ago, researcher continuously proved about support; it is crucial determinant for promoting the employee's emotions, health and their prosperity (La Rocco et al. 1980).

Success of the organization is based on retain employees and it is done by providing regular availability of training and also motivate their employees for learning under good supervision support. It shows that, providing training and motivate to learning have significant impact on turnover intention; but this significant level will be more efficient by providing supervision support for training and learning program. It is defined that leading colleagues take a part in supporting training program that gives possible benefit might be obtain by developing such type of environment in which supervisors inspired the learning and training program by their contribution.

Availability of training

Previous study found out; strong association among training programs and turnover intentions. Training and staying in jobs have a positive association (Mincer, 1988). If training is available for their employees; then employees feel they are able to access the program providing by their organization. Past research defined that, employees are more committed if they have opportunity for training (Bartlett 2001). It means that training programs are available then employees are more loyal and committed to their organization; outcomes will be less turnover intentions. Employees have high level of commitment when organization introduced more opportunities instead of others (Scott Brum 2007). And the outcomes will be less turnover ratio.

The possibility to achieving commitment and retention is only; planning training programs that is based on needs valuation (Roya Anvari et al, 2010). Training is essential factor for building strong relationship among employees and organization. Trainings are potentially charge turnover intentions and also essential determinant for arising turnover intentions (Eva Kyndt et al 2009). Alexandors G. Sahinidis and Jhon Bouris (2007) training is the everlasting contribution in the form of skills on employees. Training not only polishes current skills of employee; but to prepare employees for gaining future competitive advantages. Organization provides training to their employees with supervisor support (Thomas Joseph McCabe and Thomas N Garavan 2008). This encourages training and ultimately effect retention.

Motivation to learn

Motivations have a positive effect on the availability of training providing by organization. Employees are motivated by their supervisor for training programs; then they contribute a big part willingly in training program. Motivation has been disclose to conduct supervisor If they contribute more in training program and motivate to learn then they more loyal to organization and outcomes will be decrease in turnover intention. Some studies shows significant determinant for effectiveness of training program is; motivation to learn knowledge and improve their skills (Kontoghiorghes, 2004).

Motivations for training is clearly expressed that; trainee want to gain all the knowledge from the program as much as they can and apply knowledge and skills on their jobs (Neo, 1986). It means that they encourage to do better work on their workplace and don't think about switch to another job. According to social exchange theory, employees show positive ways towards the organization, if organization invests to their employees (Simon 1957, Settoon et al. 1996, Cropanzano and Mitchell, 2005).

Organization invest is different ways like providing training opportunities, encouraging by supervisors and also motivate for learning. The outcomes of this investment are more loyal, committed to their job and less turnover intention. Supports by supervisors are the moderating factor between learning motivations and turnover intentions. According to organization support theory, employees flourished believe regarding the scope to which the organization values to their employees contribution and cares about their prosperity (Eisenberger et al, 1986, Rhoades and Eisenberger, 2002). Organization support theory and social exchange theory describes; if supervisor contribute high level of organizational support towards their employees; then they will feel responsibility to gave return to the organization in form of positive attitudes and suitable behavior against turnover (Eisenberger et al. 1990, Coyle Shapiro and Conway, 2004).

Turnover Intention

In literature review, developed the association between availability of training program and turnover intention; in previous studies the outcomes pointed out the complicated connection of training program on turnover intention (Mincer, 1988). Its means less availability of training program caused lower the level of job satisfaction and the result is high turnover ratio. On the other hand, organization provide high rate of training program causes to increase the level of job satisfaction and the result is low turnover ratio.

Employees perceive appreciated to exhibit high commitment and lower encourages to leaving the organization (O'Reilly et al, 1991). Turnover decision is based on supervisors support and coordination. With the help of supervisor support and satisfaction level, turnover ratio of the employees can be decreased in the organization (Newman, Thanacoody and hui, 2012).

Hypotheses

H₁: There is a positive association between availability of training and turnover intention.

H₂: There is a positive association between motivation to learn and turnover intention.

H₃: The association into AOT and MTL is positively related to the supervisor support in the organization.

