

**The Relationship Between Employee Empowerment, Job Satisfaction,
Organizational Commitment, and Turnover Intentions: An Evidence from The
Banking Sector in Pakistan**

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Abstract

The fundamental goal of the current research was to measure the causal interconnection of organizational efficiency, normative commitment, employee empowerment, inside and outside work satisfaction, and turnover intentions of the banking sector employees in Pakistan. Having a cross-sectional research design and non-probability convenience sampling technique for data collection, the study used a sample size of 457 respondents. The collected data was punched and processed into IBM SPSS Version 22 for descriptive analysis in the first step and Structural Equation Modeling (SEM) in the second step to test the proposed model and postulate the hypotheses. The analysis of data revealed that employee empowerment and affective and normative organizational commitment have a positive relationship. Similarly, internal and external job satisfaction has a positive association with affective and normative organizational commitment. Furthermore, normative organizational commitment and turnover are regressive interlinked. Whereas, the investigation identified that internal and external job satisfaction has an insignificant regressive association.

Key words: Employee empowerment, Organizational commitment, Turnover intention, Job Satisfaction, and Structural Equation Modeling

Introduction

In this highly competitive business environment, nearly every sector advance and competes. Likewise, the Service industry seems in the same race. For coping up with the rapidly cropping-up interior and exterior challenges, there should be necessary stress on empowerment as it enhances the executive assurance of human resources which in turn results in satisfied employees. Satisfaction is the vital factor that glues

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an employee with the organization for a long time (Hashmi, Hashmi, & Irshad, 2014a). The banking sector of Pakistan strives to meet the demands of customers. In this connection, for last few years banking sector of Pakistan has been equipping with various structural reforms by the government of Pakistan. Resultantly ratio of satisfied customers has increased manifold. But these reforms have posed numerous job-related challenges for employees that in turn upset their Job Satisfaction (JS) level. These structural reforms not merely have affected their satisfaction level but have also punched their psychological spheres as a result, employee probability turnover also increased (M. A. Khan, Rehman, Rehman, Safwan, & Ahmad, 2011).

Employee Empowerment (EE) means that organizations value their workers and grant them the power to contribute in decision making which creates JS and increases employee loyalty towards the organization (Ongori & Shunda, 2008). Organizational Commitment (OC) has a noteworthy connection with JS which in turn influences Turnover intentions (TI). Previously scholars wondered that either JS comes first or OC but later on it was made clear that OC leads to JS which in turn has an impact on employee TI (Vandenberg & Lance, 1992). In every organization, human capital is regarded as central to carry out its functions and attain goals. EE feel free, strives hard, share their valuable ideas, and produce positive results by attaining organizational goals. A work environment where employees are free to decide under the command of administrators is likely to achieve preferred results (Henkin & Marchiori, 2003). Turnover behavior is very hard to calculate but literature witnesses that employees who are less loyal to their jobs and organizations are likely to be dissatisfied and have more intentions to leave.

In the light of the above discussion, it can be proposed that employee empowerment, organizational commitment, job satisfaction, and turnover intention are the main job-associated fundamentals that can result in employee performance in the services sector. This study also aims to test these work-related elements in the banking sector where quality customer service is regarded as mainly essential for organizational success. Scholars have also tested these constructs individually in their studies but in the case of current research, these constructs are tested as one model. In Pakistan, there is very limited research on identified constructs to study them as a model or jointly. Therefore, this study is an effort to fill that gap and to bridge the space in literature and grant implications for the banking sector to develop their human resource practices for efficiently running their human capital. Moreover, in the

later stage after analyzing the constructs of EE, OC, JS, and TI this study aims to convey these all concepts in one model.

After an introduction the subsequent sections of this study are arranged in the following order; a comprehensively explained Literature review of all the constructs with postulated hypothesis and study model, research methodology, and discussion on findings and results. In the end conclusion, future research and limitations are also discussed.

