

**The Impact of Internal Corporate Social  
Responsibility and Internal Marketing on  
Employee Intention to Quit with the  
Mediating Effects of Organizational  
Citizenship Behavior and Organizational  
Commitment**

By

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**NATIONAL UNIVERSITY OF MODERN LANGUAGES**

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# **The Impact of Internal Corporate Social Responsibility and Internal Marketing on Employee Intention to Quit with the Mediating Effects of Organizational Citizenship Behavior and Organizational Commitment**

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August 2020

Signature of Candidate

Amer Rashid  
Name of Candidate

## **DEDICATION**

To my beloved parents;  
To whom I owe my whole life.

To my wife  
Neeli Amer,

With millions of thanks and gratitude  
With great love.....

## ABSTRACT

### **The Impact of Internal Corporate Social Responsibility and Internal Marketing on Employee Intention to Quit with the Mediating Effects of Organizational Citizenship Behavior and Organizational Commitment**

*Over the last few decades, the issue of intention to quit has received much attention due to the fact of employees switching to new firms for better opportunities of work and other perks. Intention to quit may be for development, due to better working atmosphere, salary, promotion, or some other reasons, called intention to quit for developmental purpose. Some employees intend to leave their current job due to the fact that they are not comfortable with managers or with colleagues which is called intention to quit due to conflict. The historical research shows that both Internal Corporate Social Responsibility (ICSR) and Internal Marketing (IM) practices reduce employees' intention to quit by inculcating a culture of Organization Citizenship Behavior (OCB) and Organization Commitment (OC) in the employees.*

*The study is based on descriptive research design where primary data are collected through a structured questionnaire from 387 respondents from the employees (Middle and Lower level Managers) of banking sector on a five-point Likert's scale. Regression and mediation techniques are used for data analysis using Statistical Package for Social Sciences (SPSS) and AMOS. The findings of the study show that ICSR and IM practices considerably reduce employees' intention to quit through higher OCB and OC. On the basis of findings from this study, it can be stated that the implementation of ICSR programs has a significant impact on OCB and OC which then reduce employees' intention to quit. Similarly, the implementation of IM practices has a significant impact on OCB and OC and it also results in mitigating employees' intention to quit.*

*Current study offers useful recommendations to the top management of private banking sector on the execution of ICSR and IM practices as an instrument to retain their valuable employees. With the implementation of ICSR and IM top management can reduce employee intention to quit. Both mediating variables, i.e. OCB and OC, also have negative impact on employees' intention to quit. Using the findings of the current study, effective employee retention policies can be formulated by HR managers using ICSR, IM, OCB and OC activities/strategies.*

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Amer Rashid

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## LIST OF ABBREVIATIONS

1: Adjusted Goodness-of-Fit Index.....	AGFI
2: Askari Bank Limited.....	AKBL
3: Allied Bank Limited .....	ABL
4: Analysis of Moment Structures .....	AMOS
5: Comparative Fit Index .....	CFI
6: Confirmatory Factor Analysis .....	CFA
7: Factor Loading .....	FL
8: Goodness-of-Fit Index .....	GFI
9: Habib Bank Limited.....	HBL
10: Health & Safety .....	HS
11: Internal Relation .....	IR
12: Internal Communication .....	IC
13: Internal Corporate Social Responsibility .....	ICSR
14: Internal Marketing .....	IM
15: Internal Marketing Research.....	IMR
16: Intention to Quit (Conflict).....	IQC
17: Intention to Quit (Development).....	IQD
18: Jahangir Siddiqui Bank.....	JSB
19: Organizational Citizenship Behavior.....	OCB
20: Organizational Commitment .....	OC
21: Muslim Commercial Bank.....	MCB
22: Root Mean Square Error of Approximation .....	RMSEA
23: Relative Chi-Square .....	CMINL/DF
24: Social Exchange Theory .....	SET
25: Standard Chartered Bank .....	SCB
26: Structural Equation Modeling .....	SEM
27: Statistical Package for the Social Sciences.....	SPSS
28: United Bank Limited .....	UBL
29: Vision About Development & Excellence Service.....	VDES
30: Work Life Balance.....	WB



# CHAPTER - 1

## INTRODUCTION

### 1.1 Introduction

The occurrence of quitting job among employees has turned out to be a crucial concern for the management. The quitting of job, either due to management conflict or for the sake of better job opportunities, put negative effects for the organizations. At one side, the organization losses skilled and competent employees while on another way it sets a cost burden on the organization for recruitment as well as training of the new employees. In this way, the turnover of employees has both direct and indirect effects on the output level and performance of firm. Therefore, the importance is laid on reducing the means and ways of job quitting by employees. A large number of studies are on hand concerning the reduction of employees' intention to quit their job (Brown, Thomas, & Bosselman, 2015; Festing, & Schäfer, 2014; Fried, Shirom, Gilboa, & Cooper, 2013; Wayne, Shore, & Liden, 1997). The present study evaluates the impact of ICSR on turnover intentions with mediating role of employee's OCB and OC. In addition, the impact of internal marketing with the mediating role of employee's OCB and OC is analyzed. The current research is helpful for human resource executives to reduce turnover intentions by adapting effective ICSR and IM practices to develop OCB and OC in employees, which further leads to reduce the turnover intentions of employees.

### 1.2 Background of the study

Intention to quit is defined as an intention or a plan of employee to quit the existing job and looking forward to hunt alternative jobs in the forthcoming (Li, Bonn, & Ye, 2019; Ozturk, & Karatepe, 2019). The intention of an individual to quit its existing job has been considered in various models of stress (Jyoti, & Rani, 2019; Kemery, Mossholder & Bedian, 1987). Employees can be deliberated as the internal customers of an entity. The objective under consideration of this study is to empirically test ICSR and IM perceptions of employees' on their OCB and OC and ultimately their impact on employees' intention to quit either due to development or conflict.

Meanwhile, some other researchers argue that there is a negative correlation between intention to quit and performance considering that as employees' performance level declines, their thinking to leave the current organization increases (Moloney, Boxall, Parsons, & Cheung, 2018; Pradhan, & Jena, 2017; Supeli, & Creed, 2016). On the other hand, some scholars argued that performance of the individual increases with salary growth, promotion opportunities and

incentives or bonuses (Gerhart, 2017; Cao, Lemmon, Pan, Qian, & Tian, 2019). These findings reveal that rewards and promotion practices can play a role in retaining of the best employees. Scholars also argued that only financial incentives may not be enough or effective to retain best performers for organizational growth (Gerhart, 2017).

Furthermore, employee intention to quit is a major problem, particularly in the area of human resource management. The ratio of employees' quitting from job and are switched to another companies is termed as the employee turnover. In a number of countries, employee turnover is considered as a vital challenge for human resource managers. A general conviction in numerous countries is that because of deficiency of manpower, workers have set bad conducts. These employees' are considered as master of their own will, so they don't care organizations policies and seniors orders.

It has been observed that many organizations take a number of steps to retain the employees, but turnover intention has not decreased (Mantler, Godin, Cameron, & Horsburgh, 2015). It has been observed that there are three types of intention to quit in organizations: controlled intention, uncontrolled intention and demographic intention. According to Buitendach and Rothmann (2009) employees' responsibilities are important in the organization because they devote large amount of time in fulfilling these activities. According to Koketso and Rust (2012) skilled and experienced employees' retention is the crucial challenge faced by human resource managers.

According to Allen & Meyer (1990), employee turnover intention can be described as voluntary turnover or involuntary turnover. Employee voluntary turnover intention is associated to some conflicts with his or her seniors or colleagues and disappointment with the organization regarding of self-growth and development, salary and working atmosphere. Employee voluntary turnover choice is determined by personal issues, like self-marriage, shifting from one city to another city, parenthood and pregnancy. While, in the case of employee involuntary turnover intention includes dismissal from service on disciplinary grounds, layoff, retirement from service due to age limits or death. Employee voluntary turnover intention that is caused by individual plan that might be organized and managed if some reasons affecting the intention could be recognized and resolved. While the mostly preceding empirical studies on turnover intention has explored only one dimension of employee turnover intention, current study divided the constructs of turnover intentions into two sub-dimensions and examined both dimensions: (1) turnover intentions caused by desire to make more of a difference current status of job like intention to quit for developmental purpose and (2) employee turnover intentions initiated by

organization and interpersonal conflicts with seniors or fellow workers like intention to quit for conflict.

The present study basis is laid on the theory of social exchange in which employees compare themselves economically as well as socially inside and outside the firm. According to Blau (1964) social exchange theory is best fit for considering society in a set of beliefs among individuals and these connections found assessment of punishments and rewards. According to Banjo (2017) our dealings are regulated by the punishments or rewards that we presume to take from others and we assess them utilizing a model of cost-benefit analysis. According to Cole (2014) individual, who are involved in trading with others, are believably looking to upturn their gains. Similar is the case with employer and employee relationship since both takes benefit of maximized earnings. Employee aims to leave present job if he or she identifies psychological, social and economic attributes of their dealings not beneficial for her/him considering different sources. Social exchange theory believes that employees are able to have continuous mutual exchanges with organizations and management (Masterson *et al.*, 2000). If employees take benefits in such exchanges, they are expected to endure association with the management as well as the organization. If employees feel that they are not benefited with this exchange, then they intend to leave the organization.

Employees', who perceive that ICSR practices are positive and helpful, are encouraged to promote OCB and consequently, decrease their turnover intentions (Benjamin & Udechukwu, 2014). The emphasis of the current study is on the impact of ICSR and IM on employees' intention to quit the job. This study also assesses the mediating role of OCB, corporate social responsibility and employee's intention to quit (Kim, Rhou, Uysal, & Kwon, 2017). It also assesses the mediating role of OC, internal marketing and employee's intention to quit (Kim, Song, and Lee, 2016). Similarly, it assesses the mediating role of OCB, IM and employee's intention to quit (Barzoki & Ghujali 2013). Finally, it assesses the mediating role of OC, corporate social responsibility and employee's intention to quit (Kim, Song, and Lee, 2016).

In the past, the fundamental objective of organizations was to attain maximum profit without caring too much for employees' health, safety and working hours. It has been swapped by an extensive idea of organizational achievement, which has been driven by a new viewpoint held by key stakeholders of an organization (Freeman, 1984). Stakeholders (like shareholders being investors, management, employees, suppliers, society, media and consumers) now believe companies liable for their economic performance as well as for the environmental and social consequences of their actions. Therefore, they are considering ICSR as a strategic requirement in

today's business domain (Falkenberg & Brunsael, 2011). According to Cochran and Wood (1984) ICSR has a key component for monetary organizational performance. Researchers of several disciplines have strengthened the viewpoint that ICSR is a valuable tactic for organizations to practice (Porter & Kramer, 2006). This is due to CSR's promising results on major stakeholders like investors (Johnson & Greening, 1999) shareholders (Cochran & Wood, 1984) management (Waddock & Graves, 1997) employees (Rupp, Ganapathi, Aguilera & Williams, 2006) and consumers (Maignan, Ferrell & Hult, 1999).

According to Turker (2009) there are two dimensions to be measured in individual level corporate social responsibility study. One dimension considers the potential of corporate social responsibility to prospective employees (Turban & Greening, 1996) and the other dimension investigates corporate social responsibility effects on present employees' behaviors and attitudes (Brammer *et al.*, 2007; Rupp *et al.*, 2006). Both schools of thought reveal corporate social responsibility as an actual instrument within the field of human resource management. According to Mitchell, Agle and Wood (1997) acceptability, determination and influence are three characteristics making employees an elementary stakeholder. According to Drucker (2001) employees are the best asset of organization because they are having knowledge and skills to strengthen the organization. Apart from this, organizations selecting the talented and better human resources have long been recognized as a promising foundation of competitive edge (Branco & Rodrigues, 2006). This kind of role can be performed in forming such a beneficial relationship for management and organization. Moreover, with the rising hospitality service a provider prompting corporate social responsibility programs in the business sector, corporate social responsibility has been cautious a noticeable notion in academic research (Lockett *et al.*, 2006; Walsh *et al.*, 2003). Though, the mainstream of corporate social responsibility studies have concentrated on customers (being external stakeholders) and less consideration has been given to employees (being internal stakeholders). A survey consisted of above one thousand executives exposed that leaders consider their organization can gain from corporate social responsibility by enticing not only potential but also existing employees (Brammer, Millington, & Rayton, 2007).

Moreover, corporate social responsibility is becoming the area of concern for the researchers in these days (Aguinis & Glavas, 2012; Scherer & Palazzo, 2011). Therefore, it can be said the context-specific deeds as well as policies of organization that considers stakeholders' hopes along with the triple bottom line of environmental, social and economic performance (Aguinis, 2011). It supports to the organization's reasonable benefit in contact of generating mutual value (Porter & Kramer, 2006). It also increases intangible sources and organization

abilities (McWilliams & Siegel, 2011; Surroca, Tribó & Waddock, 2010) and persuading stakeholders' behaviors (Barnett, 2007; Bosse, Phillips & Harrison, 2009). Many studies approve this vision of corporate social responsibility and exhibit a little, but positive association between corporate social responsibility and monetary performance (Margolis, Elfenbein & Walsh, 2009; Orlitzky, Schmidt & Rynes, 2003).

With the implementation of corporate social responsibility at workplace, employees' commitment is increased which ultimately increases the organizational worth (Jones, 2010; Turker, 2009). In addition, it actively attracts and retains employees in the organization (Gully, Phillips, Castellano, Han & Kim, 2013; Rupp, Shao, Thornton & Skarlicki, 2013) and enhances OCBs (Lin, Lyau, Tsai, Chen & Chiu, 2010; G *et al.*, 2013). Study of CSR at micro level (employee level) is very important (Aguinis & Glavas, 2012; Morgeson, Aguinis, Waldman & Siegel, 2013). These studies present how employees identify and consequently respond to corporate social responsibility acts or irresponsibility acts (Rupp *et al.*, 2013).

According to Bhattacharya, Sen and Korschun, (2008) ICSR is considered best tool for managing and handling employees to improve behavior and outcome of the organization. According to Shuili, Bhattacharya and Sankar (2015) CSR programs of an organization create positive employee interrelated consequences, like satisfaction in job and reduction in turnover intention by accomplishing employees' moral and evolving job desires.

Internal Corporate Social Responsibility is divided into following dimensions in this study:

- Internal Relations (Thang, & Fassin, 2017)
- Work Life Balance (Thang, & Fassin, 2017)
- Health & Safety (Thang, & Fassin, 2017)

The notion of internal marketing was foreseen in the middle of 1970s for first time as a method of accomplishing service excellence. According to Berry & Parasuraman (1991) "Internal marketing can be explained as considering employees being internal customers and jobs like internal products to fulfill the needs as well as wants of the internal customers by taking into account the targets of the organization." It specifies that for attaining customers' satisfaction, the firm should have contented employees. This can be best attained by considering employees being customers (such as by relating the philosophies of marketing to occupation strategy and employee inspiration). This thought is particularly significant in the services organizations.

Moreover, internal marketing is the executives' belief of treating employees like customers and proposing tasks that fulfill employees' requirements for increasing employees' commitment and reliability (Longbottom, Osseo-Asare, Chourides, & Murphy, 2006). The core purpose of IM is to support internal customers (employees) in increasing satisfaction of job and their assurance to the firms, which must support employee performance and enable the organization to achieve its decisive corporate goals and decrease turnover intentions (Chang & Chang, 2007). According to Berry's (1981) employees are considered as customers in internal marketing. The reason behind this rationale is that by sustaining the requirements of internal customers, a business should be able to provide the excellence preferred to fulfill external customers. It is confirmed in this supposition that accomplishing employee wants improves employee motivation as well as retention. Resultantly, the greater the step of employee satisfaction, higher there is a prospect of producing external satisfaction and loyalty. Companies have understood that they cannot stay to arrange work as distinct tasks. Organizations must have planned measures around essential corporate courses, which are motivated from the end-customer beliefs. Internal marketing is built on the point of view that there is no sole organization purpose active if it works in separation. Several processes and people with different abilities have to be enthusiastically associated in generating and providing goods and facilities. These cross-functional deeds and the people performing them have a key effect on the ultimate outcome. The consequence of this effect is that the managers should ensure that each and every employee in all departments of the organization is a part of this delivery throughout the supply chain among suppliers and customers (Kates, Amy & Kesler, 2015).

However, unfortunately, too slight thought has been given to practical issues pertaining to processes and organization within research in internal and external marketing. Usually, marketing activities have been studied as separate perspective without due consideration of well-organized designs. Whereas, inter functional synchronization has been emphasized as a significant element, not only within marketing orientation but also within internal marketing (Narver & Slater, 1990). The inter-functional coordination of how internal marketing is comparatively under studied in the context of firm performance including recruitment, training, motivation, rewarding, and retention of customer-friendly managers (Gray & Hooley, 2002). Actually, at a theoretical step, internal marketing is planned as an instrument to enable this, but as yet far too little investigation of internal marketing's role has been studied in this regard.

In the current era, organizations cannot comprehend obstacles among departments inside the organization. Performance is determined by integrating associated jobs in the organization

like, services, production, sales and distribution, promotion, publicity, market research and product development to achieve the organization goals. The handling and organizing job of a set-up of customer-supplier relationship is certainly difficult inside the organization. It is essential that all individuals of the organization can observe and update the connection between what he/she acts and its effect on the “next customer”. Consequently, producing and bringing into line internal associations among departments, tasks and employees within the organization is essential to increase the development of the company employees and company itself. Internal marketing inspects and achieves the whole set of interactions and relationships that carry some value addition to the organization. Organizations should increase a consideration of how to grow and handle such internal relationships not only with individuals but also with individual groups.

Internal Marketing is divided into following dimensions in this study:

- Vision about development and excellence service (Yafang Tsai & Ta-Wei Tang, 2008 and Yafang Tsai & Shih-Wang Wu, 2011)
- Internal Communication (Huang, & Rundle-Thiele, 2015 and Kim, Song, & Lee, 2016)
- Internal Market Research (Huang, & Rundle-Thiele, 2015)

OCB is also an important part for employees to stay in an organization. In present study, OCB is taken/ utilized as a mediating role among ICSR, internal marketing and intentions to quit the job. OCB has been frequently studied by the researchers because it has solid bonds between other organizational variables and the consequences attained by employees (Kluemper, DeGroot & Choi, 2013). Researchers also put emphasize on the learning of this variable because organizations progressively identify the significance of employees increasing such behavior because it offers additional significance and surely affects their enactment (Organ, 1997; Rayner, Lawton & Williams, 2012). OCB has been defined as a multidimensional paradigm (Markoczy, Vora & Xin, 2009) and this paradigm is explained as sense of “willingness to cooperate”. Scholars have hypothesized employee turnover as a deliberation of an employee’s choice to share in the whereabouts of his or her organization. This definition of OCB is extended to the actions set by the role allocated to the individual as well as extra role behaviors known as OCBs. So, it can also be defined as “an unrestricted behavior, not straight or obviously acknowledged by the formal incentive structure of the organization” (Organ, 1988). OCB plays an essential role between ICSR, internal marketing and employees intentions to quit the job. The idea of OCB is a social emotional paradigm, which forms self-confidence among employees (Özdemir, & Ergun, 2015).

OC is explained as possible link among employees with the organization (Upchurch, Dipietro, Curtis & Hahm, 2010). Alternatively, if the association is stronger, then the commitment with their organization will be greater and vice versa. The association reveals that how many employees believe and precede the objective in enhancing the value of the company (Mowday, Porter & Steers, 2013) and how deeply their contribution is with hard work of their department (Meyer & Allen, 1991).

Several concerns were originated to connect with the OC scale. Maxwell and Steele (2003) revealed that the incentive expectancy, self-respect, social interactions and assignments have a countless influence on the level of commitments. Porter *et al.* (1974) explained that OC is the strong point of a person's credentials and participation into tasks for organization development. Preceding studies has shown that employee OC is positively related with satisfaction of job and stay in the organization (Schwepker 2001; Susskind *et al.*, 2000). The struggle in which organizations encourage employee work satisfaction and raise the service quality delivered by manpower to external customers too arranges a moral cycle and stimulates employees' commitment (Kim *et al.*, 2005).

According to Mankanjee *et al.* (2006) internal marketing is positively correlated to employee OC. Frontline employees like in banking sector play a major part, signifying the organization by cooperating with external parties as well as persuading the understandings, assertiveness and valuations of customers (Woodside *et al.*, 1989). Service organizations like banking sector provide organizational aims and ideas to customers through internal marketing. Ostroff (1993) argued that employees of an organization have adequate influence on service distribution since it has effects on organizational output. The comparative strength of employees' realization with the organization's objectives, idea and values is mirrored in employee delivery service to the customers (Unzicker *et al.*, 2000). Employees must be well aware with the organization targets and importance of an organization is stated as OC (Mowday *et al.*, 2013). The internal marketing aims to confirm that employees' sense that not only management is involved with them but also their wants are fulfilled. When used effectively, internal marketing produces encouraging attitude of employees, comprising organization commitment, job satisfaction, job involvement, and work motivation (Tansuhaj *et al.*, 1991). As a consequence, a service organization may increase employee organization commitment through internal marketing efforts like training, motivation and thus, increasing employee skills to deliver better services to clients.



### 1.3 Problem Statement

Employees are vital asset for their organization so when employees' intend to quit from job increases, it influences the output as well as creditability of organizations (Allen, Shore, & Griffeth, 2003). Management faces problem of retaining efficient employees (Redelinguys & Botha, 2016). Presbitero, Roxas & Chadee (2016) reported that management should implement some strategies to hold employees in the organization. Employees' turnover is becoming one among the key challenges confronted by contemporary organizations (Birur & Muthiah, 2013). According to Bothma and Roodt (2013) employees' turnover ultimately increases the workload as well as demand of present employees. It may also result in burnout and consequently, greater turnover (Bothma & Roodt, 2013). Ahmad and Afgan (2016) studied Pakistan banking sector and found that mostly employees intend to leave the job due to job stress and job burnout. The current research study finds how to retain valuable employees in banking sectors through ICSR, and internal marketing with mediating effect of OCB and OC.

According to Hassan, Akram and Naz (2012) turnover intention is the crucial issue among Pakistan banking sector. They found a positive bond between person-organization fit, turnover intention and person job fit. Employee turnover intentions have negative impact on organizational performance. Employees perceive that they are not fit for current job because they don't perform according to desire of management. This, in turn, negatively affects quality of customer services and resulting in loss of customers. According to Bashir, Usman, and Ismail (2010) Pakistani banking employees are under an excessive amount of stress due to overload, role uncertainty, role conflict and responsibility for customer caring, lack of feedback, communication and fast change in technology in the banking sector, problematic organizational structure and discouraging atmosphere in banking sector. All these factors are further converted into anxiety and sickness and intention to quit from the job. The applications of ICSR and internal marketing increase employees' OCB and OC which leads to employees intend to stay in the organizations. With these applications, employees perceive that they are important part of the organization, they feel confidence and helpful not for their own job but also for fellow workers. There is a strong bond among management and employees; there is a strong internal communications and solving of work life balance issues. Newman, Nielsen, & Miao (2015) found that CSR practices help to build organization citizenship behavior and enhance employee retention. Internal marketing is highly linked with job satisfaction, OC and turnover intention (Chang & Chang, 2007; Choi & Ha, 2007; Lee, Kim & Yoon, 2011).

CSR proceeding might have a positive impact on the OC of employees (Hofman, & Newman, 2014). According to Bansal *et al.* (2001) internal marketing inspires OCB and employees' loyalty to the firm which ultimately has an effect on the overall performance of organization. This research study assesses the impact of ICSR on turnover intentions with mediating role of employee's OCB and OC. In addition, the impact of internal marketing with the mediating role of employee's OCB and OC is analyzed. Present study is helpful for human resource executives to reduce turnover intentions by adapting effective ICSR and IM practices to develop OCB and OC in employees, which further leads to reduce the turnover intentions of employees. Internal CSR and Internal Marketing applications help to retain valuable employees in the organization and increase employee organizational citizenship behavior. With the help of these it can increase employee motivation, improve internal relation with colleagues and management which ultimately increase individual performance. This further leads to increase organizational commitment, organizational citizenship behavior and decrease the intention to leave. Internal CSR and Internal Marketing applications also improve employee service quality, increase internal communications, increase sense of organizational citizenship behavior and decrease employee turnover intention from the current job. Osman & Noordin (2015) studied impact of organizational justice, organizational trust and team work on talent retention with mediating effect of OCB.

Asif, Nisar, Faisal, & Khalid (2017) study about CSR as an independent variable and OCB as dependent variable, in another study Sarfraz, Qun, Abdullah, & Alvi, (2018) utilized CSR as independent variable and OCB as dependent variable. Paillé, (2013) studied regarding Organizational citizenship behavior and employee retention. Revilla-Camacho, Vega-Vázquez, & Cossío-Silva (2015) studied about customer participation and citizenship behavior effects on turnover intention. Abzari, & Ghujali, (2011) studied about impact of internal marketing on OCB and observed that internal marketing has positive effect on employee OCB which further leads to improve organization performance. Alshurideh, Alhadid, & Barween (2015) also studied the effect of internal marketing on organizational citizenship behavior and observed that internal marketing increases employees' motivation and positive impact on OCB. Based on the findings of these historical studies we develop our model of the current study keeping internal CSR as the independent variable while employee intention to quit as the dependent variable while OCB as the mediator.