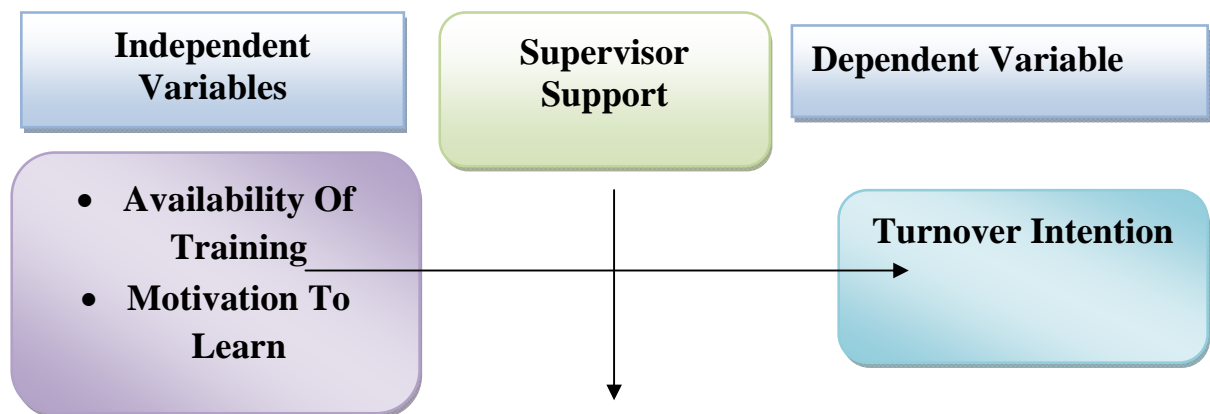


Figure 1. Conceptual framework

Methodology

This research paper is focused on the impact of training program and motivation for learning on the turnover intention and also shows the moderate effect of supervisor support. Data was collected by conducting self-arranged questionnaire. Questionnaire was developed to study the impact of independent variable on dependent variable by collecting data. Questionnaire was based on 27 questions. In which thirteen questions are related to two independent variables, ten questions related to moderate variable and four relates to dependent variable. Questions based on 5-likerd scale; which were asked from employees of different banks. The data has been analyzed by excel data analysis tool pack and AMOS.

Population

The nature of this study is highly connected with employees and organizational support. That's why; Questionnaire was distributed among randomly selected employees of banking sector. They were invited to contribute their part for fulfillment of survey questionnaire. Respondents were employees of different banks and appointed on managerial and non-managerial positions. This study was conducting on all banks of Pakistan; which were listed in Pakistan stock exchange.

Every organization values their employees. So, they followed the results of different studies; which was based on employee retention or turnover intention. This study will be useful for organizations and they might be focused on training and motivational programs and improve their organizational support.

Sample

Total 300 questionnaires were distributed among managerial and non-managerial employees of listed banks. From which we receive 250 questionnaires; out of which only 205 was usable for final analysis. The field work was done in August 2018.

Results and Discussion
Structural model 1

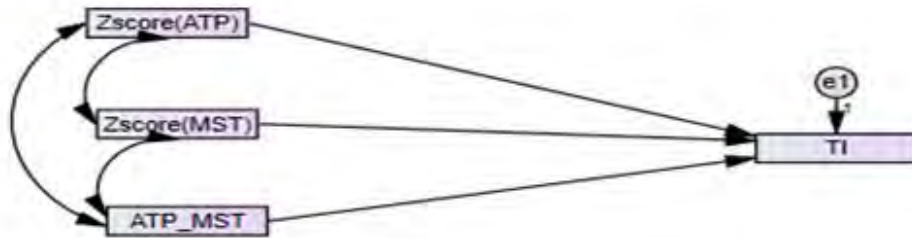


Figure: 2 Structural Model 1

Goodness Indices	Measurement Model	Thresholds
CMIN/DF	0.00	<5
GFI	1.00	>=0.9
CFI	1.00	>=0.9
AGFI	-	>=0.9
RMSEA	.624	<0.08
RMR	.000	near zero
PC-LOSE	0.00	>0.05

In this structure, independent variable is availability of training. Dependent variable is turnover intention. Moderation variable is supervisor support. According to this structural model, the values of CMNI/DF=0, GFI=1.00, CFI=1.00, RMSEA=0.624, RMR=0.00, and PCLOSE=0.00. The model is not good-fit according to these results.

But in moderation model good-fit is not necessary. There are some results which show the moderation.