Literature Review and Hypothesis Development:

1) Employee Empowerment (EE) & Organizational Commitment (OC):

Employee empowerment:

Empowerment is something that increases the organizational member's belief that they have the capacity to do particular work activities through detection of conditions that will boost their confidence, and through removing the barriers they face in their organizations (Conger & Kanungo, 1988). According to Thomas & Velthouse, (1990) the concept of empowerment is much more complex and the whole concept of empowerment cannot be absolutely defined with the help of only one dimension of Self-efficacy. Therefore, they defined Empowerment as an intrinsic task motivation that manifests itself in four cognitions (meaningfulness, competence, impact and choice or self-determination), Reflecting an individual's orientation to his or her work roles. Meaning is the value of work, goal, or purpose which a person can judge through his set ideals or standards. Competence means self-efficacy in which an employee supposed that with appropriate skills how much he is able to do the work-related activities (Bandura, 1989). Self-determination is the extent of autonomy of an employee to take the initiative to start work. The impact is the degree to which an employee can influence Managerial decisions (Spreitzer, 1995a).

Different researchers and psychologists define several dimensions of Employee empowerment (EE). But this study will focus on four dimensions of EE which are Meaningfulness, Competence, Impact, and Self-determination). Bowen & Laler III, (2006) define that Empowerment as a process of sharing information and knowledge about organizational performance with employees so that they can easily identify with the organizational goals and work activities and direct their efforts to influence organizational direction. Employee empowerment is the extent to which employees are free to make decisions about the different aspects of their jobs and able

to implement those decisions for effective results which in turn improve the organizational effectiveness (M. K. Khan, Tariq, Hamayoun, & Bhutta, 2014).

Organizational commitment has been defined by many authors, psychologists, and scholars. According to Steers, (1977) Organizational commitment is the extent to which an individual feels that he is the main part of his organization and gets involved in the work activities. Organizational commitment is a construct of two approaches. The first approach is the “attitudinal attachment” of an employee with his organization which is also called affective commitment and the second one is the “behavioral intention” of an employee to remain attached with an organization which is also called Continuance or Normative commitment (Porter, Mowdays & Steers, 2013).

In this study, two dimensions of Organizational commitment will be analyzed. The first is Affective commitment and the other is normative commitment. Affective commitment (AC) is an employee’s attachment with an organization which comes with emotions and he feels himself honorably as a member of an organization. AC is also called the attitudinal commitment which employees depict through his attitude that he wishes to stay with his organization. The second dimension of Organizational commitment is normative commitment (NC) which refers to an employee’s belief that he has to stay with the organization because it is his moral duty and attached to his value system. An employee who has low normative commitment will be more prone to dissatisfaction with their job and less loyal to the organization. (M. K. Khan et al., 2014)

“Meyer & Allen (Meyer & Allen, 1984, 1991a) Suggest in a three-factor model that commitment is best viewed as multi-dimensional, encompassing what can be described as effective, continuance & normative dimensions which shows that employee is prone to display each dimension to remain committed with an organization because they feel that they want to, need to or ought to do so”. Employee empowerment means that organizations account for the value of their employees and in turn increases the employee commitment towards the organization and job satisfaction (Angora & Shunda, 2008). Empowerment has a significant relationship with organizational commitment, employees who are empowered are more intended to stay with the organization (M. K. Khan et al., 2014).

Organizational commitment has a relationship with employee empowerment, but an Effective commitment occurs when employees are more empowered because

they deliberately want to stay with the organization. After examining the literature on these two concepts now we are able to postulate these hypotheses:

H₁: There is a significant relationship between employee empowerment and Affective organizational commitment.

H₂: There is a significant relationship between employee empowerment and normative organizational commitment.

2) Organizational commitment (OC) & Job satisfaction (JS):

Job satisfaction is what employees feel about their job either they like or dislike their job and work environment. According to Locke, (1976) when an employee values his job and feels a sense of achievement, he is more likely to be satisfied because job satisfaction is a pleasant state of mind attached to emotions. Job satisfaction is the level which describes that how much an employee is satisfied with his/her job. Currivan, (1999) describes that there are two aspects of satisfaction, intrinsic and extrinsic. Intrinsic satisfaction means that the employee is able to feel a personal sense of achievement, growth, and recognition. Extrinsic satisfaction comes from a high amount of wages, good working conditions, and other external stimuli.