#### **1.4 Research Questions**

The research questions under consideration for this research study are:

1. Does ICSR effect employee intention to quit?
2. Does OCB mediate the relationship between ICSR and employee intention to quit?
3. Does OC mediate the relationship between ICSR and employee intention to quit?
4. Does IM effect employee intention to quit?
5. Does OC mediate the relationship between IM and intention to quit?
6. Does OCB mediate the relationship between IM and intention to quit?

## **1.5 Research Objectives**

The main objectives of this study are as following:

1. To analyze the impact of ICSR on employee's intention to quit.
2. OCB mediate the relationship between ICSR and employee intention to quit.
3. OC mediate the relationship between ICSR and employee intention to quit.
4. To analyze the impact of Internal Marketing on employee's intention to quit.
5. To analyze the impact of Internal Marketing on employee's intention to quit with mediating effect of OC.
6. To analyze the impact of Internal Marketing on employee's intention to quit with mediating effect of OCB.

## **1.6 Significance of the Study**

### **1.6.1 Theoretical Significance**

Ahmad and Afgan (2016) studied Pakistan banking sector and found that mostly employee intend to leave the job due to job stress and job burnout. The current research study will find how to retain valuable employees in banking sectors through ICSR, and internal marketing with mediating effects of OCB and OC. This study will be helpful for the HR managers to decrease the ratio of turnover intentions in their organizations. HR managers performing their duties in services departments will be the key stakeholder of this study to understand, analyze and visualize that how to retain employees in organization.

The developing element for businesses is to follow strategies related to socially responsibility, which has elevated queries regarding the influence of such approaches to improve the behavior of internal stakeholders (Brammer *et al.*, 2007). For supporting management to understand this idea and take some measures in flourishing this concept, so far researches concentrating on the matter of ICSR are exceptional and the existing researches are very contracted in their outcomes. However some reports emphasize on distinct features of ICSR; however, left on carefully theorizing it. For seniors to utilize the idea inside organizational

approach execution, it is very essential to have a complete consideration of the theme itself. Attaining such a consideration established the initial idea of this research. Hence, this study can be perceived as one of the major confirmatory studies to offer worthwhile understandings for both organization and science. Particularly for management, the uniqueness of this study lies in the empirical justification of the idea generation of the ICSR conception. A complete consideration is essential for ICSR to turn out to be a management concept and a beneficial and / or applied management device to understand employee behaviors for smooth operation of business.

### **1.6.2 Practical Significance**

An essential idea of this research is the vision it has given into the important aspects of ICSR, internal marketing and the involvement it generates to the perception on OCB and OC of employees. The connection between employee insights of ICSR, internal marketing, OCB and OC is examined in a model that layout with the help of social exchange theory and the related scientific literature and taken point of view of employees of banking sector. With the help of this study, HR managers would understand the role of ICSR, OCB, internal marketing, OC and employees' intentions to quit the job. They will be able to formulate effective policies to retain valuable employees of their organizations. According to Shukla, & Sinha, (2013) employee turnover rate is higher in banking sectors. Similarly Chen & Wu (2017) explore in their study that turnover intention is more relatively in frontline employees of services sector. Their target population was hotel and tourism employees. According to Asif, Nisar, Faisal, & Khalid, (2017) Service organizations should organize continual CSR programs at organization and performance based compensation programs to improve the organizational trust and justice within the organizations that ultimately enhance the organizational citizenship behavior. Kim, Song & Lee (2017) studied impact of CSR and Internal Marketing with mediating effect of OC on turnover intention and their target population is Casino employees. They further suggested services sector like hospitals, hotels etc.

Banks plays important part in the country because taking financial deposits, loans granting and offering some other complementary services to their customers are the core business of banks. This is the not matter what kinds of countries, society, customs, traditions, culture, and which types of banking services, products and investors, banks need to be more responsible for their customers in a social responsible way. As well as the management of banking sector more caring about their employees needs and wants through CSR activities. As a

socially responsible banking sector, they perform lawful banking practice, but also operate sensibly and cost-effective with precise supervision of every transactions for offering customer confidence for better and progressive economic conditions (García-Sánchez, & García-Meca, 2017).

Al-bdour, Nasruddin, & Lin (2010) studied internal CSR in banking sector of Jordan. Future research may spread the exploration to different sectors and countries to find the generalization of the study findings. Moreover, detailed interviews with employees would be useful, particularly because internal CSR practices may vary according to, sector and country. Future researches also can investigate the effects of internal CSR on OC using a multiple respondents different level of the organization.

Bailey, Albassami, & Al-Meshal (2016) studied that bank management have to proceed a holistic research to internal marketing and confirm that they design an atmosphere where employers will feel satisfaction and more committed to the point that they will feel honored to be part of their organization. Current study takes holistic approach with the study of impact of Internal CSR and Internal Marketing on employees' behavior.

According to Ishaque, & Shahzad, (2016) in services organizations, their front-line employees perform an important role to attain competitive advantage to their organization by make sure best performing services to their customers for the prestige of their organization. According to Damanpour, Sanchez-Henriquez, & Chiu, (2018) in services sector employees not only buying services but they also co-produce the services to organization, in shape of recommendation of friends and family members to gain services from this organization. As customers are take part in the procedure of service promotions for the particular organization the part of front line employees that deal with the customers, come to be vital. With the quality of this social bond and close association among faithful customers and front line employees help to whittle customer's awareness about the service as they provide (Tsai & Tang, 2008). With the improving the continuous practice and excellence of the service the clients will be more satisfied with front line employees, that can result in an overall increase in performance or organization as well. This indicates that satisfaction of the customers regarding services and organizational goals can only be attained by the dedicated determinations and continuous supports of the front line employees who offer service to their customers on the behalf of their organization and are in direct meeting with customers. This makes possible by employee behaviors and attitudes at job place very significant in their organizations to attain best organizational performance. Hence, the

purpose of the current research is to study important employee attitudes, behaviors and reduce turnover intention.

According to Dastidar, (2016) banks play an important role in the field of CSR and scholars must paid emphasis to the scopes of CSR in banking sector. According to Rani, & Khan, (2015) mostly banks deal equally products in the similar markets, facing close competition in the banking sector with each other it is no longer only about products and prices. For producing exclusiveness in the competitive market with the introduction of some new products by monetary business is remain constant, and competitors' banks are very swiftly to repeat this innovation. Therefore, building a unique brand image of the bank is an essential feature of the strategic management in a highly competitive atmosphere (Azim, 2016). For this it has been observed that CSR is now deemed to be an applicable application (Lentner, Szegedi, & Tatay, 2015; Ferraz, & Gallardo-Vazquez, 2016). According to Gao, & He, (2017) CSR increase organizational citizenship behavior among employees and reduce employee turnover intention (Chaudhary, 2017).

### **1.7 Delimitations of the Study**

1. This study is conducted in areas of Islamabad and Rawalpindi.
2. Only the banking sector employees are included in this study.
3. Respondents of the study are middle and lower level managers in the banking sector.
4. Study nature wise:
  - i. It is a cross sectional study.
  - ii. Primary data is based on the perception of individuals and therefore, biasness may be there in the responses. Situational factors can affect the responses of the respondents.

### **1.8 Organization of this Research**

The organization of this study is made into six chapters among which chapter one represents the introduction chapter. It specifies research background, research problem, research questions, research objectives, significance and lastly, delimitations of this study. It also encompasses the precise research methodology report along with explanation of some basic terms utilized in this study.

Second chapter of this study is literature review, which not only covers related research background (i.e. Small and Medium Sized Enterprises) but also related theories for the current study. It also encompasses the literature concerning concepts of the prevailing study and

proposes the suggested model for research. The constructs of current study are also presented in detail in this chapter. Lastly, this chapter presents the hypotheses to be tested using statistical analysis.

Third chapter of this research study is the research methodology in which the research design, model and methodology are explained. In addition to it, detailed overview of the steps as well as procedures adopted for data collection and analysis will be made. The basis of appropriate justification for the steps and procedures adopted are also made in this chapter. Fourth chapter of this research study covers the empirical outcomes of this research with applied statistical analysis tools proposed in the previous chapter of this research study.

Fifth chapter of this research study covers the statistical analysis comprising of evaluation of measurement as well as basic model with lower-order insightful along with developmental methods and higher-order developmental methods. The outcomes of the lower-order insightful model are measured with the assessment of inside stability, convergent validity, discriminant validity and indicator reliability. The outcomes of the formative model are measured with the collinearity among independent variables, convergent validity, relevance and significance of external burdens. “The exposure of structural model is for valuation that includes not only collinearity assessment but also path coefficient, coefficient of determinant, effect size and predictive relevance”. Moderation and mediation are also assessed subsequent to the evaluation of structural model.

Sixth chapter of this research study restate the results extracted from the preceding chapter along with analysis of the entire thesis with suggested outcomes. It also covers the theoretical as well as practical contributions of the present research study along with limitations as well as future research directions.

## **1.9 Chapter Summary**

In this chapter, the introduction, background of study and problem statement is described. In further the research questions and defined the study’s significance within the field of internal CSR, internal marketing, organizational citizenship behavior, organizational commitment and intention to quit literature. The next chapter also includes its literature review, concept and definitions and theoretical reflections.

## CHAPTER - 2

### LITRATURE REVIEW

#### 2.1 Introduction

In the light of the related literature about current study, the key objective of this chapter is to discuss the variables i.e. Internal CSR (ICSR), Internal Marketing (IM) Organizational Citizenship Behavior (OCB), Organizational Commitment (OC), Intention to Quit (IQ). This chapter is split into five sections. In first section, introduction, second section concept & definitions, in third section, theoretical reflection, development and importance of the observed variables is presented whereas and development of hypotheses of the study , the fourth section describes the research gap and last section of this chapter is conceptual framework of the study.

#### 2.2 Concepts & Definitions

This study analyzes the relation between ICSR, internal marketing and employees' turnover intention with the mediating effect of OCB. This also analyzes the relation between ICSR, internal marketing and workers turnover intention with the mediating impact of OCB & OC. The present study on the topic of employees' motivation argues that organizations motivate their employees through ICSR function. It was observed that firm's ICSR certainly affects criteria of employee recruitment, his satisfaction and retention, commitment and loyalty level (Aguilera *et al.*, 2007; Heslin & Ochoa, 2008). It is the reason that social responsibility of internal corporate employees plays a very significant role to increase employees' motivation level. According to Brammer *et al.* (2007) company's CSR responsibilities are linked with all basic activities of the firm. Workers are taken as vital internal stakeholder and many schools' point of view is that ICSR practices are for meeting company workers' prospects and requirements. As per Longo *et al.* (2005) research, ICSR efforts and practices are mainly categorized into four groups known as "value classes" that generate worth for a firm's shareholders and therefore, fulfill their numerous hopes. Value classes of employee linked for the improvement of staff member skills, overall social justice, well-being internal devotion and satisfaction of the personnel, and excellence of work. According to Morgeson *et al.* (2013) internal business social obligation is essential for long term existence of an organization.

According to Kluemper, DeGroot and Choi (2013) OCB has been frequently studied by the researchers because it has solid bonds between other organizational variables and the consequences attained by employees. Researchers also put emphasize on the learning of this variable because organizations progressively identify the significance of employees' increasing



OCB behavior because it offers additional significance and surely affects their enactment (Organ, 1997; Rayner, Lawton & Williams, 2012). OCB has been termed as a multidimensional paradigm (Markoczy, Vora & Xin, 2009) and this paradigm is interpreted and meant as “willingness to cooperate”. According to Yaghoubi, Salehi, & Moloudi, (2011) OCB is an intentional and impulsive behavior that encompasses beyond their own assignments and it defines the activities of employees who are enthusiastic to help their fellow workers.

The key purpose of the internal marketing concept is to make sure that workforce might have the feeling that their seniors are conscious for them as a whole as well as for their essential requirements. With the application of the internal marketing obsessed by positive workers’ behavior towards their effort and devotion include managerial commitment, job satisfaction and involvement of devotedly working with motivation (Tansuhaj *et al.*, 1991). The global realistic approach and theories for a positive change association in the market and consumer satisfaction is very important to discuss. According to the research of Tansuhaj *et al.* (1987) relationship among service equality and internal marketing is becoming an important fact worldwide (Richardson & Robinson, 1986). This positively effects on employees’ behavior as they can better serve the customers with effective manners (Berry, 1981; Donnelly *et al.*, 1985; George, 1990; Sasser & Arbeit, 1980). According to Mowday *et al.* (2013) the absence of loyalty from workers can be negative to an organization. It can cause worse performance, which leads to poor service offerings and great cost with increase in turnover intention Mowday *et al.* (2013). Hogg (1996) has proposed that internal marketing can enhance employee commitment to the organization and better increase understanding through communication. Schlessenger and Heskett (1991) focus on the significance of enthused employees as they can establish a “cycle of success” to resolve consequences in better consciousness of staff characters in consumer satisfaction. This team work of staff into winning groups and all teams focused on providing worth and value to services for customers.

Human resource management plays a vital and significant part in the attainment of any business (Sun, Aryee & Law, 2007; Wright, Gardner, Moynihan & Allen, 2005). It touches firm growth by its encouragement on worker attitudes and behaviors; for instance, worker organizational commitment (Bowen & Ostroff, 2004; Nishii, Lepak & Schneider, 2008; Pare´ & Tremblay, 2007). OC comprises the comparative strong point of an individual’s recognition and participation in an organization. In this scenario, worker is perceived to be expressively committed and be acquainted with the firm and is, therefore, committed to achieve organization’s targets (Porter *et al.*, 1974).

## **2.3 Hypothesis Development**

### **2.3.1 Social Exchange Theory**

This research study's basis is laid on the theory of social exchange in which employees compare themselves economically as well as socially inside and outside the firm. Social Exchange Theory (Blau, 1964; Homans, 1961) in the earlier described that it is the motivation behind the behaviors and attitudes exchanged among individuals inside the organization. According to Blau (1964) social exchange theory is best fit for considering society in a set of beliefs among individuals and these connections found assessment of punishments and rewards. According to Banjo (2017) our dealings are regulated by the punishments or rewards that we presume to take from others and we assess them utilizing a model of cost-benefit analysis. According to Cole (2014) individual, who are involved in trading with others, are believably looking to upturn their gains. Similar is the case with employer and employee relationship since both takes benefit of maximized earnings. Employee aims to leave present job if s/he identifies psychological, social and economic attributes of their dealings not beneficial for her/him considering different sources. Social exchange theory believes that employees are able to have continuous mutual exchanges with organizations and management (Masterson *et al.*, 2000). If employees take benefits in such exchanges, they are expected to endure association with the management as well as the organization. If employees feel that they are not benefited with this exchange, then they intend to leave the organization.

### **2.3.2 Intention to Quit**

According to Phillips (1990) the increasing turnover intention rate causes high costs. Trevor, Gerhart & Boudreau (1997) stated that the cost is associated with the efficient and hardworking employees leaving the current job. According to Cascio (2006) turnover not only surges the loss of experts and experienced employees, but also raises the cost of induction and training new inductees in the business organization. According to Nyberg (2010) and Sturman (2003) employees' turnover on frequent basis not only affect adversely on organization's present performance, but also on its skilled work force and experienced employees. Previous studies find out that the affiliation between employee performance and turnover has perceived diverse and frequently unpredictable results (Bycio, Hackett & Alvares, 1990; Iverson & Deery, 2000; Salamin & Hom, 2005; Schwab, 1991).

According to Bycio *et al.* (1990) McEvoy & Cascio (1987) and Williams & Livingstone (1994) there is an adverse association between performance and intention to put down or turnover. According to Bothma and Roodt (2013) employee turnover increases the assignments and jobs on current employees, which may become basis of stress, and later on, there is more turnover. Employees performing their duties in services industries are facing difficulties for continuous performing best in front of customers. Mostly successful organizations relay upon the performance of his leading edge workers (Chebat *et al.*, 2003; Chung & Schneider, 2002; Hartline & Ferrell, 1996; Singh & Schwab, 2000; Wirtz *et al.*, 2008).

According to Pfeffer (2005) frontline employees are an essential part for success and survival of service organizations. Service organizations must try to retain the employees' particularly efficient and those, which behave politely with colleagues and customers. Retaining efficient employees in the organization is the art of management (Lto & Brotherridge, 2005). According to Maertz *et al.* (2007) earlier studies have focused on the significance of employees' turnover performing duties on senior posts because it is linked to numerous adverse consequences as seniors and experienced employees' turnover should be expensive. It has been observed that new recruitment, selection and training of new employees cost is burden for organizations. There is shortage of funds and organizations face problems in competitive world for hiring new and competent employees (Slåtten, Svensson, & Sværi, 2011). Those employees are emotionally attached with their organization having positive association with organization commitment and remain attached with organization. Similarly, those employees having less organization commitment, there is more chances of intention to leave, therefore, there's a noteworthy undesirable association among turnover intentions and organizational promise (Nouri & Parker, 2013).

According to Porter and Steers (1973) employees' behavior and attitude depends upon amount of their requirements fulfilled by the organization. According to Chang (1999) employees who look for career development have higher beliefs for career development chances within their organizations. Timely promotions have positive impact on employees' behavior and they never try to quit from the organization. Frustration about career development in the organization leads to employee intend to leave the present job and look forward to search another job for better opportunity of career growth. Career growth opportunities can also be considered as inspiration, sensitivity and self-satisfaction of the employees. According to Weng and McElroy (2012) this type of satisfaction regarding timely promotion further leads to behave positively and achieve organizational goals with best efforts. Organizations provide incentives to

their employees with advances and payments and by offering career objectives and skills' growth. These organizations not only offer a sensitive motivation to stay, but also there is a threat of renounce a huge salary drawn from that organization. According to Salamin and Hom (2005) advancements and income growth are adversely related with turnover. On the other hand, people who identify slight growth toward fulfilling their career objectives or few chances for professional talent growth in their current jobs and or who feel that there is no incentive provided by the organization in relation to promotion chances or reward, have intention to leave that organization.

According to Weng and McElroy (2012) career development in shape of promotion, learning and skill lessens chances of turnover intentions. Intention to leave the organization is an emotional procedure and it is tough for scholars to apprehend it but, intention to leave has been termed as a conscious and contemplative determination to leave the current job (Tett & Meyer, 1993). Several aspects have been examined and related with workers' intentions to leave. There are various scholars who associate job satisfaction with employees' turnover e.g. disappointed employees are likely to leave their jobs as compare to satisfied workers (Churchill *et al.*, 1974). According to Porter and Steer (1973) employees and organizational level issues must be involved which decide the workers' behavior and attitude that operate his/her conclusion whether to leave or carry on working in the firm. Although certain researches determine that effective commitment has negative impact on the workers' intention to quit the company (Conyway & Monks, 2009). Employees' turnover intention is the serious issue for every kind of organization in these days. Employees' turnover intention issue had been studied in 1950 by the management researchers.

All over the world, the organizations are confronting a number of issues with growing mergers and acquisitions of the world economy into one marketplace (Ahmad & Afgan, 2016). Training is also an important part to decrease turnover intention from the organization. Training helps to increase performance and profit of the firm with positive attitude and behavior (Koys, 2001; Tannenbaum *et al.*, 1991). An amount is invested on employee training programs to convert it into profits, when trained employee wants to stay in the organization (de Mello, 2014). In case employees switch to other organization, they can cause profit to other organization. Actually, a huge amount is invested on training and trained employees' retention is the major threat for management and organizations (Cascio, 2006; Davidson, Timo & Wang, 2010). Employees turnover intention is the huge loss of organization when they invested on training and

development cost for employees. This cost is much more as compare to hiring new workers (Dalessio, Silverman & Schuck, 1986; Flint, Haley & McNally, 2013).

According to one school of thought, training inspires workers to stay in their present organization; whereas, the other school of thought says that guidance influences employees to switch to another organization (Hequet, 1993). The earlier school of thought advocates that training will improve the job behavior and work satisfaction of employees and therefore, decrease turnover intentions. On the other hand, the other discusses that employees may consider training as a chance to find another organization. In reality, realistic studies have presented different consequences in this regard (Sieben, 2007). Some specify that training decreases employee turnover intention (Ferris & Urban, 1984; Newman, Thanacoody & Hui, 2011); whereas, others find out a positive association between training and turnover (Lynch, 1991; Veum, 1997). Some find out that there is no association between these two variables (Green *et al.*, 2013; Levine, 1993).

A huge turnover rate has an adverse influence on the organization because it is concerned to a large amount investment on employees in the form of recruitment and training cost as well as the loss of experience workforce and output of the firms (Phillips & Connell, 2003). Actually, turnover is measured to be one of the prime dare faced by organizations in these days. Merely specified, turnover intentions represent to a worker's conscious plan to leave their organization in the nearby future and, as per the research, it is measured as a direct forerunner for definite turnover behavior. Moreover, in several cases, organizations are more concerned to study about turnover intentions than to study previous turnover (Ismail, 2016). This is essential to confront worker movement at an initial phase without waiting further until their employees truly leave the organization (Ismail, 2016). According to Shukla, & Sinha, (2013) employee turnover rate is higher in banking sectors. Similarly Chen & Wu (2017) explore in their study that turnover intention is more relatively in frontline employees of services sector. Their target population was hotel and tourism employees. According to Asif, Nisar, Faisal, & Khalid, (2017) Service organizations should organize continual CSR programs at organization and performance based compensation programs to improve the organizational trust and justice within the organizations that ultimately enhance the organizational citizenship behavior. Kim, Song & Lee (2017) studied impact of CSR and Internal Marketing with mediating effect of OC on turnover intention and their target population is Casino employees.

There are several causes that might change the choice of employees to either leave or stay the current organization. Less effective management and deficiency of organizational cohesiveness between staffs (Robinson & Carron, 1982) that workers don't comprehend the values of organization, cannot suite into the organization or there is dearth of the intelligence of fitting in certain organization (O'Reilly, Chatman & Caldwell, 1991). These all signs have negative impact on productivity and employees' intention to leave current job due to conflicts or misfit. According to Mullen and Cooper (1994) when organizational and management understanding is greater with employees, the members of the organization will be satisfied that they are part of that organization and stay in the organization for long term and ultimately, they are enthusiastic to work together with their colleagues to achieve organizational goals. Among other reasons that affect the decision of employees regarding staying or leave the organization, an important reason is that employees are not able to recognize themselves within the organization (Gooley, 2001). OC is the yardstick that measures the level of appreciation, level of involvement, logic of recognition, logic of suitable for current job, devotion and level of obligation employees have in the direction of their organization (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989). In contrast, if workers don't recognize organization's culture, they can't become a part in the firm or else in the absence of self- recognition, they will think about to resign from the organization (Autry & Daugherty, 2003).

According Abbasi and Hollman (2000) when an organization has excessive employees, there are more chances to quit the organization. When employees of any organization agree to leave their organizations; their skills, abilities and experience also leave with them which cause negative effect on productivity and cost of new recruitment and selection (Abbasi & Hollman, 2000). On the other hand, involuntary turnover is a procedure in which the organization accepts to be in controlling position on the employees that they will either stay or leave the organization (McPherson, 1976). While, involuntary turnover emphasizes on lay off employees with poor performance (Price, 1989). It is also termed as a purposeful turnover (Watrous *et al.*, 2006). According to Bashir and Durrani (2014) turnover in an organization is a stage of particular incident obvious by physical good-bye from organization. Turnover is an activity which is simply assessable through motivation practices (Ramlall, 2004). Agarwal, Datta, Blake-Beard, and Bhargava, (2012) anticipated that turnover is a critical issue which significantly influence individuals and organizations. According to Voigt and Hirst (2015) advancements and salary practices may inspire the retaining of best performers. This study also recommends that an

approach to keep best performers through only monetary perks is most powerful instrument for retaining employee and organizational growth.

According to Low, Ong and Tan (2017) job switching is explained as worker's decision with the probability that he/she has an idea for intention to quit from the current organization in upcoming time. Griffeth, Peter, and Stefan Gaertner (2000) observed variables that effect employee intention to quit from organization and exposed the expenditures of substituting an employee can be two hundred times cost of that employee pay. This cost of replacement is categorized into direct as well as indirect cost of the organization. Direct cost is in the shape of recruiting new employees, training & development however indirect cost increases from exoticism of new employees with the organization structure (such as, making errors due to dearth of experience in the prevailing system) which forbids the organization from attaining operative effectiveness. Many organizations try best to low employees' turnover rate and to achieve strategic goals as well as for the purpose of saving the cost. Efficient, skilled and experience employees is the best asset of any business. Worker intention to leave is the cycle of employees in the labor market between organizations, career and at the same time professions and among the environments of hiring and joblessness (Abasi & Hollman, 2000). This employees' movement is allocated into two types: voluntary and involuntary.