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P Label
TI <--- ZATP	.101	.135	.752	.452
TI <--- ZMST	-.045	.135	-.334	.738
TI <--- ATP_MST	-.077	.029	-2.709	.007

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P Label
ZATP <--> ZMST	.944	.096	9.830	***
ZATP <--> ATP_MST	-.175	.105	-1.659	.097
ZMST <--> ATP_MST	-.170	.105	-1.615	.106

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P Label
ZATP	.995	.099	10.100	***
ZMST	.995	.099	10.100	***
ATP_MST	2.244	.222	10.100	***
e1	.369	.037	10.100	***

Figure 3. Moderation

It shows that, supervision support strength in the relationship between availability of training and turnover intention. P values are significant at the level of 0.05.

Structural model 2

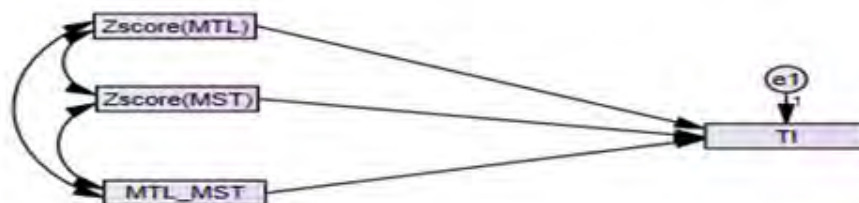


Figure 4. Structural Model 2

In this structural model, independent variable is motivation to learn. Dependent variable is turnover intention. Moderation variable is supervisor support. According to this structural model, the values of CMNI/DF=0.00, GFI=1.000, CFI=1.000, RMSEA=.446, RMR=0.00, and PCLOSE=0.00. The model is not good-fit according to these results.

Goodness Indices	Measurement Model	Thresholds
CMIN/DF	0.00	<5
GFI	1.000	>=0.9
CFI	1.000	>=0.9
AGFI	—	>=0.9
RMSEA	.446	<0.08
RMR	0.00	Close to zero
PCLOSE	0.00	>0.05

But in moderation model good-fit is not necessary. There are some results which show the moderation.

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P Label
TI <--- ZMTL	.066	.080	.832	.406
TI <--- ZMST	-.005	.079	-.069	.945
TI <--- MTL_MST	-.090	.029	-3.078	.002

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P Label
ZMTL <--> MTL_MST	-.205	.103	-1.984	.047
ZMTL <--> ZMST	.840	.091	9.216	***
ZMST <--> MTL_MST	-.155	.103	-1.511	.131

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P Label
ZMTL	.995	.099	10.100	***
ZMST	.995	.099	10.100	***
MTL_MST	2.143	.212	10.100	***
e1	.365	.036	10.100	***

Figure 5. Moderation

It shows that, supervision support strength in the relationship between motivation to learn and turnover intention. P values are significant at the level of 0.05.