Job satisfaction is studied by many authors and scholars as a construct of multiple dimensions. In this research we will examine job satisfaction as a construct of two dimensions, first is internal job satisfaction another is external job satisfaction. According to (Hashmi, Hashmi, & Irshad, 2014b) Internal job satisfaction is what an employee feels and how much he is satisfied with his job. While on the other hand External job satisfaction is how external aspects of the job (pay packages, bonuses) satisfied him. When employees are provided with intrinsic rewards such as career opportunities, personal growth, and recognition they will be more likely to satisfy with their jobs and it is called intrinsic job satisfaction (IJS). Extrinsic job satisfaction (EJS) means employees can achieve a required level of satisfaction with the help of extrinsic rewards such as Attractive pay packages, supervision, and supported company policies (Mosadeghrad, Ferlie, & Rosenberg, 2008). Our research has adopted construct because it includes IJS and EJS which consist of most of the job aspects that can influence an employee's attitude towards job satisfaction.

The data which Researchers obtained through testing of JS as a whole is very advantageous for the analyst of human behavior in an organization. Besides, it observed that those employees who are highly dissatisfied with their jobs are more prone to leave the organization (Cranny, Smith, & Stone, 1992). Zeithaml,

Parasuraman, & Berry, (1990) tested the relationship of perceived empowerment practices, JS, and organizational commitment in the Chinese services sector to predict the turnover intention because they consider it very important for the service sector to make better. OC has a significant relationship with JS which in turn affects Turnover intention. The first scholar was confused that either JS comes first or OC but after testing they postulated that Organizational commitment leads to Job satisfaction which in turn has an impact on employee turnover intention (Vandenberg & Lance, 1992).

Effective commitment has a positive relationship with JS because when employees want to stay with the organization they are more prone to be committed to their job. Continuance commitment shows a negative relationship with each facet of JS because CC may be able to keep the employee with the organization but it does not satisfy him (Michael Jenkins & R. Paul Thomlinson, 1992). After the Analysis of the above concepts we are now able to postulate the following Hypothesis:

H₃: There is a significant relationship between an affective organizational commitment and intrinsic job satisfaction.

H₄: There is a significant relationship between an Affective organizational commitment and extrinsic job satisfaction.

H₅: There is a significant relationship between normative organizational commitment and intrinsic job satisfaction.

H₆: There is a significant relationship between normative organizational commitment and extrinsic job satisfaction.

3) Organizational Commitment (OC) & Turnover Intention (TI):

In recent years, considerable work is done on employee turnover. OC is measured as an employee's feeling of involvement & affection with a particular organization and deliberate intentions to leave has been recognized as two constructs that may lead to turnover. It was empirically suggested that OC is an important concept to predict turnover intention (Blau & Boal, 1987, Mahesar, 2015). OC individually not only affects the intention to quit but also other organizational factors such as job satisfaction also have an indirect impact on it (Williams & Hazer, 1986). There are two types of turnover, first is avoidable turnover (on which organization has control) and the other is Unavoidable turnover (Retirement, moving) (Mahesar, 2015). To reduce the avoidable turnover, and increase job satisfaction OC play a significant role (Michael Jenkins & Paul Thomlinson, 1992).

According to Lingard, (2003) Turnover behavior is a very difficult concept to understand, therefore we can use the concept of intention to quit (TI) as a precursor of employee withdrawal behavior. Organizational commitment has a positive relationship with Organizational effectiveness. When we attempt to seek out the causes of turnover intention, we found those employees who are less committed to their organizations have a greater chance to leave the organization. OC has a negative relationship with turnover intention because the person who is more committed to the organization has fewer chances to quit (Yin-Fah, Foon, Chee-Leong, & Osman, 2010a; Mahesar, 2015). Therefore, OC is the important and significant predictor of the Employee intent to leave.