Unintentional or sudden turnover denotes to the removal from office of workers; however, voluntary turnover happens when workers resign by themselves. Voluntary turnover further leads to employees switch towards competitor organizations; thereby generating more serious condition since these skills and expertise can be utilized against the organizations. Voluntary turnover is the very ordinary, very worthwhile and most harmful to a company, hitherto it is also utmost avoidable from management (Smart, 1990). Voluntary turnover has been deteriorating over the past era. According to Kransdorff (1996) analysis employees usually shift from one organization to other during about every six years. Employee turnover intention from organization typically occurs before voluntary turnover. Employee turnover aim is considered as the rational procedure idea of leaving from present job, preparation about quitting, and the wish to leave the present job and it is the basic interpreter of intentional turnover (Kiyak, Namazi, & Kahana, 1997; Mobley, Griffeth, Hand, & Meglino, 1979; Mor Barak, Nissly, & Levin, 2001). According to Kuvaas, Buch, Gagné, Dysvik & Forest (2016) an employees' first assesses their present jobs, competence, experience, career satisfaction or disappointment based on the efforts they have put into their work. In case the employee is unhappy, at that point, he generates the plan of leaving the job.

According to Kim *et al.* (2017) organization and employee relations are very important and many researchers work out on this. For instance, institute and members of staff association value was examined in a research conducted on the binding among turnover intention and commitment of workers (Loi *et al.*, 2006). OC is one of the best institutes and worker relationship feature has been explained in a number of modes: the involvement of a worker with his work and devotion to the firm (Brown, 1969; Hall & Schneider, 1972; Mowday *et al.*, 1979) the amount in which a worker feels faithful to his firm (Ko, Price & Mueller, 1997; Mueller *et al.*, 1992) and emotional affiliation of a member towards their organization (Kacmar *et al.*, 1999). Studies about employee turnover aim has recognized cultural elements that inspire or disappoint workers' turnover intent such as culture of organization & training atmosphere (Egan *et al.*, 2004) talented employee group culture (O'Reilly *et al.*, 1991; Sackmann, 1992) employee's gross revenue atmosphere (Abelson, 1993; Deery & Iverson, 1996; Deery & Shaw, 1999) and absenteeism atmosphere in the firm (Nicholson & Johns, 1985). In this case, rate of quitting from job is not only necessarily negative to the institute, but can also adversely impact on the managerial culture or even generate an employee turnover culture in the organization. According to Abelson (1993) income culture is "the organized pattern of collective thoughts by the firm or its sub-members which have an impact on the verdicts related to career movement". It gives the direction either there is some area intrinsic in the culture of the firm or area of work that carries with its beliefs of soaring nature of job movement. According to Deery and Shaw (1999) workers shifting notion in the service industry is particularly frequent turnover ratio.

### **2.3.3 CSR**

Enterprises are intensely applying corporate social responsibility (CSR) in their enterprise model that additionally leads to increase workers' honesty, develop their position and level of training and development to enhance and maintain their survival into competitive business world (Aguilera, Rupp, Williams & Ganapathi, 2007; Lee, 2008; Orlitzky, Schmidt, & Rynes, 2003; Porter & Kramer, 2006). According to Carroll (1979) communally oriented and accountable companies don't normally reach the legal and financial duties, but then determined to ethical and flexible responsibilities to their workers and broader stakeholders in the society. Therefore, CSR includes the progressive enhancement of procedures and strategies that proceed to the belongings of the firms' conducts on numerous shareholder groups with the workers and the societies by which they carry on the business and the environment both internally and externally.

Carroll (1999) specified that the "CSR has a lengthy and miscellaneous past in the literature". Typically, it's a careful thought as volunteer or benevolent responsibility (Carroll,



2000). With the passage of time, the idea is being transformed and CSR is developed as a vibrant part of planned HRM and it is vital for viable progress and performance of business (Schuyler, & Berkowitz, 2009). CSR has been explained in many ways and it is pretty not explained in one definition. The best commonly recognized and explained CSR was specified through the World Business Council for Sustainable Development (WBCSD) (2002) that explains “CSR is the strong obligation of the firm to subsidize the unrelenting financial development by working and jointly carrying on work with workers and their families, local society & the entire society to standard and life quality”.

The Commission of the European Communities (2001) defined CSR as “an idea where organizations practices, social and ecological, environmental science apprehensions in their business activities and in the contact with their concerned investors on volunteer grounds”. It is obvious from the definitions that CSR is a flexible style and varies from by organization to organization. According to Rupp *et al.* (2006) once workers like all other investors associated with the firm as accountable, responsible, worried, and generous workers of the society (an intention of inner CSR act) they could supplement to satisfy with their service connections and there is an adverse link to employee turnover intention. Du, Bhattacharya and Sen (2015) found that a firm’s CSR model develop positive worker connected results, like job satisfaction and reduction in shifting intent, by filling labor’s moral and advanced career needs. Further, it is found that CSR tries to help the strong effect of CSR on output of the organization. CSR is an apparatus that bound workers within the firm and their level of performance improvement (Du, Bhattacharya & Sen, 2015).

Corporate social responsibility (CSR) is mostly explained as clear organizational strategy and carried out to encourage long term cost-effective, social, ecology and environmental comfort (McWilliams & Siegel, 2011; Schwartz & Carroll, 2003). It has turned into a strategic necessary these days. With the implementation of CSR activities, organizations have an edge for survival and competition in this global village (Du *et al.*, 2011; Surroca *et al.*, 2010; Baumann-Pauly, & Scherer, 2013). Bonini *et al.* (2009) explained that the significant analysis of executives and CSR experts observed and found that CSR can build organization worth by increasing employee self-esteem and decreasing employee turnover. Organizations must keep experienced, able and motivated employees for success in the market (Brammer *et al.*, 2007; Greening & Turban, 2000). An important element of CSR is that a large literature finds out employee responses to CSR and overall, it has an optimistic effect on numerous worker-related results, such as company’s attraction to potential workers (Greening & Turban, 2000) worker fairness awareness

(Rupp *et al.*, 2006) OC (Brammer *et al.*, 2007) job satisfaction (Herrbach & Mignonac, 2004; Valentine & Fleischman, 2008) and employee loyalty (Bhattacharya *et al.*, 2008). Moreover, a small number of findings are trendy to investigate the emotional processes to bring about the positive results of CSR on worker-related conclusions. According to Kim *et al.* (2010) CSR improves apparent outward reputation & worker-firm recognition, which is taken for improved worker commitment.

Even though, this direction of study has produced considerable understanding and consideration of employee responses to CSR having narrow and attracting researchers for further exploration on such a serious issue (Aguilera *et al.* 2007; Müller *et al.* 2012; Rodrigo & Arenas 2008). Specifically, two main concerns arise as a better kind of worker responses to CSR. Firstly, CSR study concentrating on outside investors (e.g. clients) emphasized as a basic feature of any organization (Sen & Bhattacharya 2001; Sen, & Cowley, 2013). Rodrigo and Arenas (2008) stated, less interest has dedicated to the deviation between workers in association to CSR assuming the opportunities opinions, attitudes and behaviors of that group was standardized. The next existing study focused on insufficient consideration to the procedure essential for worker responses to CSR. Not only have preceding perception been incomplete to philosophies of social uniqueness and recognition (Brammer *et al.*, 2007; Greening & Turban, 2000; Peterson, 2004) but also the promising instruments continued most of the experiments (Kim *et al.*, 2010). According to Bhattacharya *et al.* (2008) firms don't understand the nature of emotional mechanism which links their CSR plans to predictable optimistic takings from the workers.

The idea of CSR has developed over the years. In the classic report of Carroll (1979) CSR is explained as an encircling economic, legal, social ethical and flexible prospect that the community has regarding firms within a given time. Further added, Schwartz & Carroll (2003) included a Venn diagram to illustrate an organization's legal, economic and moral duties and highlight that these areas are not equally absolute, but frequently overlapping considerably with one another. Current improvements in the CSR studies, like the concepts of "planned CSR" (Kotler & Lee, 2005) and "shared (social and business) worth creation" (Porter & Kramer, 2011) approve the notion that there occurs assembly of fascination between an organization's long-term economic, critically legal, and moral obligations.

A vital attribute of CSR is the unrestricted, or an intentional, behavior of these actions (Dahlsrud, 2008). In other arguments, CSR contains optional actions which goes further than an organization's economic benefits or legal necessities to organize broader sense, long-term legal, social and environmental comfort (McWilliams & Siegel, 2011). According to Obeidat, Tarhini,

and Aqqad (2017) an organization interrelates with prime stakeholders, who are vital for the procedure of the organization (customers, staff and shareholders) and minor stakeholders, that can affect the organization business procedure circuitously (i.e., communal, social, governmental & legal, and natural setting). With CSR actions, an organization can able to build strong relationship with inside (employees) and outside (customers) stakeholder. CSR activities may support satisfy employees' developing requirements (Bhattacharya *et al.*, 2008; Mirvis, 2012; Porter & Kramer, 2011). However, workers contribute in CSR plans that include jobs beyond their every day jobs. They learn more skills and knowledge that can aid them towards development in their careers.

Nowadays there is unstable and close competitive environment. Organizations try to influence the perceptions of their multiple stakeholders more than ever before with the purpose to construct a supportable competitive benefit. Thus, corporate social responsibility and organization status perceptions are having dynamic significance for both scholars and researchers regarding their potential effect on internal (employees) and external (customers) stakeholders. Consumers, employees and shareholders are the strategic participants of organizations. They have various insights to create numerous relations about organizations and they construct their rational, attitudinal, and behavior reactions built on it. These reactions, in turn, effect the strategic situation and the market performance of organization in the highly competitive marketplace. Therefore, understanding and improving the perceptions of various stakeholders are of enormous significance for organizations that targets to differentiate themselves from opponent organizations and best at competition (Arikan, Kantur, Maden & Telci, 2016).

CSR practices are perceived responsibilities where utilization of CSR operations become compulsory for betterment of common people and consider as positive conduit for the organization. Previous research declared that corporate social responsibility is a meaningful effect on firm's repute (El Ghoul, Guedhami, Wang, & Kwok, 2016). Whereas, a number of the researches address long administrative discussion on the operations of CSR and how CSR adds to corporate presentation within the motivation of behavior and attitude of organizational internal stakeholders (employees). With the help of CSR undertakings, worker's behavior and attitude turns into satisfaction; thereby acts as encouragement towards companies (Aguilera *et al.*, 2007; Basu & Palazzo, 2008; Brickson, 2007). Earlier research shows a smaller amount of devotion to observe the importance of CSR accomplishments to reform the workers' attitude, conduct and behavior. Limited studies are found in this part and there is requirement of more incorporated

CSR activities with worker consequences (Calabrese, Costa & Rosati, 2015). Furthermore, banks and financial institutes are struggling to make their workers more loyal and devoted towards business; yet, there is important concern about employee's switching due to absence of fairness and trust at the job place. The key attention of financial institutes is to earn more and more profit. As a result, these organizations have a smaller amount of care to perform CSR related conducts for the motivation of their stakeholders and due to this, employee's degree of assurance and their citizenship conduct becomes negative for banks (Ahmed & Nadeem, 2015). Thus, there is a necessary to develop focus towards CSR practices as due to these actions, stakeholders and particularly, workforce have positive perception regarding their workplace (Butt, Butt & Ayaz, 2016).

According to Porter and Kramer (2006) numerous organizations are realizing that corporate social responsibility (CSR) considered to be a prominent matter that is being realized by the business sector as core part of application for long survival. Many researches have exposed that an organization executives' socially responsible activities enjoy benefit at their businesses such as employee welfare work, customer care and satisfactory customer efforts in a positive approach (Brown & Dacin, 1997; Luo & Bhattacharya, 2006; Marin, Ruiz & Rubio, 2009). Although success of CSR applications on internal stakeholders (i.e., workers of organization) has continuously ignored (Larson, Flaherty, Zablah, Brown, & Wiener, 2008) yet a recent worldwide survey from business executives advises CEO to recognize that organizations obtain advantage from CSR because it enhances attraction to prospective and present employees (Thang & Fassin, 2017). In addition, some earlier researches stressed the relation among CSR and firm loyalty (Brammer, Millington, & Rayton, 2007; Peterson, 2004; Rodrigo & Arenas, 2008; Rupp, Ganapathi, Aguilera & Williams, 2006). According to Thang and Fassin (2017) the study about CSR in Asia is comparatively under examination and the approach in which CSR initiatives inspire workers' commitment to the institute is still vague. Researchers ignored to take employees' self-evaluation about CSR creativities. Thus, it would be cooperative to take workers' identify largely throughout self-evaluation of CSR initiatives. It is assumed that many manufacturing organizations (e.g., textiles, chemicals, mining, petroleum, tobacco) produce waste material into the atmosphere and produce things damaging to people involved in CSR for formulating their organization's activities and improving their image as a good conduct (Moerman & Van Der Laan, 2005).

According to Holland and Albrecht (2013) the importance of CSR has been accepted worldwide. According to Thang and Fassin (2017) CSR issues and factors are different from

several countries due to the change in economic and culture progress. Several thoughts of different scholars on this matter of selecting and defining of primary features of CSR is a reflection of their different understandings of CSR, which significantly effects establishment of associated national and international values for the growth of CSR application. One of the crucial concerns is to understand to what degree the social elements have damaged CSR.

According to Hofstede (1980) culture is a cooperative programming of the attention, which differentiates the members of one team of individuals from one another. This means that CSR is determined by diverse cultural prospects and complicates the atmosphere circumstance for organizations. In the United States, it was legitimate action that established the CSR principles for several industries; however, NGOs and charitable organizations' involvement has mostly motivated the CSR program in Europe. According to Albdour, Elisha, and Lin (2010) the relation between interior CSR applications and OC is examined inside the banking sector in Jordan. Outcomes specified that ICSR constructs are positively correlated to the commitment of employees. Ramasamy and Yeung (2009) empirically studied the CSR applications in China, presenting that CSR can be a preliminary investment reasonably than cost and the organizations, who are involved in CSR actively, perform socially and economically than those who are inactive in CSR applications, while Vijaya and Indra (2008) observed CSR applications of the best 16 software organizations in India and propose that organizations practice dual policies in reporting their employee relations with management and is important not only for organization but also for stakeholders.

According to Farooq, Rupp and Farooq (2017) corporate social responsibility (CSR) has been a core concern within the micro organizational activities, organizational psychology and studies about human resource management. Further, this topic of study has engaged in an organizational level perception, taking as how contrary organization level CSR activities link to some other "macro" results. For instance, many researchers have discovered the positive influence of corporate social responsibility on organizational fiscal performance (Orlitzky, Schmidt & Rynes, 2003) as well as on consumer behavior (Bhattacharya & Sen, 2004).

ICSR has positive impact on workers' attitude and behavior to increase their drive for work (Caligiuri, Mencin & Jiang, 2013; Farooq, Payaud, Merunka & Valette-Florence, 2014; Jones, Willness & Madey, 2014; Rupp, Shao, Thornton & Skarlicki, 2013). Workers are imperative part of organization and they have the potential to be discussed, supporting for and observed with, to play a part in CSR activities of the organization (Aguilera *et al*, 2007). Stites &

Michael (2011) and Valentine & Fleischman (2008) studies has also recognized that are greatly satisfied, concerned and committed customer for socially responsible organizations. Some other researchers have contended that a major mechanism to motivate workers' attitude and behavior in CSR is company self-respect (Jones, 2010).

According to Farooq, Rupp, and Farooq (2017) CSR raises employee identification (in the shape of respect and regard. Micro CSR studies have mostly offered that ICSR has a unitary breadth (Mueller, Hatrup, Spiess & Lin-Hi, 2012; Rupp *et al.*, 2013). The emphasis till now is being on the significance of worker's CSR point of view to predict workers' attitude and behavior. Banks plays important part in the economy of anycountry because taking financial deposits, loans granting and offering some other complementary services to their customers are the core business of banks. This is the not matter what kinds of countries, society, customs, traditions, culture, and which types of banking services, products and investors, banks need to be more responsible for their customers in a social responsible way. As well as the management of banking sector more caring about their employees needs and wants through CSR activities. As a socially responsible banking sector, they perform lawful banking practice, but also operate sensibly and cast-effective with precise supervision of every transactions for offering customer confidence for better and progressive economic conditions (García-Sánchez, & García-Meca, 2017). Al-bdour, Nasruddin, & Lin (2010) studied internal CSR in banking sector of Jordan. Future research may spread the exploration to different sectors and countries to find the generalization of the study findings. Moreover, detailed interviews with employees would be useful, particularly because internal CSR practices may vary according to, sector and country. Future researches also can investigate the effects of internal CSR on OC using a multiple respondents different level of the organization.

According to Waldman, Siegel and Javidan (2006) research work, the CSR can be defined as combination of actions on behalf of the company that are proven to be advanced or comply in the implication of some social upright, away from the instant benefits of the company and its stockholders and others that are necessary by law. Characteristic to best CSR structures is the concern of different investors, that can contain the civic, the atmosphere, customers, & workers of the organization (El Akremi *et al.*, 2018; Turker, 2009).

CSR has positively taken many developments to the businesses, particularly in several relations connected to the atmosphere and also concerns related to perception and exploitation in the job place. Mostly, the motivation for CSR in attainment gives much significance only due to

association with the welfare and comfort of all stakeholders in the company business (Fuentes-García, Núñez-Tabales & Veroz-Herradón, 2008). Furthermore, it includes social accountability practices for human resources mainly in the area of workers' health and safety; internal relations and work life balance between work and family matters (Vives, 2006). In the practical life and business practices of the organization, CSR had constantly been associated to external CSR. This is verified by an analysis of previous studies reports, which exhibit that many scholars have concentrated on external CSR features (e.g. civic sense and environmental safety) causing in a smaller amount of devotion being concentrated on ICSR (Al-bdour, Nasruddin, & Lin, 2010). Therefore, it is not amazing that the perception of ICSR is rather unclear among scholars. European Commission, Directorate-General for Employment (2001) attempted to inspire organizations to approve the triple purpose bottom-line style and concentrate devotion to social and environmental matters accumulation to economic objectives.

#### **2.3.4 Corporate social responsibility and intention to quit**

For the first time, Johnson (1971) called “conventional wisdom” to the CSR and argued that a collectively accountable firm is such kind of firm whose executive members balance an assortment of interest related to the business activities. The firm goes to achieve targets of the larger profits for its stockholders and company ownership. A mature company runs responsibly for the whole entity management by taking into account workers, suppliers, intermediaries and dealers, local communities, and the country overall business and market success. The two main kinds of CSR practices exist within firm: ICSR and external CSR. In the current research work and study, the author discusses the point of view of ICSR independently. Clarkson (1995) stated that research on ICSR is productive for some companies due to its regular communication with workers, issues of training & development, their long term career orientation and planning, for retirement conditions & termination analysis, downsizings, layings-off, workers nervousness & psychological conditions, nonattendance & turnover, fitness concerns and security, labour impartiality & discernment, and performance assessment.

The ICSR practices are became vital in finance sector for frontline labour force and workers (Al-bdour, Nasruddin & Lin, 2010). It also adds in the criteria of social responsibility practices for labour and entire human resources; especially in the areas of their health & safety, efforts to work life stability, working out and development and it also has practical implications of strategies to involve and engage them. The organizations are required to build self-assurance, to give identical chances of advancement and association among work & family (Vives, 2006). This gives boost to employer attention toward surge in wages and salaries along with other

benefits by the passage of time. This helps the management to raise the employee fulfillment that further raises the chances for an upsurge in firm's business and output (Campbell 2007). Mainly, there are two kinds of basic purposes to leave: intention to quit (conflict) IQC and intention to quite developmental) IQD. The current study and research discusses basic concept and then detailed explanation is related to IQC. According to Batt (2002) IQC causes fiscal and operative problems for organization and its senior administration.

The less is the workers' wish for leaving the company, the more is the successful business entity with planned advantage for the company. This is in the form of ICSR (Jayabalan, Appannan, Low, & Ming, 2016). The company is entirely focused on the application of the CSR framework & associated practices. This will lead company toward constructing honesty, enhancing their rank and supporting their existence in the market competition (Aguilera, Rupp, Williams & Ganapathi, 2007; Orlitzky, Schmidt, & Rynes, 2003; Porter & Kramer, 2006). Carroll (1979) stated that the social responsibility and its legal, financial, individual and collective benefits are acceptable by the national and multinational organisations. This helps to deliberate the moral, ethical and other duties to the workers and broader, shareholder groups within the society.

It is understandable that the CSR is totally unique, optional style and varies when considered for different organisations. Rupp *et al.* (2006) states that the workers are definitely like other shareholders and have some liabilities related to their work and duties. They are also responsible, loyal, concerned and generous citizens. They are responsibly bound in the society they move and work along with the ICSR action. There is an adverse aspect found in the satisfaction about job and working interactions. When the employees are bound to their surrounding they don't take bold decision about leaving the company, even if they are not happy. According to Du, Bhattacharya, and Sen (2015) company's CSR agenda or framework develop a strong and positive workforce relations. The results help to create conclusion about the workers satisfaction about their job; thus reducing the turnover. The workers' satisfaction is major ethical and progressive factor in the basic job description and requirements.

CSR focuses to support the health impacts on product efficiency of the firm. This is an essential method to bound the workers with the company and create performance enhancement in the company activities (Lee, Park, & Lee, 2013; Singhapakdi, Lee, Sirgy & Senasu, 2015). The employees will never leave the company with positive CRS. This is also good for the company image in the job market. The company can easily attract large pool of candidates when launching new job vacancies. The workers with strong emotional and professional attachment



with the company can happily adopt CSR when a company is going for corporate social accountability (Hollingworth & Valentine, 2014; Story & Neves, 2015). It is a kind of positive and optimistic behavior as the basic requirement to engage the employees and important for their personal attachment with the present job in employment (Rupp, Ganapathi, Aguilera & Williams, 2006).

There are lots of researchers and studies by authors that only give attention to the external CSR actions and current study adds on something unique to the information and knowledge about the ICSR activities and workers aim to quit from the job; particularly because of conflict. The internal business workplace is important for work life balance and safety plans for workers along with their health. These are the dimensions or aspects used for ICSR (Celma, Martínez-García & Coenders, 2014). The company management believes that the workers' welfare and benefit plans are for the satisfaction to enhance devotion and to retain the employees along with the implementation of the ICSR programs; its intent to leave the job would be reduced. This is the reason that why the private banking system is selected to go through the higher level of turnover along with the unsatisfactory employee income (Bashir, Usman & Ismail, 2010; Hassan, Akram & Naz, 2012).

The social exchange theory (Blau 1964) can also help to understand the relation between CSR and an individual employee performance. As per employees' point of view that they think CSR programs might be reward from organization as they are assessed positively. Employees may take this in two ways: CSR applications of organization can influence employees directly, which, as a result, must profess that they should choose to act positive manners toward their organization. However, even when CSR applications are not directly concerned with toward employee's perception, they might be associated with employees' beliefs, views, values and moralities, and employees might in turn feel proud the need to respond positively in return to the organization's valuable CSR programs. As on the discussion of above we can say easily that organization CSR programs must have positive influence on employees' behaviors, employee can perform their routine task and sometimes perform extra role.

H1: *ICSR has a significant impact on intention to quit (conflict)*

H2: *ICSR has a significant impact on intention to quit (developmental)*

### **2.3.5 Internal Relations**

Internal relation is a procedure that organizes and keeps association with all the employees inside an organization, comprising production line staff, managers and supervisors,

administrative staff, and services and maintenance support. For the success of any organization, strong internal communication is necessary. Workers are the most vital audience of a company since they can listen and implement organization policies. Employees' behavior is strongly motivated with impact of internal communication. This internal communication builds confidence and trust between management and employees (Chaudhri, 2016). Another important aspect of internal communication is that information flows continuously from top to bottom. Employees understand line of actions and clear about their jobs, so there is no conflict about organizational role (Brunton, Eweje, & Taskin, 2017).

In debating common and exchange relations, Mills and Clark (1994) concisely stated oppressive relations. This thing, as an outcome, contemplates to search what other types of relations as well as collective and exchange relations stands between a company and its employees and how these kinds of relations are harmful for both enterprise and its employees. Hon and Grunig (1999) suggested that scholars can care public and exchange relations only because other types of relations disturb the outcomes of organization. Sharing and exchange relations are not only best for employees, but also in favor of organizations. These two types of relations can develop working relationships, trust and improve behavior also.

Grunig and Hunt (1984) also established a concept of communal relation built, in part, on systems and structural theory. System development is a perfect and interdependent set of unit that can play effectively during the phase of adaptation to environmental changes (Infante, Rancer, & Womack, 1993). The level of organizational loyalty strengthened as the employees' relationship increases with organization (Chaudhuri & Bartlett, 2014). Research about OC purposes to understand various plans of psychological bond or connection that employees evolve in the job place (Klein, Molloy & Brinsfield, 2012). OC defines the several kinds of bonds or psychological association that an employee may feel ambience in their organization (Van Knippenberg & Sleebos, 2006). A significant development in the interpretation and conception of OC is evident from the work of employees (Meyer & Allen, 1991). These researchers observed assurance as an emotional condition that attributes the workforce association with a firm and its conclusion to carry on membership with the firm.