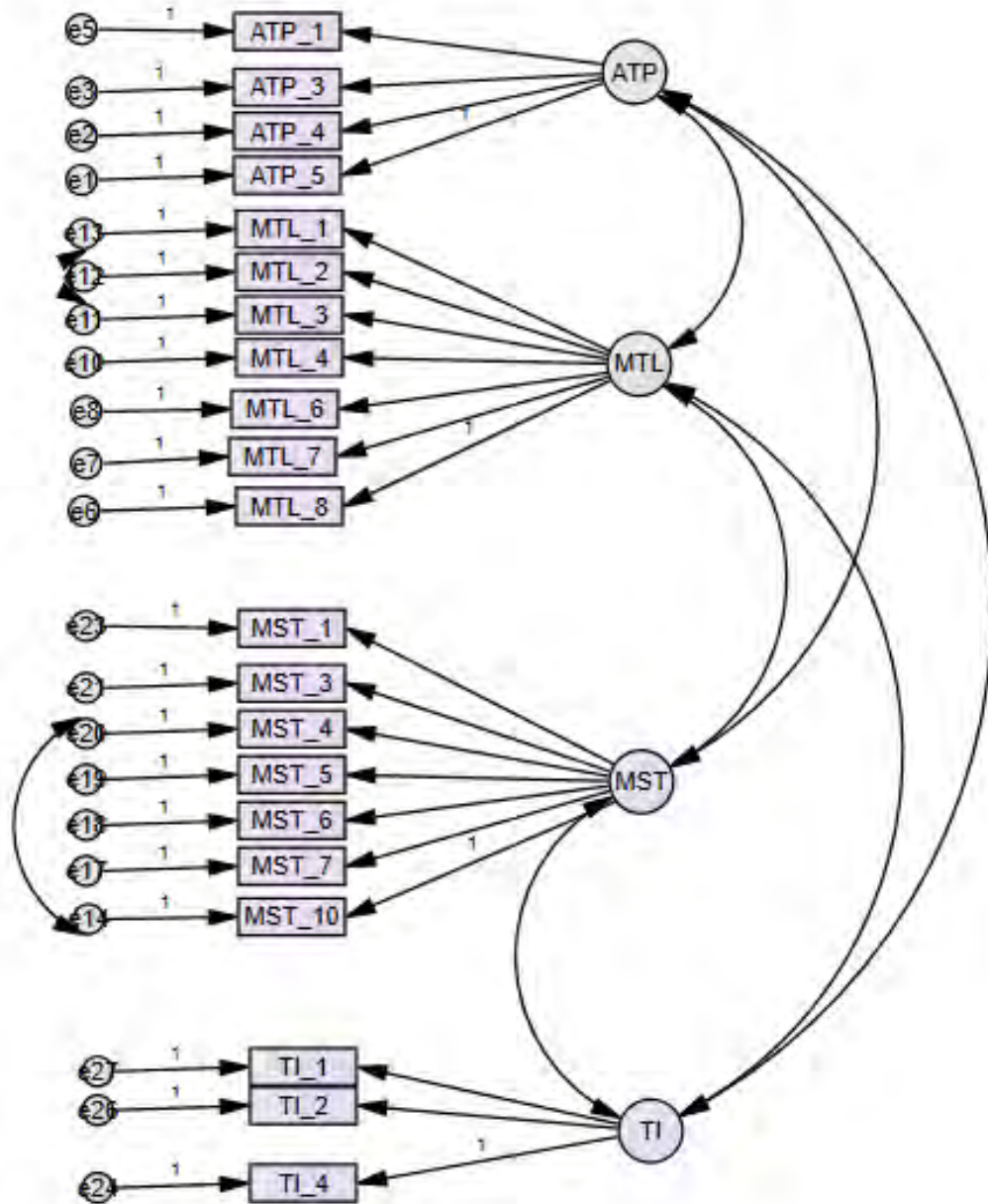


Figure 6. Confirmatory Factor Analysis (CFA)

Goodness Indices	Measurement Model	Thresholds
CMIN/DF	1.36	<5
GFI	.897	>=0.9
CFI	.944	>=0.9
AGFI	.869	>=0.9
RMSEA	.042	<0.08
RMR	.058	Close to zero
PCLOSE	.841	>0.05

We analyze convergent and discriminate validation of each variable by using confirmatory factor analysis CFA through AMOS. We analyzed a measurement model; in which we include availability of training, motivation to learn, supervision support and turnover intention- correlated. The results of this model are as follows: $\chi^2/df= 1.36$, GFI= .897, CFI= .944, AGFI=.869, RMR=.058. The result shows good convergent and discriminate validation of the variables according to Gaskin (Gaskin 2011).

Limitations

Firstly, there are many limitations regarding generalizability of the data. In this study, results are based on cross-sectional data. It means that, data based on same time, in which causal explanation are not possible. Whereas, longitudinal data will increase the generalizability of the data. Secondly, data consisted of 205 respondents. Maybe it is a limitation; data may be more generalized by increasing the responses.

Thirdly, study conducted on training programs but not explore the different forms of training program. So, for more generalization; study will be conducted on different programs which is offered by organizations. Lastly, this study is focused on banking sector; it might be a limitation in itself. Researcher will conduct research on different sectors i.e. education sector, air-lines, restaurants.

Practical Implications and Recommendations

Results of this study will be beneficial to improve their understanding regarding training program; how training program is useful for employee's retention. Research investigates the perceptions of employees regarding staying on jobs; when organizations provide trainings then they will be more motivated and committed with their organizations and want to stay on their job. It shows that if an organization fulfills the needs of their employees regarding improving skills and knowledge, preparing for competitive advantages and decreases the turnover intention.

For future research, researchers may conduct study on other sectors i.e. education sector, air-lines, restaurants. Future exploration regarding this study; required more deeply studied on different predicts, which affects the turnover intentions among employees in banking sector or any other sector.

Conclusion

Empirical evidence provided by the research shows that the model is significant. Different researchers who investigate the relationship of training and motivation with turnover intention, agree that the relationship exists into these variables. So, this study clearly provides proof about employees' decision on staying their jobs for long periods of time. The reason of this decision is availability of training programs and motivated of learning new skills and knowledge with the support of supervisor.

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