In nursing sector, researches on Organizational commitment indicate that Higher the level of commitment nurses have towards their hospitals, lower their intentions to leave (Beecroft, Dorey, & Wenten, 2008). According to Stovel & Bontis, (2002) there are two types of turnover first is voluntary turnover which occurs due to transfer of employee to others department or branch and second one is involuntary means dismissal of an employee from organization. Due to high turnover organization bears the cost of new hiring as well as the advantages other organizations can have from their former employee.

Research of Mowday et al., (2013) indicate that Sales people are more involved in their jobs and are more committed with their organizations and they are more likely to maintain membership in the organization with optimum level of effort. All dimensions of OC such as Effective commitment and normative commitment are negatively associated with Turnover intention (TI). If organization wants to lower the TI, they have to give rise to the factors which increase the Organizational commitment (Yücel, 2012). On the basis of above literature, we can postulate following hypothesis:

H₇: There is a significant relationship between affective organizational commitment and turnover intentions.

H₈: There is a relationship between normative organizational commitment and turnover intentions.

4) Job satisfaction (JS) & Turnover intention (TI):

There are different structural determinants which has a significant impact on turnover intention. Mostly tested determinants are OC and JS (Gaertner, 1999). Job satisfaction is very important to determine whether an employee stay with the organization or

leave it. Employees who feel that they are not properly rewarded become dissatisfied from their jobs and more likely to leave the organization. On the other hand those employees who feel that they are fairly treated and rewarded for their effort to make organization successful are less likely to leave. Sometimes employees who have opportunities of another job in the environment can leave the organization. Hence to create a healthy work environment employers have to properly reward, encourage, and motivate the employees so that they cannot leave their organization because people who are satisfied from their jobs will be highly committed and less likely to leave the organization (Aydogdu & Asikgil, 2011a). Employees who are more satisfied with their jobs have lesser intention to leave and produce more affective results (Irvine & Evans, 1995). OC and JS are the important predictors of turnover intention.

According to Mueller & Price, (1990) JS have a weak correlation with TI than OC. Further analysis shows that JS does not have any direct relationship with TI but can be mediated by other job related factors. Most of the scholars has identified that employee who decide to leave the organization are more prone to leave the industry altogether. Employees can be motivated through intrinsic rewards for a shorter period of time but in long run when organization fails to provide intrinsic reward to employees this will lead to long-term turnover (Ghiselli, La Lopa, & Bai, 2001). Nature of work can influence the employee job satisfaction, recognition factor lower the satisfaction and employees who are paid for vacations and got only salary are more dissatisfied with their jobs so there are more chances of intention to quit among employees. After analyzing the literature on JS & TI we are now able to postulate these two hypotheses:

H₉: There is a significant relationship between intrinsic job satisfaction and Turnover intention.

H₁₀: There is a significant relationship between extrinsic job satisfaction and Turnover intention.