According to Edwards (1979) employee relationship with his/her organization is constructed on fair and healthy working environment beyond the concept of earning profit only by the employer. According to Kaufman (2010) the only way to increase profit and confirm increase on return on working capital with the help of strong internal relationship with employees. According to Yamamoto (2011) the enrichment of the employee relation is valuable

both for management and employees. The enhancement of job attitudes mediates the relation between the implementation of family friendly practices and the employee retention (Yamamoto, 2011).

On some issues, employees feel trouble of determining when, if and how to contact or explain difference within their organizations (Graham, 1986). Interactive conflict or conveying and differing view is a way workers can precede their rights in their workplaces and consulting parts (Gorden, 1988). According to Kassing (1997) conflict is having “a thought to be apart from one’s business entity” and “expressing divergence or contradictory opinions about one’s entity”. However, few organizations welcome and consider as a valuable thing of this conflict of employees because they think it as a creative aspect, while some organization point of view is that it is the violation of organization’s rules and punishment is necessary for creating conflict situation at the job place by employees (Aquino & Lamertz, 2004; Sprague & Ruud, 1988). According to Payne (2014) trust relationship also develops when administrators are open to worker involvement and ready to share authority during task performance. Supervisors’ main role is to support and understand employees’ problems and help them in difficult situations. All these are important elements to develop strong relationship with seniors as well as with organization.

The quality of the supervisor–subordinate relationship can be described by social exchange theory (Blau, 1964) as an effective sharing of benefits between managers and employees. When employees obtain benefit either intrinsic or extrinsic from their seniors, they feel obliged and behave in the same pattern (Payne, 2014). According to Whitener, Brodt, Korsgaard, and Werner (1998) with the help of social exchange theory, when managers have practices of sharing and delegating power to their employees to make necessary decisions during jobs; these kinds of practices are important for employees’ recognition and building strong relationships among managers and employees. Employees are keen to take interest during training sessions and job performance; thereby leading to self-determination and better output of organization.

### **2.3.6 Work life balance**

Work life balance has significant issue both for scholars and executives. This topic has significant effect on not only employees but also for employers. This pervasive interest is vital due to its importance on all characteristics of life. For those people, who believe about hard work, it is the important target of their life and their career turns into essential part of life.

Although, employees have little time to meet some other needs too beside their jobs. There is a balance between the two to avoid any anxiety and depression. In this study, work–life balance is studied from firm’s perspective. This research has the potential to facilitate the employee to think their viewpoint in terms of employment – life balance and the managers to get benefit of awareness in order to manage with this crucial issue (Delecta, 2011).

Work-life balance is explained as an employee’s capability for handling their job and family responsibilities as well as other non-work commitments and movements. Work life balance further explains the association among work and daily routine activities important in other areas of life. In this study, due to its broader association, the concept of work–life balance is ideal. Work-life balance has been explained in a special way by different researchers. According to Greenhaus and Powell (2006) work – life balance is to create a balance at job place with family and a little bit conflict.

Felstead *et al.* (2002) describes work-life equilibrium and balance as the link among the office and social times is not disturbed and individual can easily manage both properly. According to Aycan *et al.* (2007) this entire situation is dependent with job and family to be placed by the individual with the perception of “life balance” with all respect of point of views. Researchers determined life balance as to accomplish the needful satisfaction in the three primary parts of life: work, family and privacy. Job requirement working hours, work load and amount of working hours disburse office work. It is further explained that these working hours deduct from home time, while excessive work load or job stress may effect in exhaustion, panic or further opposing physiological concerns that impact the quality of work at job place and family life also (White *et al.*, 2003). Family needs consist of such issues as the role of the employee at home may be a father or mother, son, husband and wife etc. household obligations e.g. children care, house works, caring of old parents and looking after of children. Along with it, there are some more requirements of balance life than family that is enjoyment, holidays, games and personal improvement programs. Work life balance is not the division of instance equitably among job, family and personal matters. According to some researchers, work life balance varies from individual to individual since every person has its own priorities, which changes with the passage of time (Amato, 2000, Newman & Newman, 2017).

Furthermore, the new concept of family like friendly atmosphere at work place and balance work life is a motivation not only for individuals, but also for the organization. Employees enjoy their work at job place and also balance their personal life with flexible working hours. While organization point of view is that they can decrease intention to quit from

the organization. Work life balance is also important for employee's health perspective to avoid anxiety due to excessive work load and depression. Carefully bound to such new style in organizational human resource management is the thought of employee benefit management. Employee benefits have many dimensions provided by organizations to their employees and their families for developing employee philanthropic activities, which have come to be known as an 'intra corporate welfare system.' The management of these welfare applications consists of insurance plan for employee fitness, health, employment, pensions, and employee's accidental payments. Many organizations offering welfare programs like rewards and some other perks for employee satisfaction and retention in organization. With the help of this perception, facilitating employees to enjoy their full lives can not only increase output of the organization but also the retention of talented employees; therefore, carrying abundant advantage to management.

In fact, new human resource management practices ICSR favors to the friendly workplace and work-life balance idea have been taken by organizations. Organizations allows to their employees to avail vacation in case of disturbance in family like child care or family care at different times of occupation. In this way, employees can avail short time leave to manage family problems. This break from work is essential and imperative for healthy applications of ICSR offered by organization for long survival in the competitive market (Yamamoto, 2011).

### **2.3.7 Health & Safety**

According to Berić and Dželetović (2003) there are two separate definitions about health and safety have normally mentioned. "Health awareness and promotion tactics are used in health care process to help people in boosting their control over the health related problems along with the control over the social and community well-being. This helps them to reach the state of physical and mental care. The individual and group, with the help of this process, are capable of recognizing and comprehending various aspirations. They help them to satisfy wants, desires, changes in demand or to deal with the environs". "Health is, hence, considered as a source for regular life. It is not considered as the main objective for life. It is an optimistic concept putting emphasis on social as well as personal resources along with physical capacities".

In addition, Dollard, LaMontagne, Caulfield, Blewett & Shaw (2007) described policies, practices, and procedures are important elements for caring of employees' psychological health and safety at job place. Psychosocial safety describes ability from psychological, communal and social risk at job place. A precise aspect of organizational environment and safety environment was presented about thirty years ago (Zohar, 1980). Health and Safety environment indicated an

atmosphere for substantial health and safety, and it is revealed to anticipate employee safety behavior (Coyle, Sleeman & Adams, 1996) industrial mishaps (Neal & Griffin, 2006) and damage to physical health (Silva, Lima & Baptista, 2004).

Employees have an essential influence on an organization's processes by carrying out organization's procedures as well as demanding assets to care their characters inside the organization. Recent fiscal approaches are unsuccessful to measure the benefits and worth of employee as an asset because of the absence of a mutual framework that describes job place atmosphere situation important for employee motivation and job performance. According to Shoaf *et al.* (2004) an organization must have healthy atmosphere to bring a work place convenient for increasing employee satisfaction that adds to greater performance and production of organization. It also leads to higher profits, lesser operative costs and new business opportunities in market. Performance based criteria is important to assess any organization that can be possible with employee fitness and neat & clean environment in the organization.

With the development of the Occupational Safety & Health Administration plan (OSHA) along with the government efforts in National Institute for Occupational Safety and Health (NIOSH) a totally unique scope of concern has started in job place health and safety. According to Desai, Roberts and Ciavarelli (2006) investigation of the awareness of job place safety initiated in the 1980s. The aim was to increase an understanding of how issues such as training, work place and management systems can disturb the safety atmosphere.

According to Chu and Dwyer (2002) in the new era, managers are likely to prefer job place health management as portion of the whole performance enhancement of the organization. Genaidy *et al.* (2009) emphasized the essence to incorporate macro- and micro-ergonomic styles for health and safety interventions. Asfaw, Pana-Cryan, and Rosa (2011) described how the organization's deviation in employee and physical assets can affect job place security. Recognizing what is recent vital practice to health and safety at job place needs a hypothetical context that takes part not only technical, scientific, engineering or controlling advancement, but also there is need of the political and cost-effective uses and control of such growth. There is a need to describe the importance of management plans that express or outsource what is supposed to be business threat. It also needs to speak about the importance of social organizations and public in fighting the unrestricted autonomy of capital to utilize workforce. Present economic stresses that stem mostly from the reactions of organization and government to international markets have key decisions for the technique in which job is structured, organized and controlled. They influence on labor markets and on how job is completed, where and by whom.

Similarly, several of the strategies attempt feasible measures for OSH (Occupational Safety & Health) as gradually rooted within broader approaches to develop cost-effective performance, such as decreasing costs of absenteeism from job, increasing employee retention and profit. All of these steps are taken to care about employees' health and safety at job place (Walters, 2005).

Employees who are performing their jobs in construction industry are facing serious threats of any mishaps due to hard work and danger involved in this job. Meanwhile, avoidance of these events is a major aim of safety management. It is crucial to recognize the sources of the occurrence and to improve related precautionary procedures in the construction industry. On the other hand, before creating this effort, it is enriched to regulate the present general health and safety atmosphere in a country to notice the business opinion at the macro level. It will, at that point, be at ease to emphasize on the reasons of the accidents and to suggest specific resolutions and approvals to solve the issues. For any kind of industry, there is the probability of a mishap or harm to employee's health. All kind of jobs have hazards for employee health or safety like, manual loading or unloading industry; risky machinery; poisonous materials; electricity; working with demonstration screen tools or even psychological threats such as anxiety (Law, Dollard, Tuckey & Dormann, 2011). Although health and safety is the part of ICSR, but it the obligation of all organizations to adopt some measures about employee's health and safety more importantly.

In many countries, job stress is measured as an avoidable threat that is measurable illness (Clarke & Cooper, 2000). There is the directly related and indirectly related cost correlated with its work load and it is progressively important for Occupational Health and Safety (OHS) matter. Work pressure outcomes from continued risk to job place psychosocial threats, features of the job atmosphere, job design and firm management strategies are probably source of psychological and social damage (Cox *et al.*, 2000). The "slow risk and accident" result of job stress proposes that masked reasons are willingly recognizable (Clarke & Cooper, 2000). Psychosocial safety environment is explained as "organizational professional practices, policies and procedures for the safety and care of labor force psychological health and safety" (Dollard & Bakker, 2010).

Standard of living also add to the increase of familiar prolong diseases such as, heart and lungs disease, diabetes, cancer and chronic frustrating pulmonary disease are dangerous for health. Recently, death rate increases worldwide due to tobacco, physical laziness, inferior quality diet and drinking water. Poor employee fitness contributed a 5% to 10% drop on organization production. Businesses suffer cost related with medical carefulness, absenteeism, and reduction in production of goods and services with customers (Harbin, 2013). According to

Torpy, Lynn & Glass (2007) individuals residing in poor regions often don't care and adopt preventative measures about health and they face health related problem. According to Khan, Hotchkiss, Berruti and Hutchinson (2005) "poverty, scarcity of resources and health are interconnected: poverty pushes community to poor health and ultimately; weaker health conditions leads to poverty". In both developed and under developing countries, poverty is a vital factor of the health status and condition of the people.

In the late 1960's, health campaign in the working units were primarily emphasized on a certain illness or risk issue or a only risky process that influenced the health of work force. However, environmental and social events along with company internal issues were not measured (Chu & Dwyer, 2002). But, the acceptance of the 1970 Occupational Safety and Health Act (OSHA) was considered the main turning point after decades of government poor attention in workplace disease, wound and ultimate death. OSHA was aimed to construct risk free working place and surrounds principles to implement least standards and levels of workplace proper health and safety. These laws inspire ownership of firm to proceed lawful and management roles more completely by setting practical strategies and constructing a healthy and safe organizational working climate (Chu & Dwyer, 2002).

Mostly health and safety acts, all over the world, involve owner or management to deliver a risk free workplace so that employees can do their jobs without any dangerous. According to Drennan, Ramsay, and Richey (2006) a well-designed, assessable, and cohesive health supportive organization involves front-line employees and line workers in daily on-the-job assignments. This kind of structure offers a long-lasting revolution to certify health and efficiency. Hillier, Fewell, Cann and Shephard (2005) argued on the consideration that quality life is an essential factor for employees' active workplace. Managers create assessments related to health matters every day by lecturing on bullying, addiction, injury, and absenteeism from job. Building and promoting wellness at job contains stability between quality of work performance, awareness of organizational goals, efficient and broad contact, and work-life balance (Hillier *et al.*, 2005). Workers are likely to accept their supervisors' approach about safety and health. If administration has interest on a health elevation plan, the workers are more intended to hold the idea.

### **2.3.8 OCB**

According to Nisar, Marwa, Ahmad and Ahmad (2014) employees and workers' OCB has vital role to add valuable things regarding whole executive and management performance for



the organization. According to Abdullah and Rashid (2012) CSR approach plays an important part and effective motivation for the employees' OCB. When organizations execute diverse kind of CSR events and plans for betterment of employees, their employees perceive in a good sense of assurance and loyalty with their organizations and citizenship behavior towards business turn into more strong and positive. Workers have affirmative approaches regarding their organizations (Bozkurt & Bal, 2012). Nowadays, evolving and carrying out whole corporate social responsibility (CSR) is considered for the betterment of civic culture and environment beyond the organizations' economic existence need (Du, Bhattacharya, & Sen, 2011).

According to Vlachos, Theotokis, & Panagopoulos (2010) and Zhang & Zhang (2010) a difference is prepared in outside and an inside factors of organization' social responsibility. The previous studies are mainly concentrated on the external aspects it has established on the basis of foundation laid in the literature studies. Al-bdour, Nasruddin and Lin (2010) found that CSR idea has always been carefully related to the external elements of CSR, with fewer care being specified to the internal elements. On the concerns of external elements, the majority of studies are concentrated on the customers being stakeholder group. In this regard, Vlachos *et al.* (2010) argued that the research for the CSR impact on stakeholders and customers is limited. However, about ICSR, Turker (2009) claims that there are many research studies have observed the variety of proportions of CSR in the literature. However, very rare studies have measured its influence on staff. This is furthermore explain by Cornelius, Todres, Janjuha-Jivraj, Woods and Wallace (2008) who claim that the emphasize of scholars devotion is generally on the social impact of an organizations and on the community they perform for; while a smaller amount of importance is regarded to internal social responsibility. This inadequacy of organized examination on ICSR is a heterogeneous idea which has not been cleared in true sense by many scholars.

Therefore, a comprehensive explanation, detail conceptualization and deep operational are in ambiguous. Hence, this study aimed to assume and settle the paradigm of in-house CSR as the core key contribution of our learning. In the subsequent part of the study, it explains in-house CSR being socially responsible behavior by an organization in the guidance of its human resources. This type of behavior is mostly linked by worker oriented CSR actions such as development service solidity, a positive working environment, skills and knowledge improvement, variety of assignments, work-life balance, empowerment and physical employee participation in tasks. This description follows to the European Commission (2001) Castka, Balzarova, Bamber, and Sharp (2004) and Vives (2006). As further support of study, it is

demonstrated that ICSR influence on employees and their organizational assurance is specified earlier, which has enormous research applications.

Another CSR study recommends that workforce is a significant strength for an organization (Fichman & Levinthal, 1991). Therefore, according to the CSR, they must receive distinct consideration. Thus, inside CSR issues define social behavior inside a company and its primary focus is on employees. The research articles emphasizing on ICSR evaluates and focused its concern on work-related health and protection, demographic characteristics, structural change and human capital (Castka *et al.*, 2004; Vives, 2006).

However, a strong and complete idea generation and entire usefulness of the concept of ICSR has not been contributed by scholars of this topic. More stressing over its significance, empirical research demonstrates that active participation in in-house CSR behavior towards the workers' OC is particularly the touching component (Brammer, Millington & Rayton, 2007; Lee & Bruvold, 2003; Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Concerning a closer thought of this link, the study assessment by Aguinis and Glavas (2012) suggested a suitable initial argument later inside the organization 'Individual Level of Analysis'. The researchers recognize additional empirical studies validating worker's commitment (Maignan, Ferrell & Hult, 1999) as well as linked variables similar to better worker dealings (Agle, Mitchell, & Sonnenfeld, 1999; Glavas & Piderit, 2009) workers' improved organizational recognition (Carmeli, Gilat, & Waldman, 2007) staff OCB (De Luque, Washburn, Waldman, & House, 2008; Jones, 2010; Lin, Lyau, Tsai, Chen, & Chiu, 2010) employees' commitment and resourceful participation (Glavas & Piderit, 2009) employees' role performance (Jones, 2010) worker withholding (Jones, 2010) and organization attraction to potential human resources (Turban & Greening, 1997) as the application of CSR. According to Aguinis and Glavas (2012) all these employees' behaviors come true with the result of implementation of CSR as a whole; both internally and externally implemented in the organization for better production and long survival. However, there is a limited perceptive research that empirically observes the internal measurement of CSR, features of interior CSR or associated variables and their relation with work force organizational loyalty (Al-bdour *et al.*, 2010; ALshbiel & AL-Awawdeh, 2011; Brammer *et al.*, 2007; Lee & Bruvold, 2003; Meyer *et al.*, 2002).

According to Meyer *et al.* (2002) ICSR is a perception and its meta-analysis has positive aspects of employees' OC. In addition to it, its results depict that firm helpful and justice at job place and reforming leadership observed by employees is firmly correlated with affective commitment. According to Lee and Bruvold (2003) study, perceived speculation in worker

development was established on social exchange theory. Thus, they examine possible results of these observations on affective as well as persistence loyalty; which can only ratify the earlier one. On the other hand, Brammer *et al.*, (2007) further elaborated CSR by offering a model on the basis of social identity theory, which states vital results of external CSR and two features of ICSR on organizational loyalty: procedural fairness and worker training.

According to Moser, Jakl, Joas and Dondi (2014) employee's behavior influence on client behaviors. CSR applications of a business can also raise stakeholder-oriented standards among employees. The more obligations in the direction of the socialness of a company achieves; the more its workers identify the firm as a best place to work, identify and add more their devotion to work (De Roeck & Delobbe, 2012). Attachment with a socially responsible firm lead workers to proudly introduce them in front of others to be a part of the organization with more assistance to the business, the environment, and other participants. According to Su, Huang, van der Veen, and Chen (2014) it has been observed that facilitating the role of CSR can influence customer behaviors.

According to Flammer and Kacperczyk (2015) in this way, clients behave supporting towards a company because they trust on the firm. Therefore, the greater amount of social responsibility leads the organization to satisfy its internal stakeholders more. In addition to it, it leads towards propensity of employees to perform their addition duty beyond their assigned tasks from the organization. When an organization acts as a "good" citizen in the civilization, its internal clients may "learn" from this good behavior and improve citizenship behavior to the organization. According to Lii and Lee (2012) this kind of relation between the company's CSR activities and its employees' citizenship behavior has been observed in experimental research. The CSR activities support towards environmentally innovative deeds (Glavas & Piderit, 2009) which may motivate their workers' citizenship behavior for the atmosphere.

According to Tuan (2017) OCB represents behavior of an employee readiness to cooperate with his firm's business and other colleagues to manage attitude more and beyond his work and duties that to achieve organizational objectives. Furthermore, employees' opinions regarding their business morals and social awareness impart an essential role in influencing workers' OCB (Greening & Turban, 2000; Jones, 2010). According to Ashforth and Meal (1989) employees' necessity to differentiate themselves from others in social perspectives and thus be likely to pursue other groups for attachment is worthwhile not only for organization, but also for society. Therefore, when employees consider that the employer has an alignment of distinct features like CSR, they will fasten the employee for attaining business goals (Brammer, He,

& Mellahi, 2015). Recognizing with the socially responsible organization, workers not only perform other focused ethics to fit in with CSR principles, but also to improve their behavior (Tuan, 2017).

OCB is also a significant motivation for employees to stay in the organization (Tuan, 2017). In this research work and study, employees' OCB is taken or used as mediating role between internal corporate social responsible and turnover intention. Organizational success is probable to be better when employees support to the colleagues without their responsibilities, to achieve company targeted goals (Koys, 2001) Podsakoff & MacKenzie (1994) Podsakoff, Ahearne, & Mackenzie (1997). This helpful manner is termed as the OCB. According to Ahmadzadeh Mashinchi (2011) OCB is an intentional and unplanned conduct that is not part of their duty; rather, it defines the activities of employees who are ready to prolong their duty to help others at the job place. According to Bergeron (2007) organizations are more and more needful that their employees' efforts are extended during working hours. In the service industry, such as banks, where customer devotion is of extreme significance, OCB is greatly vital for excellence service distribution (Rahman & Chowdhuri, 2018).

OCB is assumed to have an imperative influence on the success and competence of team work and companies, thereby sharing to the complete output of the firms. OCB has a possibility for inspiring workers to bring high quality service (Bienstock, DeMoranville & Smith, 2003) high level organizational working and performance (Jung & Hong, 2008) in-house career development and orientation (Deer, 2004) to give confidence to workers for devoted teamwork and worker job satisfaction (Gonzalez & Garazo, 2006). Many studies and researches in the business literature have been conducted on OCB. The reason for this recent interest is the existence of positive association between OCB and individual as well as organizational performance. ICSR has a positively impacted on employee OCB.

Human resources management (HRM) has engaged in a conspicuous work on the topic of organizational behavior (Cesário & Magalhães, 2016). Different articles proposed that there is a presence of a direct association between organizational internal and external variables. For example efficiency, firm environment and elements that have a direct influence on employees' attitudes like OC, turnover intentions and OCBs (Huselid, 1995; Rogers & Wright, 1998; Wright, Gardner, & Moynihan, 2003); therefore signifying that HRM is of vital significance in organizational performance. According to Benjamin and Udechukwu (2014) maximum of these researches are focused on the private organizations. But, little research is conducted on the public sector to show the prominence of HRM in the growth and motivation of employees. Because

public sector management is a critical sector and having fundamental status to the progress of a country, it is essential for the government to take actions to confirm work-related safety and effectiveness among employees in the public sector management (Akindobe, 2011; Ayanda & Sani, 2010; Huselid, 1995; Shin & Kim, 2010).

OCB has been more and more analyzed due to the strong relationship between other organizational variables and the outcomes gained by employees (Kluemper, DeGroot, & Choi, 2013). Scholars also focused the study of this variable because organizations gradually identify the significance of employees increasing such behavior because it offers further value and impacts their performance (Organ, 1997; Rayner, Lawton, & Williams, 2012). OCB has been termed as a multidimensional concept (Markoczy, Vora, & Xin, 2009). This concept is interpreted as willingness to cooperate. According to Yaghoubi, Salehi, & Moloudi (2011) OCB is an intentional and spontaneous activity that extends beyond job assignments, that is, it defines the activities of employees who are enthusiastic to extend beyond what is essential in their part. The scholars also focus on the significance of this organizational behavior because it settles budget decline, which becomes critical in response to economic demand.

According to Organ (1988) OCB is described as an extra-role or behavior that covers the activities beyond routine tasks and employees make sure extra working far more than expectation of the organization. Employees perform extra work without any reward or incentive from the management. Organ (1988) classified five constructs of OCB: “conscientiousness, selflessness, public benefit, politeness, and sportsmanship”. The first, conscientiousness, is utilized to illustrate that a certain employee is well organized, answerable and dedicated. Such an employee expresses devotion to the job that spreads more than the requirements of organization, that is, additional hours or volunteering. Second, selflessness is a voluntary behavior in which an employee cooperate another employee to execute his or her jobs. This approach is placed on an independent association because the employee who offers help does not predict to be reimbursed (Smith, Organ & Near, 1983). Third, public benefit is utilized to specify the amount of employee contribution in organizational development; especially that employee, who performed job without the concern of his job. Politeness is described as a conduct, which aims for the avoidance of job related differences with other employees. Lastly, sportsmanship is a readiness that denotes the employee’s patience towards organization or management without any complaint regarding colleagues and performance of job within given resources (Organ, 1988).

There is a strong correlation among OCB and organizational variables for example job satisfaction, quality of service, and turnover intentions. According to Bergeron, Shipp, Rosen,

and Furst (2013) OCB have negative correlation with individual variables like job performance, in which employees utilize their time and try to accommodate others regarding job matters. According to Rayner *et al.* (2012) the influence of OCB is notified because it is a variable that shares performance over the formation of social groups inside organization for helping each other. For the sake of service sector employees, the OCB is the advanced behavior of service ethics. Service sector employees are more enthused to improve these kinds of actions because they have a sense of teamwork and humanity. This affiliation is presently explained by social exchange theory. The philosophies of this concept propose that a mutual responsibility establish between employees can develop this responsibility in the direction of organization (Whitener, 2001). Social exchange theory proposes that employees who observed that CSR are encouraging and supportive, it could be convinced to support OCB and therefore, decline ratio of turnover intentions (Benjamin & Udechukwu, 2014; Blau, 1964; Huselid, 1995).