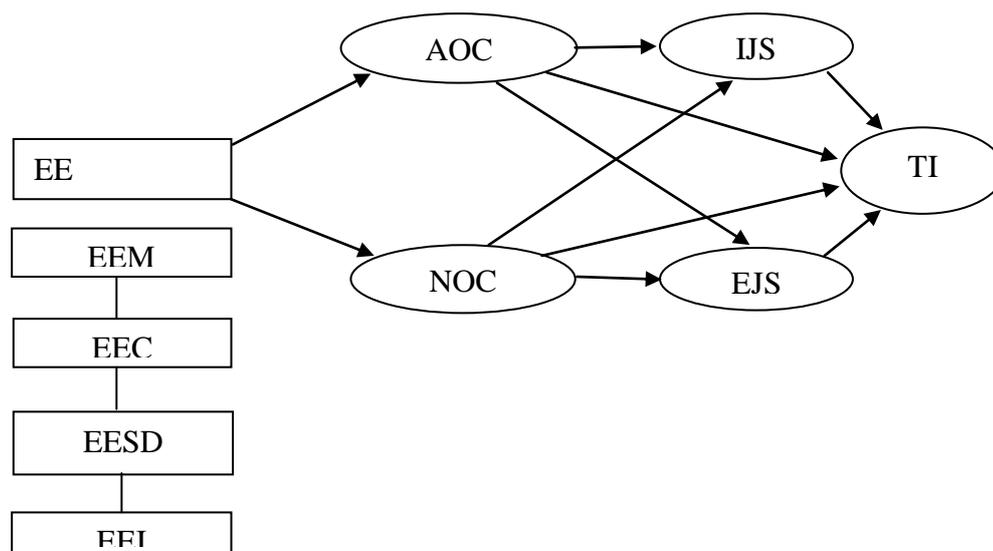


Figure 1: Proposed Model

Methodology:

The main objective of this study was to examine the relationship among Employee empowerment, Organizational commitment, job satisfaction and turnover intention in banking sector employees of Pakistan. Cross sectional research design was used to collect data from target population with purely deductive approach in a Non-contrived study setting. In our study, there was 461 respondents from whom we have asked their age, there were 60.6% respondents lying between 20-30 age group, 26.5% lying between 30-40, 9.5% lying between 41-50 and 3.5% lying between 50-60 age group. We have also asked their “Employment level” there were 30.8% working at entry level and 64.4% at middle level and 4.8% working at Upper level. Convenience sampling technique under Non-probability sampling techniques was used for collection of data (Bryman & Bell, 2015). There were four variables in our study, the employee empowerment items was picked up from (Spreitzer, 1995b), Organizational commitment (Meyer & Allen, 1991b), job satisfaction from Minnesota JS questionnaire (MSQ-Short form) and lastly Turnover intention a 3-5 item scale used in number of studies such as (Konovsky & Cropanzano, 1991). For Analysis of data, Structured Equation modeling (SEM) was used as well as to test the postulated hypothesis Because through simple regression analysis it was not possible to test all the variable of this study’s model simultaneously (Kline, 2011).To perform SEM on data collected, we have used IBM AMOS 22 and to conduct Univariate and bivariate (Descriptive statistics, instrument reliability and correlation) on data; IBM SPSS 22 was used. To perform SEM, 2 step procedure was followed suggested by(Kline,

2011). In first step, a CFA (Confirmatory Factor analysis) was used to measure the constructs validity and reliability by correlating all the variables with each other. After CFA, at second step an SEM Analysis was used to test proposed model and postulated hypothesis.

Results and Discussion:

Before Running SEM two step procedure which is suggested by Kline, (2011), each variable’s means, standard deviation, and Cronbach’s α value was calculated by us for this study. All variable’s mean value was laying between 4.3147 & 5.3703 and standard deviation value was laying between 0.2710 & 0.8229. Both of these ranges were letting us know that most of the responses of our respondents on Likert scale was laying between “Agree (4) to “Extremely (7)”.

Table 1: Descriptive Statistics

Variables	No of items	Mean	Standard Deviation	Cronbach’s Alpha α	Factor loadings
Employee Empowerment (EE)	12	5.3703	0.5160	0.913	0.875, 0.836, 0.776, 0.911, 0.817, 0.926, 0.921, 0.943, 0.908, 0.917, 0.943, 0.738
Normative Organizational Commitment (NOC)	5	4.3147	0.3946	0.963	0.871, 0.863, 0.940, 0.957, 0.946
Affective Organizational Commitment (AOC)	3	4.6484	0.4041	0.956	0.970, 0.902, 0.915
Internal Job Satisfaction (IJS)	10	4.9928	0.2710	0.968	0.957, 0.858, 0.884, 0.789, 0.868, 0.785, 0.882, 0.883, 0.973, 0.820
External Job Satisfaction (EJS)	6	4.9821	0.3449	0.957	0.953, 0.881, 0.897, 0.863, 0.878, 0.861
Turnover Intention (TI)	3	4.4070	0.8229	0.890	0.723, 0.953, 0.899