OCB has a very strong pressure on labor force retention in the organization. Various scholars (Chen, 2005; Chen, Hui & Sego, 1998; Coyne & Ong, 2007; Harrison, Newman & Roth, 2006; Lam, Chen & Takeuchi, 2009; MacKenzie, Podsakoff & Ahearne, 1998; Paille´ & Grima, 2011) have contended that more study is required to develop this thoughtful manner of the relations between OCBs and variables concerned in the findings of workers to leave from their firms (Podsakoff, MacKenzie Paine, & Bachrach, 2000). The purpose of this research is to cover the series of associations among OCB and retention of workers by observing the impact of variables usually associated in quit intentions for instance; perception about job option (that is, attraction of the exterior job atmosphere) purpose to search another job (that is, considering for a job from another organization) and quit intention (that is, parting from the current organization in the near future). There are less number of researches conducted on organization citizenship behavior and retention of employees (Coyne & Ong, 2007; Paille´ & Grima, 2011). The most of researches involving OCB and employee plan to quit and real turnover utilize a worldwide description (Chen, 2005; Chen *et al.*, 1998; Koys, 2001; Krishnan & Singh 2010; Mossholder, Settoon & Hanagan 2005). According to Thau, Bennett, Stahlberg, and Werner (2004) the association in OCB and measurement of turnover thoughts rather than leaving intention firm have been mostly ignored. The discrepancies between circumstances arise in which employees observe job substitutes in the labor market according to their knowledge and skills.

OCB leads individual engagement of helping other fellows (mostly, assign to as humanitarianism). To help others involves a set of regular behavior such as courtesy, direction

and friendliness. Scholars have frequently hypothesized and operationalized helping as a subsequent order hidden issue. Assisting others requires supportive and natural behavior that encompasses offering cooperation to others or avoiding the situation of job concerned issues and providing mutual cooperation (Cirka, 2005).

OCB studies specify that workers can deliver assistance to others weak workers in several modes. For example; interchanging an absent coworker and helping another fellow to accomplish a tricky job. Leading can normally be regarded as a serving behavior when a worker inspires a coworker who seems to be depressed about his success or qualified career. Helping others or getting support from others requires care for association among workers and acceptable affiliations with fellow workers. As per researchers' (Podsakoff, Ahearne & MacKenzie 1997; Podsakoff *et al.*, 2000; Podsakoff, MacKenzie & Organ, 2006) point of view, in order to analyze how and why helping can be linked to worker retention. Chen *et al.* (1998) has observed that groups (or business firm) having standard level of OCB has definitely low turnover level and employee movement is connected with those firms, who exhibit high OCB. This level of behavior is expected to raise attractiveness of group and cohesiveness and later on, reduce deliberate turnover. As debated by Podsakoff *et al.* (2006) helping behavior can increase confidence, group understanding and the feeling of attachment to a team. All of these can support the organization to hold excellent employees. In contrast, in philosophy, it looks equitable to undertake that undergoing help increases employee retention. There is slight indication of this in the realistic studies. Chen *et al.* (1998) stated outcomes presenting first that the level of humanity were greater in the zero turnover as compared to in the turnover situation and second that humanity was harmfully correlated to quit intention. By utilizing regression, Coyne & Ong (2007) found no major relationship; while Paille' & Grima (2011) found support illustrating the aim to quit the present job instead of aim to quit the employer.

Another important point of OCB is that it develops a sense of communal feature and sportsmanship. Civic aspect assigns to a continuous interest in the organization, representing this concentration in different styles as well as hardworking and deliberate participation in demonstration activities (for example seminars, skills development and training workshops). All these behaviors are depicted in the best interest of his or her organization. As such, civic feature is a part of employee physical and voluntary involvement in tasks. Let's suppose, in brain storming sessions, flourishing new ideas for service improvements, better suggestions during meetings defend organization at all platforms (Podsakoff *et al.*, 2006). All these efforts done by employees determine a wide concern in the practical life of the business. With the exemption of

studies conducted by Coyne & Ong (2007) and Paille' & Grima (2011) very few researches has been directed on the consequence of civic virtue on quit target.

Over the preceding two decades, supervision role is very important for researchers to examine their leadership style at job place. However, most of the studies have emphasized utilization on the impacts of optimistic management behavior on worker consequences. According to Tepper (2007) abusive supervision was negatively associated with a number of employee behavior (for instance; job environment and job pleasure, organizational commitment) and behaviors (such as; OCB, job performance). Ahmed and Muchiri (2014) stated about OCB like a personal flexible behavior that is not openly acknowledged by the official reward system and comprehensively encourages the proficient and operative organization functioning.

Siegel and Vitaliano (2007) focused on how the action of corporate citizenship should be combined into an organization's variant policies to increase sales profits. It is stated that organizations strive for customers being socially responsible by clearly associating their social involvement to sales of products (Baron, 2001). With the help of CSR programs in the organization, employees have a great attachment of loyalty and commitment towards their organization and it is augmented when firms accomplish diverse kind of CSR actions and plan. In this way, their employees feel a sense of commitment and loyalty with their organization and strong bond with positive impact of citizenship behavior (Bozkurt & Bal, 2012).

OCB is an open and friendly behavior presented by the employees valuable for the organization, but there is no desire of incentive from the organization (Organ, 1988). Internal marketing approaches inspire positive handling of the employees and according to agency theory, internal marketing supports to fill the discrepancy between the employee and management regarding necessary support and communication at job place (Bell, Mengüç & Stefani, 2004). According to Lee and Chang (2008) research on travel and tourism industry, when internal marketing approaches are carried out then the employees are more likely to carry out OCBs. According to social exchange theory, when employees have desire to learn and to improve their abilities; when they have adequate training about their job and obtain suitable incentives for their efforts, then they will become faithful (in return) and show OCB. According to Podsakoff *et al.* (2000) commitment of employees regarding training programs to increase their abilities is one of vital elements of OCB. When employees are well communicated with the visualization of the organization and it compares it with their self, then they will likely to represent OCBs.



### **2.3.9 Internal corporate social responsibility and organization citizenship behavior**

The OCB is playing extra role in the job and employment satisfaction criteria and also defined as a supportive edge for the unrewarded jobs. This is very important in the formal system of the organisation. The unrestricted behavior is totally kept away from the job description and considered as personal choice of the workers (Organ, 1988). The human resource of an organisation should perform their duties and official roles as per OCB. It is considered that the human resource and work force level of experience is increased and they don't quit the organisation in long run (Podsakoff *et al.*, 2009). Koys (2001) in his research work, states that the OCB is an optimistic behavior of the human resource and workforce. It is also important in raising the profitability of the company. It plays vital role in the job satisfaction. Company performance is always based on the OCB (Nisar, Marwa, Ahmad & Ahmad, 2014).

As per the research work of Abdullah and Rashid (2012) CSR strategy is definitely playing a significant role in boosting the level of motivation in the calculation of workers' OCB. Fu, Ye, and Law (2014) also explained the theory of the workers' behavior and attitude that comes from the CSR initiatives and emphasized deeply on the positive correlation of OCB and workers' organisational commitment. The organisation of various sort of ICSR events and plans by a firm are for betterment of workers. They help to analyse the citizenship behavior towards company stronger and positive returns (Bozkurt & Bal, 2012). Nowadays, CSR is the most vital economic and organisational factor giving a supportive advantage to the company. It is considered economically, socially and strategically essential (Du, Bhattacharya & Sen, 2011). That is why number of authors, researchers and scholars are giving attention on this area for research and development. According to Mory, Wirtz, and Göttel (2016) studied on the in-house corporate social responsibility (ICSR) that is now a days an important area of focus in every firm according to CSR. There are some inner dimensions of CSR that are ignored at enormous rate as it is seen that small number of studies worked on it. The research work of Vlachos, Theotokis and Panagopoulos (2010) claimed visible variation in the exterior and interior factors of firm social responsibility. There are outer aspects that need deeper intention of the firm management when going to follow the corporate procedures and scientific studies.

The similar kind of topic is taken in further detailed research carried out by the authors; Al-bdour, Nasruddin and Lin (2010) who focused narrowly on the CSR by taking multiple dimensions. More focus is given on the domestic areas of employee responsibility. The external or outer dimension, on the other hand, is taken into account by taking the stakeholder group. The employees are considered a valid stakeholder of the company who have the most dramatic

influence when CSR strategies are adopted by the company. Even the impact of the customers seems to be smaller than the workers (Vlachos *et al.*, 2010). When talking about the in-house CSR, Turker (2009) claimed that the investigation is carried out by them at vast level on the multiple dimensions and the number of studies is growing day by day regarding CSR.

It is seen that only few aspects impact on the workers performance and capabilities almost shown in every research work carried out by taking worker force and CSR. However, Cornelius *et al.* (2008) claimed whole social and organisational impact of the strategies due to the surrounding or the social scenario in which they work, where minimum intent is given to the internal social responsibility. The deficit of the systematic analysis on inside CSR is worth focusing regarding the influences on the employee's intention to quit the business entity. In Pakistan, there are lots of things in the business world that are still demanding huge research and development. There are lots of things to explore in context of conceptual and operational criteria. We need to aim at the hypothesis and determine the constructs of ICSR. Basic focus should be on the involvement of learning and explaining ICSR in the context of socially responsible behavior. The company human resource trend is to take the CSR implications in the company and also show their responsive behavior in three dimensions, internal relations, work-life balance, health & safety (Celma, Martínez-Garcia & Coenders, 2014).

For example, through deontic by employees and social exchange theory we can say that employees would be likely to respond their positive behavior in a shape of extra-role performance beyond their actual role of duty. Also, employees should think more committed towards their organization and perform beyond their actual role and also help their fellow workers because they trust in the organization's CSR applications (Story, & Neves, 2015).

*H<sub>3</sub>: ICSR has a significant impact on organizational citizenship behavior*

### **2.3.10 Organization citizenship behavior and employee's intention to quit**

According to Coyne and Ong (2007) the company production output is considered as a yardstick to judge the company performance and success level. There are lots of elements that become base for workers' decision to leave the company. The level of turnover is also basic element for judging the success of any company. The workers' intention and decision to leave the company is always predicted as real performance of a company. If the turnover is higher, it means that OCB is negatively associated with workers' intention to leave (Saraih, Zuraini, Sakdan & Ahmad, 2016).. Such as Chen *et al.* (1998) explained that previous researches show

behaviors (like unpunctuality, poor attention on work, absenteeism, bored and tardiness) which are not positive and healthy signs of intention to quit the company.

Although if a worker makes any intention to leave existing company; yet it is not essential to demonstrate obvious evading behavior as he can put risk on his salary. Chen *et al.* (1998) argued that OCB is an elective behavior, generally comprise of extra-role activities and is usually quit when worker is intentionally pushed to leave the company. Therefore, due to the reduction in the level of OCB, it has no significant impact on the pay scale and other benefits. On the other hand, according to Van Scotter (2000) there are a small number of researches have assessed to blow the contextual enactment on worker turnover. Scholars studied the association among OCB and intention to quit in China (Chen *et al.*, 1998). The writers found that OCB is an operational analyst of definite turnover and also, self-reported leaving intention is an imperative predictor of overall leaving intention.

H4: *Organizational citizenship behavior has a significant impact on intention to quit (conflict)*

H5: *Organizational citizenship behavior has a significant impact on intention to quit (developmental)*

### **2.3.11 Mediating role of OCB between ICSR & IQ**

In the context of ownership behavior criteria, the optimistic impact of the CSR is anticipated and judged to correlate them with the workers turnover, satisfaction and know how about the present practices of the company in CSR practices (Colquitt *et al.*, 2001; Greening & Turban, 2000). The human resource is more deeply influenced with the assessment to the implementation decision of the CRS strategies and applications. They feel more secure and safe when they are involved in the decision making related to the CSR plan implementation and practice in coming future (Rupp *et al.*, 2006). There is deep association in the workers performance and the CSR practices along with their results. The employee decision to leave the organisation is enormously impacted from the CSR (Gond & Crane, 2010).

The human resource department when fails to correlate the performance level of company and turnover of workers, it creates a negative working and managing environment in the firm. Specially, employee motivation and satisfaction ends up in leaving the business entity. The positive or effective correlation crafted by the firm's HRM department surely gives indication to the human resource and labour that the firm supports and cares them. Lee and Peccei (2007) has deeply examined the sustainability and the optimistic reaction of the workers, labours and managers of the company. According to them, there is a positive feel about the

human resource by the business-built on self-respect. As per Bowling *et al.* (2010) research work, the meta-analysis of the predictors, factors and elements related to the cost of the company are always based on the self-esteem. The company self-esteem factor has an optimistic association with employment and resulted performance of the workforce. This is also taken in terms context of the description and OCB behavior. There is, sometimes, negative relation seen in the workers' turnover and the CSR strategic plan. The United States research study gives conclusions over the company's CSR plans that are enhancing and boosting the workers' trust, confidence and their mind set to work with the company in long run. This enhances the trust and ultimately, shows positive worker behavior in the approach of reduced intentions to leave and improved OCB that increases the firm's plan (Hansen, 2010).

It has been observed that CSR is now deemed to be an applicable application for banking sector (Lentner, Szegedi, & Tatay, 2015; Ferraz, & Gallardo-Vazquez, 2016). According to Gao, & He, (2017) CSR increase organizational citizenship behavior among employees and reduce employee turnover intention (Chaudhary, 2017). It is social exchange theory that offers a good theoretical understanding of this relationship of CSR and OCB (Iqbal, Farid, Ma, Khattak, & Nurunnabi, 2018). According to Blau, (1964) describes that social behavior of employee as the cause of an exchange process with each other. The exchange process states to a common behavior among employees of organization (Konovsky & Pugh, 1994). Particularly, if employees feel pleased about their organization, they are seems to support their organization as a mutual exchange with each other. Sometimes employees can take part in voluntary behavior to respond against the dealing they obtain from their organization (Azim, 2016). According to Slack, Corlett, & Morris, (2015) social exchange theory suggests a valid theoretical justification for defining employee engagement in the organization. This is, the extent of thinking process, sensitive, and physical resources that an employee is ready to dedicate in the job performance roles is depending upon the economic and socio-emotional benefits received from their organization. Based on social exchange, when the CSR application satisfied the expectations of the employees, they are tending to have a positive attitude, which, in turn, further leads to more positive behavior from the employees in the shape of organizational citizenship behavior, employee work engagement, and other appropriate behaviors (Azim, 2016). This positive behavior of employee intends to reduce turnover intention (Low, Ong, & Tan, 2017).

*H<sub>6</sub>: OCB mediates the relationship between ICSR and intention to quit*

### 2.3.12 Internal Marketing

The enthusiastic market always tries to execute the endearing marketing plan by the business entity for gathering better business and market opportunities. This is important to be encountered in the interior marketing. The purpose of internal marketing is to build an internal atmosphere in which user perception increases between employees. The contentment of workers lies in the fact that internal customers are necessary for the success of a service firm (Gremier *et al.*, 1994). According to Jones and Sasser, (1995) successful services organizations' first priority is to satisfy the employees of their organization and customers satisfaction is the second priority of the organizations because satisfied employees better serve to the customers. Another significant aspect of internal marketing is to raise the firm commitment and loyalty of workers (Tansuhaj *et al.*, 1991). OC of employees further leads to improved job satisfaction, better job enactment and lesser turnover of employees (Jenkins & Thomlinson, 1992; Mathieu & Zajac, 1990; Schlessenger & Haskett, 1991). Internal marketing is established on the belief that firms giving occupation safety is devoted to their employees and that when internal customer wants are satisfied by internal marketing, their satisfaction will be increased with these practices. The campaign of employees' gratification should also be raised with best service quality ensuing in positive marketing actions (Bansal *et al.*, 2001).

According to Berry's (1981) "workers as client" idea in internal marketing is similar to the outer customers. Therefore, internal customers' needs are to be fulfilled by their organizations. The sense of this realization is that by satisfying the requirements of in-house customers, a firm must be in a better position to carry out better quality services to the outer customers. Consistency in this is the theory that satisfies employee desires increase worker motivation and retention. As an implication, the greater is the amount of staff member' satisfaction, the higher is the opportunity of producing external contentment and faithfulness. According to Brown and Peterson (1993) and Caruana and Calleya (1998) employee satisfaction further leads to OC and it positively effects on employee performance. For the success of any business, it has been observed that there are no barriers among departments of organization. Success of organization is determined by incorporating allied tasks inside the organization activities like "production, sales, services, sales promotion, product planning and market research to attain the business goals".

Internal marketing appears to guide all employees, roles and units of an organization by its organized obligation of the requirements and ambitions. This constructs the internal customer-supply chain, which is again played in organizational collaboration by each single employee

(from higher management to middle managers, supervisors and to the lower staff). Structurally, this hierarchy effects in a system of interactions within which different groups of the organization developed as a significance of a large quantity of collaboration experiences. Each of these associations and communications can be managed, where suitable, with a proper internal marketing policy and strategy. Internal marketing is offered as a synchronizing belief because it reflects and organizes “all” actions containing internal and external interactions, all departments’ contacts and cooperation by observing all doings concerned in satisfying customers through the internal supply chain. It is a belief that emphasizes consideration on customer satisfaction and organizational output through constant devotion and enhancement of the “jobs” that employees perform and the atmosphere in which they accomplish them. Internal marketing offers the awareness that a key objective of management is to design and construct suitable and flexible relations with internal groups to increase internal procedures constantly. According to internal marketing point of view, organizations must have to be distinctive, in that, they focus on the major significance of the individuals within and outside the organization as a basis of logic for the organization, yet it is operationalized through long term plan. In this way, internal marketing supports the individual into a combined unit (Ahmed & Rafiq, 2003).

According to Tsai and Tang (2008) service interaction workers play a vital role in the better value added service delivery procedure, particularly in the service perspective that contains dual and adjacent communication in the service with the customers. As service provider happens through social contact in service delivered and users, the service giver during the process of service delivery procedure mostly defines the degree of service excellence provided to customers (Malhotra & Mukherjee, 2003). Further, service excellence increases when workers are skilled and passionate to give best quality service for their customers’ necessity. Thus, internal marketing can play significant part in helping employees to deliver improved quality service to its customers.

In services, there is physical and constant interaction with users. Customers need for the services, they think about service quality as per their already established expectations from employees of organization, they need respect and good behavior. Therefore, the need of service workers is to provide excellent services given an important part in a firm’s tries to satisfy customer anticipations (Abbas, Afshan, ul Haq, & Aslam, 2018). Certain researches (Lou *et al.*, 2007) of OC have investigated the motivation of worker roles on OC and how OC effects worker turnover or reflect the impact of leadership behavior on employee OC (Loke, 2001). Such researches emphasize on the separate and independent level. They investigate the employee

behavior, service quality and OC of employees. Specifically, internal marketing is involved with how management must advance educational training by obviously communicate organizational viewpoints and generating incentives that increase employee service capability of their work. Earlier research reports from the internal marketing style have concentrated on the profit sector such as the airlines (Frost & Kumar, 2001) banks (Caruana & Calleya, 1998, Sargeant & Asif, 1998) and service sector (Boshoff & Tait, 1996).

According to Kim, Song, and Lee (2016) internal marketing is valuable in increasing organizations' effectiveness and developing competencies by motivating human resource. According to Abzari, Ghorbani, and Madani (2011) internal marketing is recognized as an important approach to prepare firms with proficiencies and capabilities while delight in ecological prospects. The idea of internal marketing is taken seriously for service employees as it will be probable to provide higher customer service when they are delivered with suitable internal marketing packages (Kim, Song, & Lee, 2016). According to Kim, Knutson, and Han (2015) internal marketing programs are major antecedents of organization development indicators and they include "service quality, turnover rate, customer conscious employees, and OC". Among these workers' attitude, organizational loyalty and commitment is considered as an employee's psychological liking to a firm that makes workers feel more devoted to the company (Leong *et al.*, 1996). Such psychological association is particularly essential in developing a strong bond among workforce and the organization (Meyer & Allen, 1997). Executing inside marketing plans can be an applicable approach to improve workers' organizational loyalty although when traditional internal communication programs are not available (Hogg, 1996). According to Ajay and Sabir (2009) human resource in a firm presents top standard internal marketing services as expected to have a greater level of OC. According to Back *et al.* (2011) the apparent advantage is that "the management not directly giving workers' pay and other benefits like pension, bonuses and miscellaneous services".

The theory of internal marketing linked with organization management on marketing and service management come to be a purpose of research in the late twenty century (Azêdo, Alves & Wymerc 2012; Caruana, & Calleya, 1998, Mishra, & Sinha, 2014). It was observed that the guidelines of external marketing can be also used and validated inside an organization. In this technique, the employees are considered as internal customers whose requirements are allied with inspiration and satisfaction to be met. All difficulties regarding the qualities of service have to be resolved. Internal marketing is a practice of marketing inside an organization that appeals the employees devotion to work inside the organization and it has to be altered in order to

increase the competency of external marketing (Kucherov, & Zavyalova, 2012). According to Alhakimi and Alhariry (2014) the progress of internal marketing requires examining an employee as an internal customer. In this manner, the work of the organization and its internal structure are changed to improve suitable requirements and the needs of these internal customers with the goals of complying with the organizational aims. Subsequently, internal marketing is named as a mean of determining the customer-oriented activities of the employees. Therefore, internal marketing is categorized as a committed procedure of forming activity and interactions. It is a marketing approach to inspire internal marketing which contains employee efforts to intensify the alignment towards the customers and their suitable service.

The objective of internal marketing is to win and retain the inner customer with satisfaction, inspiration and organizational engagement to obtain justice (fair work) by the external marketing terms (Azêdo, Alves & Wymerc, 2012). The internal marketing activity holds the involvement of the employees, their discussion and information sharing (Mishra & Sinha, 2014). Internal marketing can develop the situation of the organization members within social networks; thus providing magnitude of new thoughts that can inspire and support the execution of internal changes using marketing prospective and applying them to the internal marketing atmosphere (Munir *et al.*, 2015).

Abzari, Ghorbani, and Madani (2011) and Barzoki and Ghujali (2013) explained that taking care of employees within the organization is one of the key characteristics that support organization to attain a competitive advantage. Therefore, employees' basic requirements are the responsibility of every organization, which must be considered as a major intention for absolute achievement of any organization. Internal marketing is a methodology that considers the employees as an important strength and core customers of organization. In addition, it argues that by sustaining core customer's requirements, position of organization would be improved; thereby providing better facilities to external clients.

As explained by many researchers (Anselmo, 2008; Gronroos, 1990; Joseph, 1996) the internal marketing is the phenomena as marketing the firm to its workers, satisfying the workers' needs by supporting them and offering a good environment to raise the employee's gratification. Internal marketing should be useful response to workers' requirements because it progresses the organization's task and targets. Thus, other researchers like Aeeni *et al.* (2013); Ahmed & Rafiq (2003); Gonzalez & Garazo (2006) explained that internal marketing is involved within serving the workers to develop more dedication; interest to the organization and to recall the skilled workers, recognizing the workforce in an organization. It comprises the capability of being



talented to influence workers in performing assignments systematized for the accomplishment of the organization. This, ultimately, supports to fulfill the customer's requirements at the anticipated stages. It could be assured that organization's performance can be improved by improving the performance of the employees working within the organization. According to Al-Hawary *et al.* (2013) the organization who want to attain success in the field of marketing, it is essential for it to examine the employees' needs and stab to gratify them. According to Aeeni *et al.* (2013) customers can be easily satisfied if the employees are satisfied. ElSamen and Alshurideh (2012) stated that the organization must aim to keep its internal customers pleased about different styles and by performance too and then external customers will enjoy services as well. So after this, the employee's needs are taken care well prior to those of the external customers.

Several researches have been conducted to examine the relation between internal marketing and organization citizenship behavior. They concluded that there is positive relation between organizational behavior and internal marketing (Alshurideh, Alhadeed, & Barween, 2015). Berry and Parasuraman (1991) proposed that internal marketing is a procedure of engaging as well as retaining the employees. It is possible via caring of employees more than the customers. According to Souchon and Lings (2001) the acceptance of internal marketing processes and procedures had a consequence on employee retention and citizenship behavior. It can help to progresses in the organization and additional behavior to help peers (Demerouti, Bakker, & Gevers 2015). Bansal *et al.* (2001) discussed that the internal marketing inspires organization citizenship behavior that ultimately has an impact on performance of job done for the overall organization. Another idea is that in the business atmosphere, it is the organizational conduct which denotes to employees' job behavior that involves in the duties which are prescribed in daily routine, but they can perform extra role of their duty to achieve organizational goals (Alshurideh, Alhadeed & Barween, 2015). On the other hand, Organ (1988) is on the view that it is the employees' behavior that signifies the organization behavior is usually not among organizational prescribed responsibilities. Workers, who participate in organization's citizenship behavior, are those who perform job far more than requisite to obtain a satisfaction with this extra role.