To check out the internal consistency and reliability between each variable’s items; a Cronbach’s α value was calculated. Values of internal consistency and Cronbach α must be equal to or greater than 0.7 to meet threshold criteria (Cronbach, 1951) and that criteria is being satisfied in our study. It is showing that collected data is normal, reliable and mean & Standard deviation values are also favorable. After

this reliability test, for checking convergent & discriminant validity of scale by relying on CFA, we draw all variables in AMOS and then their respective constructs were linked. After linkage, all variables were allowed to interact with each other to show reliability and validity of scale. For this purpose, a measurement model showing goodness of fit indices calculated and all values of fit indices in our model was meeting the minimum acceptance fitting criteria. According to Kline, (2011) goodness of fit indices for a model are Normed Chi Square (CMIN) and Degree of freedom (DF) that must be less than 3. A value of Goodness of fit index (GFI) must be greater than 0.9 and Aggregated Goodness of fit index (AGFI) must be greater than 0.8. Value of Tucker Lewis co-efficient (TLI) and Comparative fit index (CFI) must be greater than 0.9. A value of Root mean square error of approximation must be less than 0.5 and SRMR value should be less than 0.7. Results of our study’s measurement model was; Chi-square= 1009.45 with a DF= 649 and Normed Chi-square= 1.555. Value of GFI= 0.900, AGFI= 0.880, TLI= 0.979, CFI= 0.981, RMSEA= 0.035 and SRMR= 0.082. These all values are showing that they are in acceptable range which is indicating goodness of measurement model and told us that we can rely on it for further reliability and validity test of scale.

Table 2: Psychometric properties

	CR	AVE	EEMM	IJSS	EJSS	NOCC	EESDD	EECC	AOCC	TII	EEII
EEMM	0.869	0.688	0.830								
IJSS	0.966	0.742	0.428	0.861							
EJSS	0.958	0.791	0.328	0.575	0.889						
NOCC	0.963	0.840	0.185	0.367	0.292	0.916					
EESDD	0.946	0.854	0.456	0.367	0.310	0.118	0.924				
EECC	0.916	0.785	0.625	0.347	0.280	0.086	0.460	0.886			
AOCC	0.957	0.880	0.293	0.438	0.392	0.513	0.228	0.178	0.938		
TII	0.897	0.746	-0.069	-0.040	-0.081	-0.140	-0.025	-0.041	-0.113	0.864	
EEII	0.903	0.758	0.511	0.518	0.449	0.210	0.580	0.444	0.337	-0.037	0.871

There are three steps to be followed when checking an instrument’s Convergent validity; first factor loadings of constructs must be greater than 0.7 and must be significant. Secondly, all variable’s Composite reliability (CR) must be greater than 0.8 and at third step Average variance extracted (AVE) must be greater than 0.5 (Fornell & Larcker, 1981). Above (**Table, 1**) showing the factor loadings of

all items and all were significant with a value of 0.001. Values of (CR) and (AVE) were greater than 0.8 and 0.5 respectively and providing the evidence of our scale's convergent validity which means that items of all variables are explaining variances in their respective variables instead of cross loading. After that calculation of discriminant validity was made. Fornell & Larcker, (1981) explain that for checking a scale's Discriminant validity, square root of Average variance extracted (AVE) must be greater than its own underlying values and Correlation values of all other variables. See (**Table, 2**) diagonal values of all variable which are highlighted as bold fonts in table were greater than their correlation values which were providing us with the evidence of Discriminant validity. Evidence is showing us that all variable's items are loading in their respective variable instead of cross loading.

After proving the scale's convergent and discriminant validity which is mandatory before running an SEM test. To check out the postulated hypothesis, all causal relationships were added in measurement model and structural model is constructed. From Structured equation model (SEM) values of goodness of fit were extracted such as Chi-square= 1388.86 with a DF= 671, Normed Chi-square=2.070, GFI= 0.866, AGFI= 0.844, TLI= 0.959, CFI= 0.963, RMSEA= 0.048 and SRMR= 0.369. All values were laying between the acceptable ranges and showing that model of hypothesis results was reliable. After checking this, all draw causal relationships were checked out one by one from structural model. Employee empowerment (EE) was found to have a significant positive relationship with Affective Organizational commitment (AOC) by having (Unstandardized β = 0.727, standardized β = 0.418, $p < 0.001$) provide empirical support to our H₁ Hypothesis. EE was found to have a significant positive relationship with Normative Organizational commitment (NOC) by having (Unstandardized β = 0.491, Standardized β = 0.276, $p < 0.001$) provide empirical support to our H₂ Hypothesis. AOC was found to have a significant positive relationship with Internal Job Satisfaction (IJS) by having (Unstandardized β = 0.290, Standardized β = 0.361, $p < 0.001$) provide empirical support to our H₃ Hypothesis. AOC was also found to have significant positive relationship with External job satisfaction (EJS) by having (Unstandardized β = 0.274, Standardized β = 0.345, $p < 0.001$) supporting empirically to our H₄ hypothesis. NOC was showing a significant positive relationship with IJS by having (Unstandardized β = 0.159, Standardized β = 0.202, $p < 0.001$) supporting empirically to our H₅ hypothesis. NOC was also showing a significant positive relationship with EJS by having

(Unstandardized β = 0.103, Standardized β = 0.132, $p < 0.001$) supporting empirically to our H₆ hypothesis.

Table 3: Regression weights

Relationships		Unstandardized β	Standardized β	S.E	C.R	P
EE→	AOC	0.727	0.418	0.099	7.329	***
EE→	NOC	0.491	0.276	0.098	5.019	***
NOC→	IJS	0.159	0.202	0.035	4.561	***
NOC→	EJS	0.103	0.132	0.035	2.914	***
AOC→	IJS	0.290	0.361	0.036	8.069	***
AOC→	EJS	0.274	0.345	0.038	7.283	***
IJS→	TI	0.078	0.059	0.071	1.090	ns
EJS→	TI	-0.073	-0.055	0.070	-1.046	ns
AOC→	TI	-0.062	-0.059	0.060	-1.046	ns
NOC→	TI	-0.120	-0.117	0.052	-2.303	***

Note: ns= not significant, ***= $p < 0.001$.

AOC was found to have a negative relationship with Turnover Intention (TI) but relationship was not significant by having (Unstandardized β = -0.062, Standardized β = -0.059, $p > 0.05$) not supporting our H₇ hypothesis. NOC was found to have a significant negative relationship with TI by having (Unstandardized β = -0.120, Standardized β = -0.117, $p < 0.001$) providing empirical support to our H₈ hypothesis. Relationship of IJS with TI was found as Non-significantly positive by having (Unstandardized β = 0.078, Standardized β = 0.059, $p > 0.005$) not supporting our H₉ hypothesis. EJS was also found to have a negative relationship with TI but relationship was not significant by having (Unstandardized β = -0.073, Standardized β = -0.055, $p > 0.05$) not supporting our H₁₀ hypothesis. Overall, 10 Hypothesis were postulated in this study but after analysis of SEM, only 7 hypotheses was empirically supported. Summary of all the relationship results showed in (Table, 3).

Discussion and Conclusion:

This study was conducted to test the relationship among Employee empowerment, Normative and affective organizational commitment, Internal and external job