According to Berry and Parasuraman (1991) that IM offers the employees' goods which they need for the jobs to make sure that the service sector could appeal to improve, inspire and keep best employees in the organization. According to Chiang and Liu (2017) internal marketing looks in various procedures and delivers what employees need to keep on for please in their job

and organization. Chang and Chang (2009) observed that main issues connecting to worker pays and occupational strategy are basic grounds of high revenue intentions rates; though, service sector considers it hard to offer promises to their workers on pays and further promotion chances. Thus, service sector holds employees by increasing salaries, promotion, recognizing other internal marketing procedures to appeal and encourage employees for developing in the interest of organizations. Wiener (1982) measured the ways by which employees can be convinced to admire or support the organization. The scholar found that re-counting OC as an internal normative strength helps to achieve the objectives of workers with their organization and lead to attitude that is steady with the objectives of the organization.

On the other side, OC can inspire meaningful behaviors between the employees and groups norms along with enhanced performance of job (Qaisar, Rehman & Suffyan, 2012) and strong level of loyalty with organization (Greenberg & Baron, 2003). OC can also help to decrease issues such as employee turnover (Kim, Leong, & Lee, 2005). Berry and Parasuraman (1991) defined internal marketing in a different perspective. According to them, it's something that meet the needs of workers with products that develop, motivate, attract and retain appropriate employees. According Cahill (1995) the perception of IM is the idea of utilizing marketing concept in the organization that requires doing best for their employee as an internal customer. After doing so, organization will be capable to take care of the outside customer in better ways. An organization should express internal marketing as satisfying their internal customer with best practices of human resource management. Internal marketing comprises offering employee welfares, best performance incentives, channels for improving internal communication, and improving knowledge, skill and training, as well as setting organizational goals and providing better chances for next promotion Ismaila & Sheriffb (2016). According to Asad and Khan (2003) best internal marketing organizes a job to their employees, which fulfills their requirements and provide them stress free atmosphere.

Meyer and Allen (1991) defined OC being the bridge among an employee and the organization he or she is committed with. It's an emotional condition which states the worker's affiliation with his organization and the aim to stay with the organization. Begley and Czajka (1993) observed that OC facilitates employees to decrease stress free job at the job place. Moreover, OC, sometimes, has an undesirable impact on employee turnover and workers with greater organization commitment have fewer chances to quit from the current organization. According to Kaurav, Paul and Chowdhary (2015) internal marketing is a conception where organizations apply marketing strategies to fascinate and retain the good employees that will lead

to better positive impact on organization performance in financial and nonfinancial terms. This study find out the dimensions of internal marketing (vision about development & excellence service, internal communication and internal market research) which are then analyzed in the perspective of banking sector employees' perception. This research tries to find to contribution organizations in designing their own internal marketing strategy by drawing the significant features, and to increase the organization performance.

According to Kaurav, Paul and Chowdhary (2015) internal marketing concept is developed from primarily understanding of the mutual disciplines of marketing, human resource, and practical applications. The concept of internal marketing is explained like considering workers as core customers and their work as internal goods that fulfill the necessary requirement and wishes of these internal customers (employees). This will lead to obtain the objectives of the organization in better way (Berry, 1981). This research improves to the body of knowledge by presenting how the internal marketing idea is useful in banking sector and how it can be developed for further practices. By explaining the influence of the idea, this study hopes to find out a basic idea and concept for banking sector to build their internal marketing plans and use operational tactics of internal marketing for their employees. It will also support managers to understand the significance of applying internal marketing applications, which can be important for banking sector to increase their performance. Further, there are very limited studies that have verified the application of the internal marketing idea, particularly in the Pakistan environment.

According to Ishaque, & Shahzad, (2016) in services organizations, their front-line employees perform an important role to attain competitive advantage to their organization by make sure best performing services to their customers for the prestige of their organization. According to Damanpour, Sanchez-Henriquez, & Chiu, (2018) in services sector clients not only buying services but they also co-produce the services to organization, in shape of recommendation of friends and family members to gain services from this organization. As customers are take part in the procedure of service promotions for the particular organization the part of front line employees that deal with the customers, come to be vital. With the quality of this social bond and close association among faithful customers and front line employees help to whittle customer's awareness about the service as they provide (Tsai & Tang, 2008). With the improving the continuous practice and excellence of the service the clients will be more satisfied with front line employees, that can result in an overall increase in performance or organization as well. This indicates that satisfaction of the customers regarding services and organizational goals

can only be attained by the dedicated determinations and continuous supports of the front line employees who offer service to their customers on the behalf of their organization and are in direct meeting with customers. This makes possible by employee behaviors and attitudes at job place very significant in their organizations to attain best organizational performance. Hence, the purpose of the current research is to study important employee attitudes, behaviors and reduce turnover intention.

According to Leonidou, Christodoulides, Kyrgidou, and Palihawadana (2017) point of view, trust about complete internal marketing approach is most vital than having an external marketing policy. More than 40 years ago, internal marketing was first time suggested as a resolution to the problem of providing better service excellence reliably by Berry, Hensel and Burke (1976). According to Kaurav and Prakash (2011) the internal marketing thought is appeared from services marketing and its core interest is to obtain all frontline workforce committed in service sector confronts to accomplish best performance in their customer interface.

### **2.3.13 Internal Marketing & Intention to Quit**

According to Yao, Qiu & Wei (2019) internal marketing practices in the organization can effectively decrease employee turnover and huge appropriate expenditures. First, an organization must establish the idea of internal marketing in the organization's values, and allocate it within the organizational environment and culture via employees' attitudes. Later, the organization must deal with employees' training design, encouragement, support, authorization to make choices, better communication, and inspiration to come up with new ideas and beliefs, and measurements to solve organizational issues. Good communication is the most important thing to achieve an effective internal marketing plan as it helps to understand the reasons that why potential employees would leave the organization. Turnover rate could be improved if this phase of improving and strengthening the internal marketing plan achieves its purpose. The results of the study show that the internal marketing executed in different ways might have no significant capability to forecast the interaction.

It may be due to the reason that implementation of organizational dimensions as performance acknowledgement system, education and training, planning talented training programs might not be implemented with full capacity because the senior management doesn't listen to the views of the employees about what training they needed. It means that organization do not understand the needs of the employees and do not consider each perspective mutually.

Thus, this could be a reason that employee may think to leave the job. Therefore, the interaction among the organizational management and group dimensions of the internal marketing preparation could not have a handsome turnover. Moreover, more experienced employees always have a great effect on the interaction among the group dimensions and organizational dimensions in the internal marketing. Due to the reason, employees with more experience have worked for more companies and they are more likely to recognize the group dimensions and organizational dimensions of internal marketing. Therefore, employees might consider each perception and take a decision either to leave or be in the same organization. On the other hand, employees with less experience would not be in the same condition to decide either to leave or stay in same organization (Kim, Song, and Lee, 2016).

Social exchange theory was developed by Homans (1958) that was first studied to know the individual and group behavior of members in financial organizations activities. In this research it was observed that the employees are the first customer of organization and then individuals who avail the service of the organization are the definitive customer. According to these approach variances is the attitude about the individuals inside and outside of the organization are perceived. The social exchange theory states us that it is not the individual employee or the organization that continuous act to exchanges with each other's but instead it's the exchange within the prescribed markets where both the players offers exchanges (Emerson, 1987), the theory answers a range of market characteristics; in contrast to social exchange theory which proposes the transactional relationship between specific members of the game as “ every actions for a reward has a reciprocal rewarding reactions others (Blau, 1964)”.

*H7: Internal marketing has a significant impact on intention to quit (conflict)*

*H8: Internal marketing has a significant impact on intention to quit (developmental)*

### **2.3.14 Organizational Commitment**

OC is described as attitude or affection individuals improve towards a particular organization (Bashir & Ramay 2008; Eby, Freeman, Rush & Lance, 1999; Ketchand & Strawser, 2001; Porter, Crampon & Smith, 1976; Wallace, 1995). According to Mathieu, Fabi, Lacoursière, & Raymond (2016) OC has been recognized as an opposite to retaining and is a good forecaster of real turnover behavior. Frontline employees in services organizations are the main representative of the organizations. They interact effectively and with positive manners with customers because they are well committed having self-confidence and positive attitude (Woodside *et al.*, 1989). Service organization provides organizational objectives as well as the

ideas to customers via internal marketing that leads to the appropriate worker for the organization. These employees have an impact on the delivery of service as it has influences on the performance of the organization (Ostroff, 1993). Unzicker *et al.* (2000) is on the view that it is the comparative strong point of employee's recognition with his organization's objectives, its ideas and beliefs to be simulated in worker's service delivery. Employees well understanding about organization's targets and importance of these targets is called organizational commitment (Mowday *et al.*, 2013).

Organizational commitment is a connection among an employee and the organization (Meyer & Allen, 1997). This type of commitment bond could have many favorable and unfavorable outcomes both for employees and organization like determination, performance, rewards, punishment, absenteeism and turnover (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Randall, 1990; Riketta, 2002). OC might reveal a person's social exchange bonding with organization (Cropanzano, Rupp & Byrne, 2003). Allen and Meyer (1990) believe that OC contains numerous mechanisms that comprise affective commitment, which means employees are emotionally attached, identified and involved in the organization.

On other hand, Cropanzano *et al.* (2003) believe that this practice of commitment can operationalized the social exchange association among employees and organization because it reveals the bonding and obligations of the individual to the firm. Many previous studies offer that prospects for job progress inspiration emotional OC. The employees possess a social exchange association within the organization and chances for job growth to signify a vital advantage delivered by the organization. This opportunity enhances the connection and responsibility of an individual towards the interest of organization. OC is different from the satisfaction of career in the OC and it is a wider thought. It reveals employee's emotional state in the direction of a whole organization, not limited to a particular career (Garland *et al.*, 2009). Similarly, OC denotes to that level where an employee's proof of identity is linked with the organization (Mowday *et al.*, 1982). Study of approach is one of the best broadly familiar methods in OC (Allen & Meyer, 1990).

Allen and Meyer (1990) proposed to examine many folded kinds of commitments via three concepts. Firstly, continue commitment is associated with the apparent expenses of exiting and supposed lack of replacements. The employees, who have a greater desire of continuance commitment, want to be a part of the organization as they are more committed with their job and organization. On other side, affective commitment refers to the situation, where the sensitive association among the employee and organization. In this type of commitment, employees want

to say in their organization. While, normative commitment considers employees' spirits of responsibility to stand with the organization due to the norms and values they have shared with their colleagues (Abzari, Ghorbani, and Madani, 2011; Felfe & Yan, 2009). According to Kuruüzüm *et al.* (2009) organizational' commitment, these three features represent an emotional state that designates a worker's affiliation with his organization and implicate for further position in the organization.

Internal marketing is built on the perception that the organization, who offers employment safety to his employees and the desire of satisfying the external customers, would increase (Tsai, & Wu, 2011). The elevation of employees' satisfaction could rise too with better service quality reason due to positive marketing actions (Bansal *et al.*, 2001). Preceding researches (Susskind *et al.*, 2000; Schwepker, 2001) showed that employee's OC is certainly linked with career satisfaction. However, Kim *et al.* (2005) argued that the effort of organizations to encourage employee career satisfaction and raise excellence of facilities for delivering services to customers along with formulating a good phase encourages employee commitment. According to Mankanjee *et al.* (2006) internal marketing is certainly associated with employee's commitment with the organization.

Porter *et al.* (1974) defined OC as the strong point of employee's recognition by and participation within a certain organization. While Meyer and Allen (1991)'s research divided organizational commitment's philosophy and it's hypothesized into three diverse mechanisms:

1. Emotional bond to the organization (affective commitment);
2. Seeming budgets connected with organization quit (continuance commitment);
3. Responsibility to stay within the organization (normative commitment).

*Affective commitment.* In the studies of organizational behavior, one of the best broad and most admired definition of OC is emotional attachment known as affective commitment (Back *et al.*, 2011; Buonocore, 2010; Jacobsen, 2000; Kazlauskaite *et al.*, 2006; Smith *et al.*, 1996). According to Kanter, (1968) interrelation commitment is the association of an individual's conviction of affectivity and feelings to the group.

*Continuance commitment.* Meyer and Allen (1991) define continuance commitment as perceived costs. They established this idea on the basis of Becker's (1960) side-bet theory. As far as concern of this theory, employee has a propensity to carry on a sequence of actions built on the individual's identification of the expenses connected with retreating the action. Farrell and

Rusbult (1981) specified this commitment connected with the probability, if employee would leave the job and include feelings of emotional attachment and self-determining affect.

*Normative commitment.* Allen and Meyer (1990) named normative commitment as an obligation, which is a smaller amount of mutual but similarly feasible method and is expressed as a trust about individual's obligation to the organization. The researchers take this idea from Wiener (1982) explanation about obligation as sum of assumed normative weights to act in such a way to accomplish interests and goals of organization with the aim that employees would show these actions merely for the reason that these are ethically and morally right to do.

Similarly Joung, Goh, Huffman, Yuan and Surles (2015) stated that the reason of accepting internal marketing in the organizations is to assure employees that the administration is concerned and aware with their problems. A number of preceding researchers explained a positive and successful impact of the implementation of internal marketing on employees' attitudes regarding the organization including the professional participation and satisfaction, and organizational obligation (Caruana & Calleya, 1998; Chang & Chang, 2007; Ting, 2011; Tsai & Wu, 2006). According to Ting (2011) internal marketing normally has a positive impact on employees' commitment with organization along with a continuous subsidiary impact of job satisfaction and participation. Caruana and Calleya (1998) have established almost same research on the significant influence of internal marketing on organization commitment of employees with the view that the impact of internal marketing is utmost important along with the effectiveness of OC. On the other hand, Tsai and Wu (2006) studied the facilitating influence of OC among service quality and internal marketing with the conclusion that IM has positive impact on quality of service due to the intermediating effect of OC.

According to Fu and Deshpande (2014) behavior of workers could have a significant impact on the reputation and success of their organization in service sector; thereby improving the service quality. A certain element impacting on performance of the individual is observed by scholars: corporate social ethics (Sharma *et al.*, 2009) affirmative work responses (Valentine *et al.*, 2010) communal influence (Nygaard & Biong, 2010) response of employees (Agyemang, 2013) as well as an improved environment (Nusair, 2013). Weeks *et al.* (2004) stated that the effect of improved environment on organization commitment may ultimately affect the performance of job. Furthermore, this study exposed that on moral grounds, this may indirectly influence the revenue goals by OC and job satisfaction (Schwepker, 2001; Valentine & Barnett, 2003).



For an organization, it is mandatory to maintain a constant and viable advantage in workforce and output market. It is essential to have very dedicated and engaged workers. Currently, many organizations are trying to have proper training system for their employees, which state to the organization that they will perform their jobs with competition to increase and retain employee with as per requirement of skilled employees of the organization (Joo & McLean, 2006). Currently, executives and scholars in different areas have concerned about turnover intention of employees (Lambert *et al.*, 2001). The turnover intention is the most critical issue for organizations in these days. For the financial performance of organizations, turnover intention has been stressed as a significant issue (Lambert *et al.*, 2001).

According to Lee *et al.* (2013) CSR applications are not only considered as social desires, but an approach to fulfill requirements of employees and need to improve service quality for organization's growth. According to Peterson (2004) the employees are expected to support their attitude concerns to the organization depending upon its performance along with self-actualization. Smidts *et al.* (2001) stated that the workers, having feeling that they are hired by an accountable organization, compare themselves to other workers and probable to have more confidence. It, in return, definitely changes their behavior towards the organization. CSR is certainly linked with organization commitment for the reason that OC is protected once an organization fulfills the wishes and needs of employees by acting as communally responsible organization (Vakola & Nikolaou, 2005). Brammer *et al.* (2007) and Turker (2009) kept the major association among workers' observations of OC and CSR.

Many studies, specially two academic frameworks (theory of social identity and theory of organizational justice) have been shown to explain that CSR proceedings could have positive impact on the OC (Hofman, & Newman, 2014). On one side, the theory of social identity is based on the concept that individuals evolve their personalities from friends or groups with which they are attached (Haslam, 2001; Haslam, Postmes & Ellmers, 2003; Tajfel & Turner, 1986). Affiliation of these groups has influence on their power to evaluate how valuable they are and their sharing endurance (Ashforth & Mael 1989; Dutton, Dukerich & Harquail, 1994). Employees attempt to increase the self-actualization by relating the features of the groups they are associated with and to those they are likely to be associated (Ashforth and Mael 1989; Turker, 2009b). These employees feel proud and happy when they think they are part of highly reputed organization (Ashforth & Mael, 1989; Tajfel & Turner, 1986; De Roeck & Delobbe, 2012; Maignan & Ferrell, 2001). As a result, all of this shows that there is a positive sensitivity of the organization's CSR in the direction of both external and internal stakeholders to have

greater feeling of association (affective commitment) and emotional state of commitment with their organization (Ashforth & Mael, 1989; Brammer, Millington & Rayton 2007; Peterson 2004).

On the other side, the theory of organizational justice is termed as employees' perception of CSR being an inner shareholder, which affects their work behaviors (Rupp *et al.*, 2006). Rupp *et al.* (2006) contended that the justice should be done by the organization at the time of hiring by observing the employees that how their psychological state of mind can help to improve the growth of organization, if proper training is provided. Employees encouraging opinions of an organization's CSR must be used to bring encouraging insights of organizational justice, which must be followed by emotional state of attachment (affective commitment) and commitment (normative commitment) to the association. Certainly, observed data prove a strong connection among employee insights of organizational impartiality and equal mechanism of OC (Colquitt, Conlon, Wesson, Porter & Ng, 2001; Cropanzano, Byrne, Bobocel & Rupp, 2001, Hofman & Newman, 2014).

According to Becker (1960) and Shaw, Delery and Abdulla (2003) commitment is a required feature or amount of attachment that must be raised in employees. The scholars additionally emphasize that previous research was broadly look at on OC as a sign of the organizational efficiency and consequence specified that there is a positive association among this. Consequently, great OC directly evolves in less absenteeism to carrying advantage to the organization as turnover can be expensive to the organization (Wong & Wong, 2017). Meyer and Allen (1991) stated that OC was additional allocated into three famous components, which comprise continuance commitment, affective commitment and normative commitment. Yet, Wasti (2005) discussed that Meyer & Allen's three modules of commitment were revealed to be related, but it is, to some extent, dissimilar from each other. According to Wasti (2005) it is essentially an emotional condition of employees on whether to carry on or break off their attachment in an organization. The results of all the parts are must to be the identical, but the type of it is dissimilar. Bakan *et al.* (2011) and Culpepper (2011) both verified that affective commitment was the very significant state of commitment in an organization because the successful organization is mostly linked to the employee's readiness to participate in all activities of jobs, while the amount of their readiness is considerably influenced by their sensitive association to the organization. This conclusion is, someway, related with Meyer & Allen definition on affective commitment which was mentioned to the employee emotional affection to the organization where it directly led the participants to accomplish desired goals and targets of

the organization. This was, furthermore, validated by Jaros (2007) who settled that affective commitment is frequently connected with the emotional state of employees towards their organization. Those employees, who have affirmative feelings about the organization, their performance lead to positive outcomes. The scholar, furthermore, signified that sense of attachment will influence the ideology of employee in job and therefore, develop their efforts to motivate fellow workers to participate more and more for the development of the organization. Cohen (2007) emphasized that affective commitment is considerably influenced by employee's capability at job place and more encouraging about the exchange of knowledge for the development of their organization. Furthermore Newman, Thanacoody and Hui (2011) determined that there's an important association among organization's affective commitment and employee intent to quit from organization.

According to Wiener (1982) point of view, how employees can be encouraged to like or be part of the organization. They require defining OC as an inside regulating power that supports to adjust self-goals of employees with their organization, leading to their behavior in line with the organization goals. OC can inspire positive attitude and behavior between the employees as well as best job performance (Qaisar, Rehman & Suffyan, 2012) and great loyalty (Iqbal, Tufail, & Lodhi, 2015). According to Kim, Leong, and Lee (2005) OC can also decrease employee turnover ratio from organization.

According to O'Reilly and Chatman (1986) OC is the emotional affiliation for employees' sensation for their organization. Researches have also revealed that the CSR application of an organization would have an important impact on its employee's OC (Brammer, Millington & Rayton, 2007). Whitener (2001) further explained the impact of resource application of high commitment on the OC. The ICSR applications of banking sector suggested in this study have significant impact on the psychology and physiology of employees. According to Allen and Meyer (1996) OC is an emotional bond among the employee and associated organization that intends it reduce the chances that the employee would willingly resign from the organization. In the organizational perspective, generally, there are three kinds of OC, known as affective commitment, continuance commitment and normative commitment.

Affective commitment is sensitive commitment, i.e., employees want to remain in the same job just because they only want to be in the organization. Employees having resolutely affective commitment continue the job to remain in the same organization and in case of those employees with powerful normative commitment; they sense they must perform their job. Therefore, employees with great amount of affective commitment will remain part of current job

due to powerful emotional bond to their organization. The study of Allen and Meyer (1990) accepts concept of OC and uses one of its dimensions that is affective commitment as it coordinates with the study aim to increase understanding of ICSR applications in banking sector on employee's attitudes and behavior. Affective commitment measures employee's recognition for the organization and his decision to stay in or quiet the organization. In current study, affective commitment is more appropriate, because it is associated with continuance commitment and normative commitment to measure a worker's height of OC through inner CSR approaches (Allen & Meyer, 1990).

In the field of organizational behavior, the theory of OC has turned into a key study area and was suggested by Whyte (1956). According to Buchanan (1974) OC can be defined as situation in which the employee is emotionally involved to the organization, containing his recognition with the goals and beliefs of organization, emotional dedication, awareness of job performance, with closeness to the organization. Furthermore, the recognition of employee with the organization might be considered as his emotional affiliation with the organization (O'Reilly & Chatman, 1986). According to Trimble (2006) the OC can be assumed as an attitude and the choice of employee to stay in the same organization to show his loyalty without thinking about the returns.

### **2.3.15 Organizational Commitment and Intention to Quit**

According to Hosain (2016) importance of OC is primarily dependent on how to retain employee in the organization in long term. Furthermore, the OC hypothesized three elements of strong and negative impacts known as affective, continuance and normative commitment that affect turnover intention of employee (Meyer & Allen, 1991). Tett & Meyer (1993) used meta analytics to analyze this affect. This study verified a strong and negative connection between employees' turnover intention and OC. Furthermore, other earlier empirical research analyses observed a significant impact on employee turnover intention by OC (Kacmar *et al.*, 1999; Karatepe *et al.*, 2007; Kim & Brymer, 2011; Kim *et al.*, 2005; Labatmediene, 2007; Meyer, Allen, & Smith, 1993; Porter, 1974). Therefore, the current study aimed to propose a significant relationship among turnover intention and three components of OC.

According to Kim, Song and Lee (2016), explained that the applications of internal marketing could be added to OC of employees that, in return, may considerably marks their job fulfillment and involvement, and moreover, in their turnover intentions. Particularly, the concept of turnover intention has been a significant topic for the researchers because of its undesirable

results and unexpected consequences for instance more appointment, higher training costs and undesirable effects on client service (Cooke, Shen, & McBride, 2005). According to preceding studies, one of the important concerns of OC is turnover intention (Mathieu & Zajac, 1990; Tett & Meyer, 1993). O'Reilly *et al.* (1991) stated that when employees have higher levels of OC, the turnover intentions of the organization are likely to decrease. Kim *et al.* (2005) claimed that OC has a reverse relationship with employees' turnover intentions and has a positive relation with their level of job satisfaction.

According to Yiğit (2016) mostly employees are tending to feel pleased as and when their higher management cares them because of this organizational support can increase affective commitment towards the organization. Also, with the fulfillment of social needs by their organization like attachment and emotional support, and then there is a positive feelings self-recognition with the firm that develops their organizational commitment is felt by employees (Abou Hashish, 2017). With the involvement in an exchange with the similar management or firm again and again in spite of the availability of alternate exchange partners is defined as behavioral commitment by employees (Mathieu, Fabi, Lacoursière, & Raymond, 2016). When employee feelings of being obligated to work in the organization is called normative commitment while continuance commitment is described as realization of the fact that intention to leave the organization makes employees feeling to lose something important thing. Employees feel better and being obliged to continue performs their routine work in the firm due to the continual exchanges inside the organization. Employees may also perform their duties in a specific way to remain part of the firm and stay in their current job status because of the negative thought mitigate caused by something gain better in their organization (Meyer & Allen, 1991).

H<sub>9</sub>: *OC has a significant impact on intention to quit (conflict)*

H<sub>10</sub>: *OC has a significant impact on intention to quit (developmental)*

### **2.3.16 Internal Marketing and Organizational Com mitment**

Kim, Song and Lee (2016) stated that among business performance indicators, IM is one of the significant elements which assure improved turnover rate, service quality and OC. According to Tansuhaj *et al.* (1991) the success of IM applications is mainly related to increased employees' adequate behavior which includes OC, attachment and enthusiasm for job and work satisfaction. Attitudes of Employee and OC are more important among all of these.

Leong *et al.* (1996) further explains that this emotional affiliation is particularly significant for keeping a respectable association among employees and their organization.

Employing IM applications can be valuable approach to enhance employees' OC although once outdated internal communication applications are likely not to be accessible (Hogg, 1996). Bailey, Albassami and Al-Meshal (2016) explained those employees who are presenting better IM services are likely to attain a better level of OC. In the casino perception, Back *et al.* (2011) observed that internal service quality can boost job satisfaction of casino employees' that can lead to greater OC. The internal communication is a vital IM application to attain an encouraging effect on casino employees' commitment to organization by permitting them to express their real ideas easily and giving suitable info to them. International communication, generally, states to an organization's actions or struggles to part, convey and share the information, thoughts, beliefs, and spirits between employees to accomplish organization's goals (Back *et al.*, 2011; Clampitt & Downs, 1993; Kim *et al.*, 2005).

Chiu, Cho, and Won (2014) determined that the fruitful execution of IM applications in any organization will enhance employee's job pleasure as well as it encourages his behavior, including OC. Hogg (1996) advised that when information system is not effective, then IM program is a good method to increase employee obligation. Chiu, Cho and Won (2014) find out that there's a positive association among employee OC and IM. According to Kim, Knutson, & Han (2015) internal marketing programs are major antecedents of organization development indicators and they include "service quality, turnover rate, customer conscious employees, and OC". Among these workers' attitude, organizational loyalty and commitment is considered as an employee's psychological liking to a firm that makes workers feel more devoted to the company (Leong *et al.*, 1996). Such psychological association is particularly essential in developing a strong bond among workforce and the organization (Meyer & Allen, 1997). Executing inside marketing plans can be an applicable approach to improve workers' organizational loyalty although when traditional internal communication programs are not available (Hogg, 1996). According to Ullah, & Ahmad (2017) human resource in a firm presents top standard internal marketing services as expected to have a greater level of organizational commitment. According to Back *et al.* (2011) the apparent advantage is that "the management not directly giving workers' pay and other benefits like pension, bonuses and miscellaneous services".

The theoretical basis of organizational commitment can be observed into two aspects: one is called psychological and other is exchange aspect. The psychological feature is motivated by desires satisfaction and the two-factor theory; this perception is related with stimulation and self-fulfillment in relationship to the organizational commitment, and is also discussed to as the ethical, disciplinary, and attitude thought. While, the other hand, the exchange point of view

initiates from social exchange theory (Cook, Cheshire, Rice, & Nakagawa, 2013). This perception is emphasizes on useful thoughts such as reward and cost relationship to the organizational commitment. Employees in this school of thought they think that organizational fellows will compare their contributions and efforts for the organization with the salary received from their organization. If they observe that salary or benefits as satisfactory to themselves, their commitment level to the organization must be increased; while on the other hand, if they feel that comparison of salary or benefits are unfavorable to them, their organizational commitment level should decrease. This perception is also named as the social exchange theory.

H<sub>11</sub>: *IM has a significant impact on OC*

### **2.3.17 Vision about development & excellence service**

According to Malhotra and Mukherjee (2003) service provision happens through human dealings among service customers and providers. At the time of service provision, the service provider practices to emphasize more on the service quality given to customers. Furthermore, the quality of service increases when the employees are talented with intention to serve their customer with better quality service as per desire of the customers. Thus, IM can play dynamic part in facilitating employees to serve greater quality service to their customers (Tsai & Tang, 2008). The perception of IM has been explained many times in numerous conducts and usually, comprise on three approaches only; a vision of service training and excellence, employees training programs and performance inducements (Berry & Parasuraman, 1991; Gronroos, 1990; Reynoso & Moores, 1996; Tansuhaj *et al.*, 1987). IM might develop employees' capabilities and enhance their inspiration by practicing service vision, performance motivation and training program. IM could be a guide towards better service quality by offering timely service enhancing programs to employees. Outdoor customers of organizations, generally, assess the quality of service carried by organizations established with their experience. Well-trained employees interact and behave at the time of service delivery to the customers. If the employees have adequate abilities, skills and knowledge to positively interact with the customers, organizational goals are easier to achieve. Specially designed service training programs can enhance employees' service skills and knowledge which increases quality of service derived by clients. Batt (1999) concluded in his studies that the more customer satisfaction was achieved, when the employees were given proper service training and the service quality delivered by employees to customers was outstanding. In the same way, Johnson (1996) observed that there is a positive connection among customer satisfaction and service training. Programs of service training are useful to enhance customer satisfaction. Therefore, those organizations which provide ample

service training programs to their employees are more likely to expand employee's services competence (Anton, 2000; Malhotra & Mukherjee, 2003) that could ultimately lead to improve quality of service for clients.

IM approach can offer employees with sufficient knowledge and training in order to facilitate them to deliver the necessary service, which will increase the vision of the customers about the quality of service delivered. In addition, following IM practices, customers will start positive campaign about the praise of organization and employee behavior in front of family and friend will bring a healthy chain in the self-interest of said organization (Cooper & Cronin, 2000). Furthermore, IM deliver employees with the specified skills and understanding to customer requirements, which is necessary to qualify them to perform in a customer focused technique. Also, it offers employees with a complete vision of the service approach and with an understanding of the character of each employee as a link to other employees and the several tasks within the organization (Conduit & Mavondo, 2001). Consequently, promotion and customer relations messages, expected to increase the positive image of the organization, will be strengthened rather than invalid by the employees' behavior. The campaign by customers will be more powerful to bring healthy impact on the organization development (Ghoneim, & El-Tabie, 2014).

Training & development can be defined as a systematic method which provides opportunities to learn knowledge, skills and attitudes (KSA) for existing as well as future jobs while development states the learning of KSA (Tannenbaum, & Yukl, 1992). Through training programs, organizations can invest an amount on their employees considerably to achieve organizations' performance and output (Scott & Meyer, 1991). Previous studies have proposed that proper training and a boost in the work level of employees is required to attain goals of organization with a better amount of commitment, self-confidence and gratification regarding the organization they are committed with (Bulut & Culha, 2010; Ehrhardt *et al.*, 2011). According to Dhar (2015) training can be used to increase employee's fulfillment levels about their personal and professional personality development.

According to Foreman and Money (1995) vision refers to short and long-term goals, which employees believe they could attain. IM plans, which are designed on the grounds of the employees' vision, could improve internal competence and external efficiency of the organization's marketing for betterment. Foreman and Money (1995) further explained that workers' progress could be an intentional asset for an organization in the form of training it gives to the employees. If the employees are obligatory to execute their jobs in efficient manner, they



should be provided with the basic ability with best knowledge and skills necessary for their personality. Piercy and Morgan (1989) have a different view and believe that if any organization wants to have an efficient IM, it has to train and develop its employees properly to fulfill their role in service delivery.

### **2.3.18 Internal Communication**

According to Kim (2007) organizational structure and internal communication are important parts of strong internal relationships because these two features force employee's perceptions, attitudes and behaviors inside organizations. Internal communication is a specific sub discipline of communication that inspects how employee communicates with management and the kind of active communication approach in the organization (Grunig, Grunig & Dozier, 2006). Communication is very important part because employees are not simply satisfied or dissatisfied with communication system in overall, but they can exhibit varying amount of satisfaction about features of communication (Clampitt & Downs, 1993). The symmetric communication could be successful through discussion, listening, cooperation and conflict management rather than through influence, guidance, and passing of instructions. On the other hand, the asymmetric communication in organization is totally opposite of the symmetric communication as it intended to handle employees' behavior according to the needs of the management (Kim, 2007).

According to Jacobs, Yu, & Chavez (2016) internal communication is a vital procedure where employees exchange info, make relations and significances, build cultural organization and standards, then it has been acknowledged as the foundation for progressive organizations. According to scholars, useful internal communication has a significant part in boosting positive attitudes of employee i.e. hope towards OC (Walden, Jung, & Westerman, 2017) job fulfillment (Gray & Laidlaw, 2004) identification by organization (Smidts, Pruyn & van Riel, 2001) and bring positive change in relationship between employee and organization (Kim & Rhee, 2011). This positive approach leads the organization results in greater output, better performance of job, learning (Jacobs, Yu, & Chavez, 2016) higher external relations and positive communicative behavior of employees (Kim & Rhee, 2011).

In identifying the growing significance of workers in attaining organizational achievement, researchers initiated to find out the various features that urge the inside communication effectiveness of organization. Whitworth (2011) believed that communication among different managements at organizational level and employees establish a key factor for

organization's core communication structure. The managers cooperate with juniors most frequently and communicate with employees to know their views and use this information for the betterment of the organization (Men & Stacks, 2014). Furthermore, managers' communication ability, communication qualities, and behavior can inspire employee results (Cameron & McCollum, 1993; Dowling, 2004; Madlock, 2008; Men, 2014).

According to Mishra, Boynton and Mishra, (2014) for the development of any organization, it has been observed that there is strong bond of internal communication between seniors and juniors. Internal communication is essential for transparency of beliefs among seniors and juniors, which can involve employees to take part in organization's main concern. According to Karanges, Johnston, Beatson, & Lings, (2015) employees love to work in such an atmosphere where they could trust the people, for whom they are working, feel pride on what they have done and adore the people they are working with. Such progressive work atmosphere is usually considered by open communication. Moreover, according to Karanges, *et al.*, (2015) employees believe on their seniors until they determine morality, sincere caring, transparency, support, and readiness to understand all issues and matters. Tagliaventi & Mattarelli, (2006) also observed few organizations that are very reliable, who treat their employees really well and frankly exchange data. It has been observed that senior's orders are more clear and transparent internal communication for juniors in the organization (Mishra, Boynton & Mishra, 2014). Strong internal communication also focused by investor can build trust on organization as well as on employees.

According to Ruizalba, Bermúdez-González, Rodríguez-Molina and Blanca (2014) internal communication is a mutual communicative of employees and seniors with aim of distributing innovative marketing policies and planned goals to workers, mostly via internal communication sources (i.e., official letters & some other channels). Internal communication is the name utilized to define an organization's handled communication structure where employees are viewed as an internal stakeholder group (Verčič *et al.*, 2012). Other terminology used are 'employee communication', 'organizational communication' and 'internal marketing'. An organization can handle communication techniques with a diversity of networks and activities including circulars, noticeboards, staff meetings and intranets.

Verčič, Verčič, and Sriramesh (2012) proposed that internal communication is a significant and self-regulating function among community relations and commercial communication scholarship. Internal communication has two key characters known as spanning delivery of information and creating a sense of social concept inside organizations (Friedl &

Verčič, 2011). Increasing the feeling of social concept via efforts of internal communication includes creating and keeping association among the organization, employees and managers. Whereas, employees having several capabilities at job place relationships require two leading interlinks for their proficient life: an affiliation with the organization they are working for and with their immediate boss (Sluss, Klimchak & Holmes, 2008). A business study has acknowledged internal communication as a primary guidance of operative engagement with their organization and work (Karanges, Johnston, Beatson & Lings, 2015). Further explained as a positive, pleasing, awareness about job place, the benefits of employee involvement with job improved efficiency, reduced deterioration, enhancement of the organization's repute and status along with better monetary revenues (Schaufeli, Salanova, González-Romá & Bakker, 2002).

Many academic scholars are gradually looking to recognize new skills, describe latest trends, consider modernized approaches and estimate future expansions carried by e-marketing (Buhalis & Law, 2008). Frontline employees or those, whose prime work contain cooperating with clients, signify a vital mean for the organizations to operationalize the promotion thought. Such employees are considered to be the hub among the organization and its support given to customer, recognizing the needs of the market, distribution of information to the customers about packages, and conveying loyalty to customers (Jaworski & Kohli, 1993; Narver & Slater, 1990). But the extent, on which the frontline employees attain these aims, can vary seriously. An important job for the marketing director is to inspire workers to be focused on customers and to execute such behavior that delivers common advantage to their organization as well as the customers (Korschun, Bhattacharya & Swain, 2014).

Frontline employees' basic aim is to interact with customers of their organization, effectively and efficiently. If organizations are flourished, they construct durable and stable customer relations. In this way, employees should be capable and ready to recognize and fulfill customer requirements (Fournier *et al.*, 1998). Such marketing style is may be top priority in paradigm of customer alignment, termed as a point, in which, employees are working on frontline and try to practice those marketing concepts that can help their customers to make a better purchase decision and to fully satisfy the needs of the customers (Saxe & Weitz, 1982). It is deliberated through researchers and experts to remain a serious objective for dealers and a probable entryway to the organization's monetary process (Grizzle *et al.*, 2009).

According to Homburg *et al.* (2009) the employees are more customers oriented if they are fully trained and trusted by the organization and as a result, can raise reliability and keen readiness to pay full attention to customers. This kind of attitude and behavior leads to maximize

organization profit. Previously conducted studies on job performance and market research have a good historical place in marketing (Hunt *et al.*, 1985) management (Barrick, Mount & Li, 2013) and psychology (Piedmont & Weinstein, 1994) research papers. According to Zablah *et al.* (2012) job performance is the extent in which employees play important role for organizational effectiveness; specifically with the expectations related to his/her role in work. In some professions, sales or revenue achieved is an appropriate extent of performing the job (Verbeke *et al.*, 2008). While frontline employees' job performance usually covers a comprehensive spectrum of their behaviors focused both within the organization (managers and colleagues) as well as outside forces (concerning customers). In spite of the difficult and complex nature of job carrying out, scholars normally trust on managers' evaluation of job performance of employee (Diefendorff *et al.*, 2002; Piedmont & Weinstein, 1994; Zablah *et al.*, 2012). Christen *et al.* (2006) stated that when the performance of individual employees carries out well, it could deliver more positive results to organization such as organization monetary performance in terms of cost-effectiveness.

Berry, Hensel, and Burke (1976) describe IM as a concept in which employee act as internal customer of organization and their tasks are considered as a product. A lot of discussions have been conducted about this paradigm. According to Ahmed and Rafiq (2003) IM is a social agenda and a mechanism for successful strategic orientation among marketing and frontline employee. Furthermore, IM consists on a collection of human resource measures and techniques which manage workers as participants of an internal market who want to be up-to-dated, knowledgeable, motivated and well developed just to serve customers efficiently (Arnett, German & Hunt, 2003). According to Huang and Rundle-Thiele (2014) the implementation of IM inside organization is responsibility of management at senior level. The IM programs need nonstop management back to be operative and fruitful.

In the context of interpersonal communication, relationship can be defined as the interdependence among two or more persons (Coombs, 2004; O'Hair, Friedrich, Wiemann, & Wiemann, 1995). As per this vision, a relationship begins as soon as people are associated in some ethical, social, economic, cultural, emotional and geographical conducts. Philosophers (Grunig, 2006; Pfeffer & Salancik, 2003) declared that within an open system of organizational communication, organization has mutual dependent relationship with other employees in the organization. In organizational literature, the notion of interdependence has broadly discussed. Pfeffer & Salancik (2003) argued on social systems and interactions. They debated that interdependence only exists when one actor doesn't control all of the settings essential for the

attainment of an action or for gaining the desired outcome from that action. While Gollner (1983) in context of employee relations, argued that employee relations are the matters of management of interdependence. Pfeffer and Salancik (2003) further explained that organizational outcomes are built on reliable causes or managers. Moreover, interdependence describes the relation between employees and how they are generating an outcome and not the consequences.

Most of the studies conducted on the communal and exchange relationships has been established by psychologists, Clark and Mills, from the university of Carnegie Mellon and University of Maryland; respectively. They take on sociologist Goffman (2017) thought about social and economic exchange. Social exchange describes objective to stabilize the relationship. On other side, economic exchanges consider similar standards in identical properties. Inspired from the theory of social exchanges, Clark and Mills (1979) invented the phrase of collective relationship to explicit the interest. One individual can attain the benefit of other party, while exchange associations are consequent from economic connections. These researchers explained more benefits of exchange between persons don't contain intended fiscal principles. In communal associations, the purpose of the advantages is assumed to satisfy the other. While this might complete similar to an exchange association, participants who offer advantages don't believe on responsibility to return (Mills & Clark, 1994). An exchange relationship proposes that participants advantage others in reply to precise assistance obtained in the earlier or predictable in the upcoming. According to Mills and Clark (1994) relationships like friendship and family are communal in nature; while members of organization are much important in exchange associations.

### **2.3.19 Internal Marketing Research**

According to Huang (2003) IM is planned to hire, teach, and inspire the internal employee and inspire them to conscious, recognize the perceptions and significance of customer direction satisfaction in addition to facilitate and help the marketing department to give better customer service. Conduit and Mavondo (2001) proposed that IM refers making an inner atmosphere with customer perspective and service recognition in the organization. The undertaking of IM approach consists of four p's i.e. price, product, place, and promotion (Davis, 2001). Scholars categorized IM promotional approach into four viewpoints, i.e. continuous gathering and studying info that is concerning in internal market and its competitive atmosphere, to find the division of the internal market, fragment the internal promotion mix, and finally, to manage the IM (Hume, & Hume, 2015).

According to Beğenirbaş and Çalışkan (2014) the drives for trying to provide best customer satisfaction are associated to individual performance of employees and satisfaction of these individuals can be obtained through the application of IM. Employees must also apply emotional effort in addition to their physical performances in their service delivery. According to Üzümcü, Günsel, and Yavaş (2017) for employees' pleasure, organizations attachment in the job is important through IM applications in order to generate employee satisfaction by enhancing their motivation and generating OC. Therefore, it is dynamic point to research how the IM applications affect sensitive work behavior of employees. Particularly in-service sectors, such as banking businesses, it is likely to say that customer satisfaction is directly linked to emotional display of employees to a higher range. This simple point raises the significance of emotional work utilized by employees to service customers.

According to Brunswicker, & Vanhaverbeke (2015) mostly the service organizations involve 3 types of marketing: internal, external and interactive. *External marketing* states research about, estimating, supply and campaign of services delivered for customers. *Interactive marketing* describes the research about individual's capability to serve the customers and it is mainly involved with the employee's approach of performing job towards the customer. *IM* offers core issue to the training and inspiration of employees in providing services. According to Javadein, Rayej, Estiri and Ghorbani (2011) "the development of an IM approach will lead to the formation of a particular culture which encourages the employees to behave in a most efficient and effective manner; ultimately producing superior services to customer".

### **2.3.20 Internal Marketing, Organizational Commitment and Intention to Quit**

According to Khatri, Fern and Budhwar (2001) turnover intentions can usually be applied in the management study instead of real turnover performance, because the latter is under the effects of irrelevant issues, such as accessibility of alternative jobs. Intentions of quitting from job are high through employee turnover, while the actual turnover might be lower. In this situation, low employment turnover could disguise the impacts of poor practices at managerial level. Furthermore, Jensen, Patel, & Messersmith, (2013) stated that leave intention from job is frequently related with undesirable employee behaviors like absence, delay tactics, and unauthorized pauses (Gould-Williams, Mostafa, & Bottomley, 2013). In order to decrease high turnover rate among service quality providers, marketing-oriented tactics have been proposed (Lee, KIM, & YOON, 2011). The core objective of IM is helping in-side customers of organization to improve their job satisfaction and augment their commitment with organization. That is, it must encourage job performing ability and simplify his ability to achieve the goals set

by the organization for successful career path (Chang & Chang, 2007). IM is highly linked with job satisfaction, OC and turnover intention (Chang & Chang, 2007; Choi & Ha, 2007; Lee, Kim & Yoon, 2011).

According to Gronroos (1994) distributed internal marketing into two features. The first feature of internal marketing called attitude management: internally and externally point of views must be closely confirmed to certify that commitment level of the firm to the public and encourage their employees to place customer requirement on top priority. The second feature named as communication management: successful management and sharing of information and ability can empower employees to satisfy customer requirements efficiently; this is be similar to the strong internal communication and market training recommended by (Conduit & Mavondo, 2001). Strong communication that allows improved understanding of employee wishes and perceptions about performance improvement should not be overlooked; this look like the visions on better management and personnel management as said by (Conduit & Mavondo, 2001). The theoretical basis of organizational commitment can be observed into two aspects: one is called psychological and other is exchange aspect. The psychological feature is motivated by desires satisfaction and the two-factor theory; this perception is related with stimulation and self-fulfillment in relationship to the organizational commitment, and is also discussed to as the ethical, disciplinary, and attitude thought. While, the other hand, the exchange point of view initiates from social exchange theory (Cook, Cheshire, Rice, & Nakagawa, 2013). This perception is emphases on useful thoughts such as reward and cost relationship to the organizational commitment. Employees in this school of thought they think that organizational fellows will compare their contributions and efforts for the organization with the salary received from their organization. If they observe that salary or benefits as satisfactory to themselves, their commitment level to the organization must be increased; while on the other hand, if they feel that comparison of salary or benefits are unfavorable to them, their organizational commitment level should decrease. This perception is also named as the social exchange theory.

*H<sub>12</sub>: OC mediates the relationship between IM and intention to quit*

### **2.3.21 Corporate Social Responsibility, Organizational Commitment and Intention to Quit**

According to Hofman & Newman (2014) CSR proceeding may have a positive impact on the OC of employees. Social identity theory offers that employees create their personality from their colleagues or groups to which their attachment in the organization (Tajfel & Turner 1986; Haslam 2001; Haslam, Postmes & Ellmers 2003). The attachment of these groups by an

individual for the organization for which they perform their job, positive impacts on their sense of self-worth and how they share their thoughts and experience with others (Ashforth & Mael 1989; Dutton, Dukerich & Harquail 1994). Employees effort to enhance their self-actualization by assessing the qualities of the groups they associate to with those of other groups and be likely to assessment the achievement of their organization as a their own success (Ashforth and Mael 1989; Turker 2009b). These employees feel proud and happy when they think they are part of highly reputed organization and intend to stay (Tajfel & Turner 1986; Ashforth & Mael 1989; Maignan & Ferrell 2001; De Roeck & Delobbe 2012). As a result, all of this shows that there is a positive sensitivities of the firm's CSR in the direction of both inside and outside stakeholders to advantage of better feelings of attachment with the organization (affective commitment) and emotional state of obligation to the organization (normative commitment) (Ashforth & Mael 1989; Peterson 2004; Brammer, Millington & Rayton 2007).

The concept such as “doing well by doing good” and “what is good for society is good for the company” stimulated scholars to address the impact of CSR on several organizational outcomes, containing employee workplace attitudes and behavior. The social exchange theory also proposes that employees' level of commitment will be established on their perception of the worth, value and advantage they obtain from their organizational (Prutina, 2016). However, Organizational commitment, more especially for the affective part that is employees' emotional attachment with their firm, has been observed to decrease employee absenteeism and intention to quit and to improve individual performance. Based on the social exchange theory, it would be likely that corporate socially responsible applications towards employees increase employees' organizational commitment level. Meanwhile, CSR is a multidimensional concept, study has investigated if and to what degree employees' perceptions of CSR to other stakeholders affect their commitment to the organization.

*H<sub>13</sub>: OC mediates the relationship between ICSR and intention to quit*

### **2.3.22 Internal Marketing, Organizational Citizenship Behavior and Intention to Quit**

There is the association between IM and OCB, several researchers have studied; and specified that there is an affiliation occurred between IM and OCB (Alshurideh, Alhadeed, & Barween, 2015). According to Berry & Parasuraman (1991) IM is expressed as that procedure of engaging, and retaining their employees in the organization. This is possible through caring of employees more than the customers. According to Souchon & Lings (2001) specified that the acceptance of IM processes and procedures has a consequence on OCB and employee retention.



This can help to enhance better their in-role and additional role behaviors to help colleagues (Demerouti, Bakker, & Gevers 2015). According to Bansal *et al.* (2001) discussed that IM inspirations OCB which ultimately has an effect on job performance of the organization overall and decrease turnover intention. One of the present ideas in the business atmosphere is the OCB; which denotes to employees' job behavior that involves in; further the duties which are prescribed in daily routine but they can perform extra role of their duty to achieve organizational goals (Alshurideh, Alhadeed, & Barween, 2015). According to Organ (1988), employees behaviors which signifies in total the organization behavior are usually not amongst organizational prescribed responsibilities, employees who participate in OCB are those that perform job further than requisite to obtain a satisfaction with this extra role.

According to Shin, Kim, Choi, Kim, & Oh, (2017) organizational citizenship behavior is a discretionary/volunteer behavior as revealed by the employees that worth of the organization but is not directly realized by any recognized incentive system. According to Organ (1988) explaining the idea, he proposed five elements of OCB including "Altruism, Conscientiousness, sportsmanship, courtesy and civic virtue".

According to Fortenberry, & McGoldrick, (2016) internal marketing applications motivate encouraging behavior of the employees and it support to fill the gap between the management and the employee by giving essential support at job place and strong communication.