satisfaction and Turnover intention in banking sector of Pakistan. SEM usage enables us to generate results of proposed relationships of our model. After analysis if we go through the literature, we can find that Empowerment is something that increases the organizational member's belief that they have the capacity to do specific work activities through recognition of conditions that will boost their confidence. And Organizational commitment include Affective Organizational commitment (an employee's desire to stay committed to achieve organizational goals) and Normative organizational commitment (staying with organization is a part of an employee's personal norms and values). Literature suggested that empowerment and organizational commitment go side by side and it is perceived that employees become more loyal to organization if they are empowered by senior management (Liden, Wayne, & Sparrowe, 2000). Our study is supporting the literature as the results are showing that there is a significant relationship between employee empowerment and Affective and Normative Organizational commitment. The evidence suggests that if banking sector want commitment from employees, they must empower employees to take participation in decision making because it built confidence in employees to perform their all tasks diligently. Furthermore, this study has also investigated the relationship between Affective & Normative organizational commitment and Internal & External job satisfaction. As AOC and NOC is an employee's commitment to an organization, internal job satisfaction refers to the concept that employees will be more satisfied with their jobs if they get internal rewards such as Recognition, personal growth & career opportunities. While External job satisfaction implies that employees will be more satisfied if they got monetary rewards such as bonuses, allowances and supportive company policies (Mosadeghrad et al., 2008). Literature suggested that there is a significant relationship between Affective & Normative Organizational commitment and internal and external job satisfaction because when employees have positive commitment towards their work and organization they will be more likely to be satisfied from their jobs (Michael Jenkins & Thomlinson, 1992). In our study Affective organizational commitment is more strongly associated with Internal and external job satisfaction means that banking institutions must encourage employee's commitment and provide him/her with more internal rewards to enhance their job satisfaction.

Literatures provide evidences that there is significant negative relationship between Affective & normative organizational commitment and Turnover intention.

Turnover intention Employees means intent of any employee to leave the organization. Employees who are less committed to their organization, have a greater chance to leave the organization (Yin-Fah, Foon, Chee-Leong, & Osman, 2010b; Mahesar, 2015). If organizations want to lower the TI they must give rise to the factors which increases Organizational commitment (Yücel, 2012; Mahesar, 2015). This study only support the relationship of normative organizational commitment (personal responsibility to stay with the organization) and Turnover intention means employee will be less likely to leave the organization when they feel that staying with the organization is there moral responsibility. A negative relationship between AOC and TI is proved to be insignificant in our study. Finally investigation of the relationship between Internal & external job satisfaction and Turnover intention was investigated in this study. To create a healthy work environment employers have to properly reward, encourage, and motivate the employees so that they cannot leave their organization because people who are satisfied from their jobs will be highly committed and less likely to leave the organization (Aydogdu & Asikgil, 2011b). Our study was unable to support the negative relationship of Internal& external job satisfaction with TI and this relationship was proved to be insignificant. Banking sector's characteristics can influence the behavior of employees to stay with the organization. Some uncontrollable factors such as opportunities for employees in other sectors can influence employees to leave their organization. This can be the reason of insignificant relationship between Internal & external job satisfaction and Turnover intention.

Industry implications and direction for future Research:

Above findings and results of this study generated through SEM Analysis have some implications for those local Banking institutions which have more focus on their human resource practices. Job related elements provided in this study can be useful for banks to improve their practices of handling human capital. Every organization's success depends upon the targets and goal achievement and human capital is responsible to achieve these goals. This study helps to analyze the needs of employees like job satisfaction increases when an employee is committed to organization and is properly rewarded. Which type of reward influence his/ her behavior, this study can provide bases to analyze. In this way, this study's implications can be numerous in banking sector as well as in other sectors. Direction for future research include that Researchers can also add other job related elements into this study's model and can

test it in other sectors of Pakistan. In this study relationship of Internal & external job satisfaction and Turnover intention was not proved as significant but literature shows that there is a significant relationship between job satisfaction and turnover intention (Mueller & Price, 1990; Zopiatis, Constanti, & Theocharous, 2014). In future researchers can test this relationship in different sectors of Pakistan because cultural aspects of every sector can differ significantly and in turn results could be different.

Limitations:

As this study has some implications for industry it also have some limitations. This study is not generalizable to all over banking institutions as data is just collected from renowned cities of Punjab, Pakistan. With the passage of time a population's characteristics can be changed therefore, results of this study cannot be consistent overtime as cross-sectional study design is used. For having more generalizable results, other researchers can use larger sample sizes in more cities and different cultural contexts. Due to limitations of time and money, study was not conducted in depth so other people can test it in depth by taking more time.

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