According to Lee & Chang (2008) in their research of service industry travel and tourism recognized that as and when internal marketing applications were put into effective in the organization, the employees were enthusiastically perform organizational citizenship behavior with their colleagues. According to social exchange theory, when employees having urge to learn new knowledge and to increase their abilities when they attend necessary training programs about their current jobs and gets suitable rewards for their performance will likely in return become faithful and show organizational citizenship behavior in positive manners. According to Podsakoff *et al.* (2000) also observed that to engagement of employees in training programs to increase their skills is one of vital determinants of organizational citizenship behavior. According to Chow, Lai, & Loi, (2015) when employees are strongly communicated with the vision of development and excellence service of their organization through internal marketing applications and employees compare their self-abilities with others they would likely to show organizational citizenship behavior. According to Lloyd, Boer, Keller, & Voelpel, (2015) studied that highly

motivated and having strong organizational citizenship behavior towards their organization can reduce employee turnover intention.

H<sub>14</sub>: *OCB mediates the relationship between IM and intention to quit*

## **2.4 Research Gaps**

This study conducted in Islamabad/ Rawalpindi (Pakistan). According to our best knowledge this model is not yet studied in Pakistan. This study analyzes the mediating role of OCB of employee with internal corporate social responsible turnover intention. It also analyzes the role of OC as a mediator between IM and turnover intention.

With the help of this study an attempt is made to describe that how Internal CSR & Internal Marketing impact on employees' intention to quit of private banking sector in influencing and promoting attitudes and behaviors. In related field of the literature, current study first time, hypothesized and measured the organizational citizenship behavior as mediator and observe its role between employees' perceptions of ICSR & IM and employees' intention to quit. The theoretical bases of the model of study based on mostly used theoretical contexts in literature i.e. Social Exchange Theory. Internal corporate social responsibility (CSR) applications are the best way for managers to oblige their employees to perform the extra role behavior as organizational citizenship behavior for their organizations and attain better organizational outcomes. According to Rup *et al.* (2006) there is intensifying area of concern for scholars in internal CSR activity. Further propose that researchers of organizational behaviors to emphasis on employee behavior and to find out the relation between internal corporate social responsibility and employees citizenship behavior because there is little explored in this area (Aguilera *et al.*,2007; Aguinis, 2011).

According to Organ (1988) that organizational citizenship behavior is found employee perform as extra -role behavior instead of in -role behavior. This discretionary behavior employee that is not bound with any reward, it is a concern of employee personal selection to perform extra role that is better for the improvement of organizations (Kim, Egan & Moon, 2014). According to Zhong, Wayne, & Liden, (2016) individuals perform and interact with colleagues in the organizations with in–role behavior that cannot be an hundred percent. For utmost expected behavior from individual needs that organization some additional .addition than formal obligations like corporate social responsibility programs for employees. The internal corporate social responsibility is taking the part of an important role to fill out this gap. Though,

the concept of corporate social responsibility has been studied with employee organizational citizenship behavior but generally through macro lens (Glavas, 2016) , while micro viewpoint (the employee) as an element who are main source of organizational production overlooked in relation to organization citizenship behavior and that is needs to be explored (Glavas, 2016).

According to Joung, Goh, Huffman, Yuan, & Surles, (2015) future recommendation is that find out the relationship among internal marketing, organizational commitment and turnover intention.

#### **2.4.1 Banking Sector (Local)**

Ahmad and Afgan (2016) studied Pakistan banking sector and found that mostly employees intend to leave the job due to job stress and job burnout. The current research study finds how to retain valuable employees in banking sectors through ICSR, and internal marketing with mediating effect of OCB and OC. According to Hassan, Akram and Naz (2012) turnover intention is the crucial issue among Pakistan banking sector. According to Bashir, Usman, and Ismail (2010) Pakistani banking employees are under an excessive amount of stress due to overload, role uncertainty, role conflict and responsibility for customer caring, lack of feedback, communication and fast change in technology in the banking sector, problematic organizational structure and discouraging atmosphere in banking sector. All these factors are further converted into anxiety and sickness and intention to quit from the job. The applications of ICSR and internal marketing increase employees' OCB and OC which leads to employees intend to stay in the organizations. With these applications, employees perceive that they are important part of the organization, they feel confidence and helpful not for their own job but also for fellow workers. There is a strong bond among management and employees; there is a strong internal communications and solving of work life balance issues. The banking sector in Pakistan is effected by due to high employee turnover intention. The high employee turnover intention is due to a number of aspects containing rude supervisor behavior, poor working atmosphere and lack of opportunities for self-development and growth (Hassan, & Jagirani, 2019). It has been observed that multinational organizations have high turnover intention rate as a major challenge in Pakistan and intense local competition for their skills (Khan, 2014). According to Irum *et al.* (2015) that banking sector of Pakistan challenging problem of employees' turnover intention because commercial banking employees not satisfy and unhappy from the allover banking system. Employee job turnover intention has the huge related costs of fresh selection, new recruitment and training. Pakistan banking sector has been suffering higher challenges of employee turnover intention (ul Haq *et al.* 2014).

### **2.4.2 Banking Sector (Globally)**

Banks play an important part in the country because taking financial deposits, loans granting and offering some other complementary services to their customers are the core business of banks. This is not matter what kinds of countries, society, customs, traditions, culture, and which types of banking services, products and investors, banks need to be more responsible for their customers in a socially responsible way. As well as the management of banking sector more caring about their employees needs and wants through CSR activities. As a socially responsible banking sector, they perform lawful banking practice, but also operate sensibly and cost-effective with precise supervision of every transactions for offering customer confidence for better and progressive economic conditions (García-Sánchez, & García-Meca, 2017). Al-bdour, Nasruddin, & Lin (2010) studied internal CSR in banking sector of Jordan. Future research may spread the exploration to different sectors and countries to find the generalization of the study findings. Moreover, detailed interviews with employees would be useful, particularly because internal CSR practices may vary according to, sector and country. Future researches also can investigate the effects of internal CSR on OC using a multiple respondents different level of the organization. Bailey, Albassami, & Al-Meshal (2016) studied that bank management have to proceed a holistic research to internal marketing and confirm that they design an atmosphere where employees will feel satisfaction and more committed to the point that they will feel honored to be part of their organization. Frontline employees like in banking sector play a major part, signifying the organization by cooperating with external parties as well as persuading the understandings, assertiveness and valuations of customers (Yusuf, Sukati, & Andenyang, 2016).

### **2.5 Conceptual Framework**

According to Saunders *et al.* (2007) “A conceptual framework indicates how the researcher views the concept involved in a study, especially the relationship among concepts”. This can provide direction to the research by supporting a design of theoretical constructs and variables of concern. With the help of this designing a conceptual model creates with guiding a detailed study of the previous literature. Consequently, in the current study the a conceptual framework based on the reasons and influencing aspects of employee turnover, as well as sound retention strategies like Internal CSR and Internal Marketing for minimizing employee turnover is designed. Based on the preceding results of theoretical literature (Kim, Song & Lee, 2016; Kim, & Min Park, 2014) the research framework for current research is provided in the figure 1.

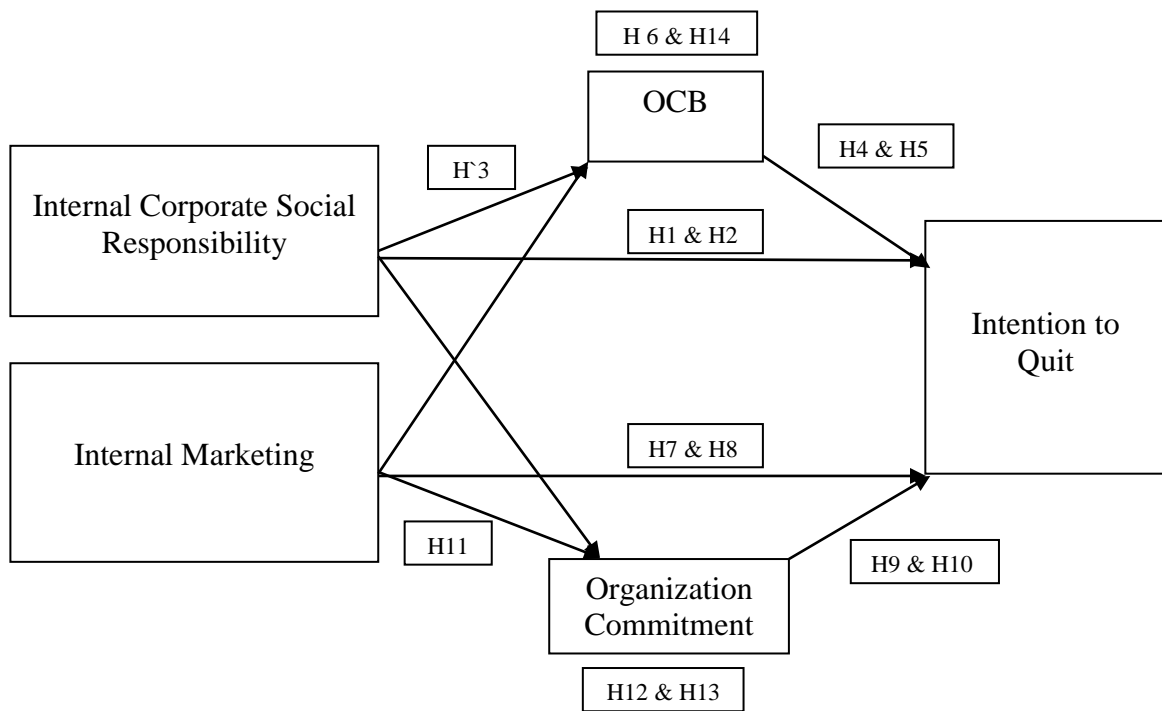


Figure 2.1: *Research Model*

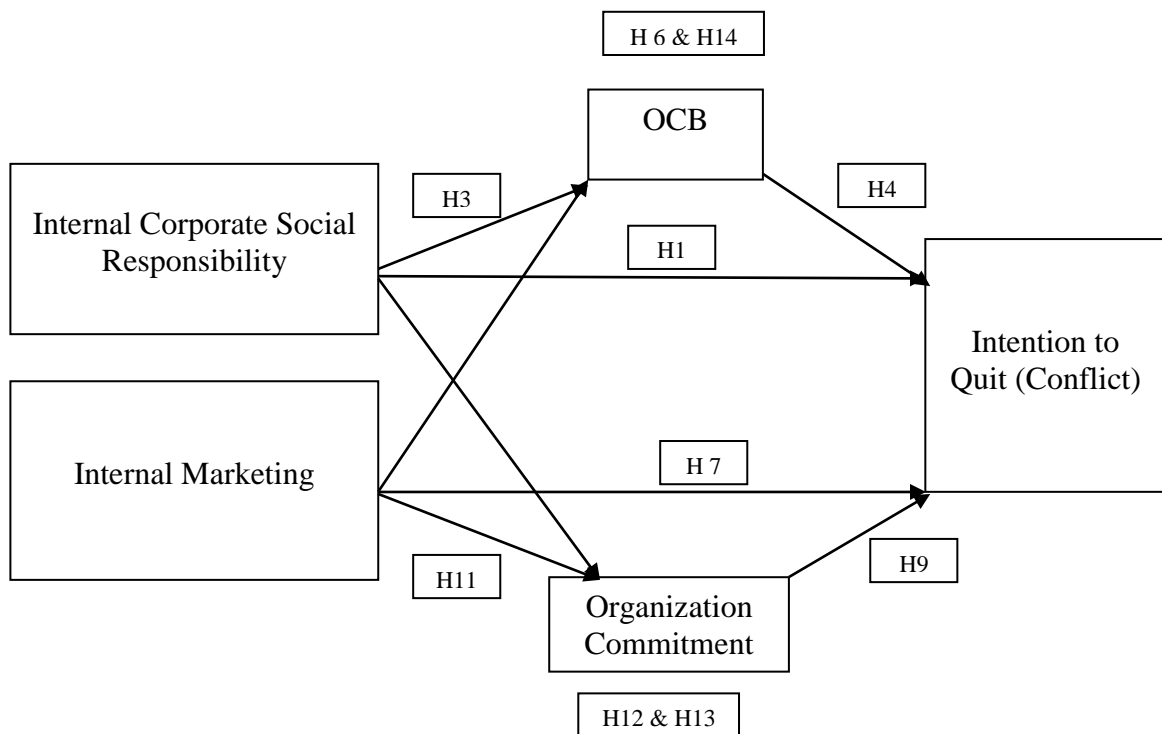


Figure 2.2: *Research Model*

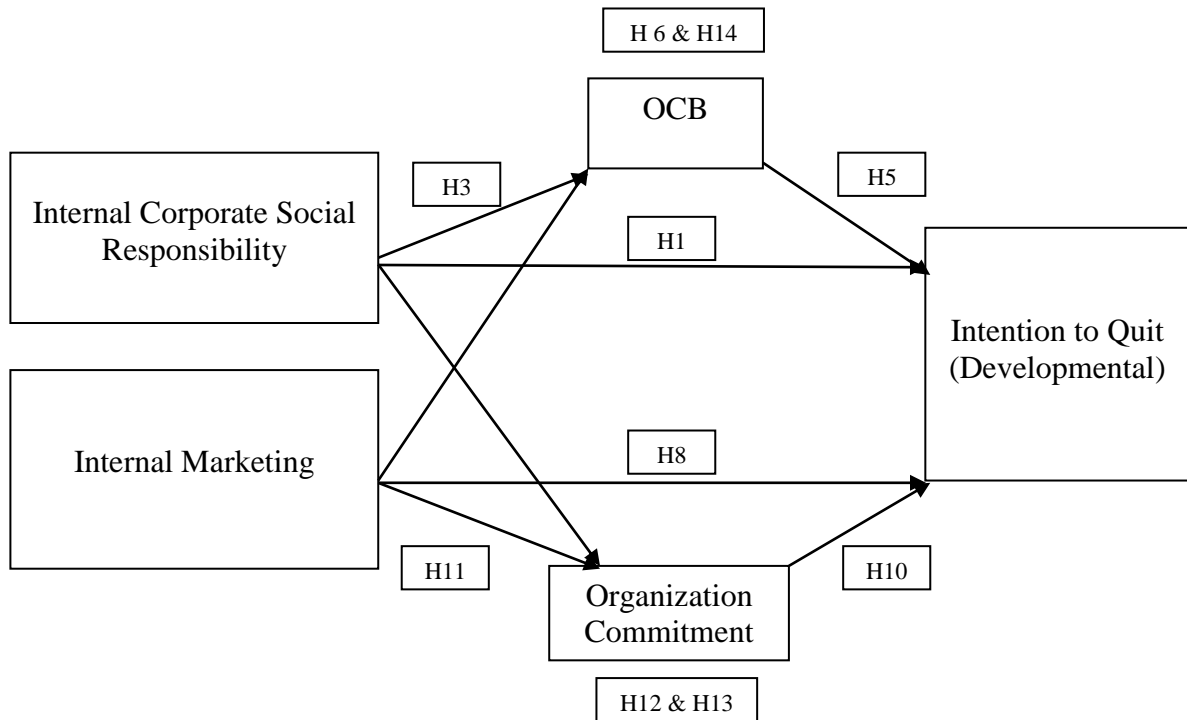


Figure 2.3: *Research Model*

Internal Corporate Social Responsibility is divided into three dimensions in this study, Internal Relations, Work Life Balance and Health & Safety. Internal Marketing is divided into three dimensions, Vision about development and excellence service, Internal Communication and Internal Market Research. Intention to Quit divided into two dimensions, Intention to Quit (Conflict) and Intention to Quit (Developmental).

## 2.6 Chapter Summary

All the variables along with constructs of the present study were discussed comprehensively in this chapter including ICSR, IM, OCB, OC and IQ. These variables & constructs were discussed with theoretical development and importance. Moreover, this chapter also emphasis hypotheses development, relationship of adopted variables of the study with proposed theoretical research model of the study. In the following chapter, details about research methodology, research design and measuring tools used for the current study.

# CHAPTER - 3

## RESEARCH METHODOLOGY

### 3.1 Introduction

The nature of this research study is descriptive, which can be defined as to describe or explain anything, a situation or a phenomenon. This kind of research provides information on the current state. The study will be based on descriptive research designed and primary data collected through questionnaire survey from the employees (Middle and Lower level Managers) of banking sector. The purpose of this study is to find whether there is positive relation of ICSR and IM research with employee's intention to quit. This chapter discusses population, sampling technique, sample size, unit of analysis, dependent independent and mediating variables, data collection method, data collection procedure, data analysis software and statistical methods and data analysis techniques. The quantitative research design is emphasized on the numerical data collection from a random chosen sample. The objective of this study is to define if a relationship exists between ICSR, IM and intent to quit in the banking sector employees.

### 3.2 Research Design

According to Zikmund *et al.* (2012) several research studies combine not only qualitative but also quantitative research. The frequency of qualitative data from small to greatly substantial influence is built on qualitative results, for instance attitude and perception. According to Geyskens, Steenkamp, & Kumar, (2006) it among most appropriate techniques to assess the features for which quantitative value cannot be given, are called characteristics and used to make assessment of the facts. According to Creswell, & Creswell, (2017) the significance of quantitative data can be explained as a numeric or quantitative description of opinions, attitudes or trends of a population by researching on the portion of that population. The results extracted from sample size are generalized to make claims regarding the chosen population. This is why, mixed study method is used for this research study to produce rich data from questionnaire distribution to the target population, which are not only quantitative but also qualitative type. The scholar concerned to present the views of employees and managements attitudes to retain employees of the banking sector.

### 3.3 Research Paradigm and Research Philosophy

According to Guba and Lincoln (1994) research concept is the basic faithful structure or global understanding that helps in inquiries, which supports scholars to reproduce the primary

suppositions linking the basics of knowledge and the world. Research philosophy is an extensive term, though it features the upturn of information and the essence of the knowledge. According to Holden and Lynch (2004) research philosophy can be defined as a trust about the method in which data of a phenomenon must be collected, analyzed and inferred to generate meaningful reports. Two leading techniques of observing research philosophy are epistemology and ontology (Burrell & Morgan, 1979). Hence, research paradigm as well as research philosophy is considered as a guideline and approach towards strategy for the process of research methodology. Pollock and Cruz (1999) states that epistemology is a flow of viewpoint that considers understanding about research, while Goldman (1999) takes epistemology as the philosophy of knowledge. According to Bryman (2016) epistemology reflects adequate information, such as the type of knowledge, ideologies and approaches leading that information. It is important to describe the epistemological paradigm of a research since it signifies the theoretical foundation of knowledge that the specific study is looking for the research questions' response. According to Corbetta (2003) the two main epistemological suppositions in social sciences study are positivism and interpretivism. Positivism specifies the theoretical position in which the world is beyond a scholar and holds phenomena that permit observations (Corbetta, 2003). According to Blaikie & Priest (2019) the perception of a natural scientist is that the scholar improves philosophies in order to clarify a perceived social fact and thereon, creates law-like generalizations. According to Corbetta (2003) interpretivism is described as the interest of placing individual in their own social perspectives by meaning the relevant associations through individual interface and analysis. Ontology relate to the type of reality. The important fact is to observe whether the social objects can be interpreted as unbiased things that have realism external to social performers or whether this realism is constructed up from the observations and activities of social performers among them. The ontological theory contains two main viewpoints; i.e. realism & constructivism. Reality is accepted from the suitable utilization of techniques. Reality is manipulated and has an impact on behaviors. An individual's pre-existing thoughts and information can impact reality. The spectator practices, his or her feelings and knowledge to perceive, define, understand, appreciate and integrate this reality. Ultimately, this will let the viewer to perform accordingly. Critic analyst also considers a causal effectiveness characteristic to the realism of an object. According to Fleetwood (2005) an entity has an influence on behavior and it has ability of creating a difference. The scholar further argued that critic reality paradigm is an object that presents self-sufficiency of knowledge. In contrast to it, constructivists reflect theory as a creation of accomplishment rather than a validation of



fundamental realism (Mir & Watson, 2001). Mir and Watson (2001) concise the important differences among constructivism and realism in below features as present in Table 3.1:

Table 3.1: *Comparison of Realism and Constructivism*

<b>Comparison Criteria</b>	<b>Reality</b>	<b>Constructivism</b>
Perceived realism description	Limited, but unchallengeable	Socially constructed
Management Role	Information process	Key Post, initiator of circumstances
Strategy	Sensible, reply to possibilities	Ethical activities for organization interest
Organizational identity	Clear, single	Compound, split
Measurement principles	Repetition as planned towards accuracy.	Framework is considered as the vital to perception

Source: (Mir & Watson, 2001)

Following is the frameworks of epistemology and ontology assumptions. The scholar's research viewpoint for the current study is summarized in Table 3.2.

Table 3.2: *Summary of historical research studies*

<b>Study Philosophy</b>	<b>Purpose to Current Study</b>
<b><i>The Principles of Epistemology</i></b>	
The world is considered as exterior to the scholar and it involves the experiences that let explanations (Van de Ven, 2007).	The factors and effects of internal CSR and internal marketing applications are considered as apparent external realities.
Considering for consistencies and relevant relations among features of the phenomenon being researched (Krefting, 1991)	Current research activities recognize the relations about the precursors and significances of ICSR and internal marketing applications.
The procedure of creating logic on what is going on and must contain a search for association and important rules (Allen, 1984).	The present study is settled and built on current philosophies as the start-up point to examine the paradigms in banking sector perspective.
<b><i>The Principles of Ontology</i></b>	
Realism needs implicit of social facts (Danemark, 2002).	Inspecting internal CSR and internal marketing practices in banking sectors relative to the

	research of causal results relations and trying to give meaningful phenomenon as whole.
Philosophy has an effect on behaviors and reasons a differences (Fleetwood, 2005)	Studying the appropriate philosophies in management of stakeholders might give some implications on the employees as well as on the banking sector.
An entity exists autonomously from given information (Bhaskar, 1978; Patomaki & Wight, 2000).	ICSR and IM approaches are claimed to signify a probable basic planned human resource application in performance of organizational objectives and sustainability, yet it has to be hypothesized in the researches of organizational behavior.

Source: Developed by the scholar

Current study is established about the values of positivism shown in Table 3.2. It is concerned with the social veracity built on the reason a scholar believes the nature, though ontology is also a social veracity type. The present study covers ICSR and internal practices to offer an outside fact, which exists in a common area. This social area comprised of diverse offers, laws and realities. This reality holds business coordination, employees' attitude as well as behavior in the background of Pakistani banking sector. The lists of realities are perceived as the operational and concerns of the key occurrence under study: ICSR and IM practices. This study is undertaken to realize the relations between the forerunners and results of ICSR and IM applications.

### 3.4 Population

A population is a whole cluster or composition of people or a gathering of items under concerned for a study purpose (Zikmund, 2003). According to Cooper and Schindler (2008) a population is also observed as the entire collection of mechanism about which the scholars need to make specific conclusions.

This study target population is the employees of banking sector. Employees were selected on the basis of accessibility and availability of data.

- i. Middle Level Management employees of banking and sectors.
- ii. Lower Level Management employees of banking sectors.

### **3.5 Unit of Analysis**

According to Bailey and Pearson (1983) unit of analysis is considered as the primary object that is examined and from which, primary data are gathered. According to Yin (2017) a comprehensive guideline is utilized to decide the unit of analysis using imitation on the definition or identification of research questions. The current study questions present clearly situations to understand employees' perception on business orientation with the ICSR and IM implementation on the behavior and attitude of employee. Due to this, the unit of analysis in current study is at personal level and precisely, the employee of bank.

Unit of analysis is the single member of the population which takes participation in a study. Thus, the unit of analysis of this study is the middle and lower level individual employees of banking sector. Top level/ executive level managers are excluded from this study as the study is going to collect data regarding interpersonal trust in managers/boss.

### **3.6 Sampling Technique**

In the studies of social science, it is implausible and unrealistic to consider each and every single unit. Sampling is supported by choosing specific features in a population to facilitate scholar in tempting assumptions about the complete population. Sampling offers an understanding of acquired knowledge regarding population without the requirement to inspect the entire population. The convincing motivations for sampling are lower cost, precision of outcomes, and quick data collection from the targeted population (Cooper & Schindler, 2008). Generally, the sampling techniques cover probability sampling and non-probability sampling. According to Cochran (2007) probability sampling is the kind of sampling technique in which all of the population units have a known probability to become a part of the sample. In contrast to it, non-probability sampling is the technique in which the probability to become a part of the sample is unknown (Cochran, 2007).

Sampling helps in the estimation of population parameters with distinguishable elements in the subgroups of the population, which may have varied parameters for the researcher. Among various sampling techniques, this study used stratified random sampling technique. In this probability sampling technique, the population is split among mutually exclusive groups as name shows, which are not only relevant, but also meaningful for attaining results of the study. It involves a segregation or stratification process, which is followed by randomly selecting subjects from each stratum (Sekaran, 1983). The target population of under considered study is the employees of banking sector. The study is based on descriptive research design from the

employees of banking sector at Islamabad and Rawalpindi. These employees are divided into groups of middle level management and lower level management employees of banking sector. Then, individual employees from each group were selected randomly. Each bank branch was asked to provide a list of the middle and lower managerial level employees and then random selection was made from the complete lists. The two groups were treated separately as two strata.

### **3.7 Sample Size**

According to Green (1991) the formula to ascertain sample size is  $50+8m$  ( $N \geq 50 + 8m$ ), where  $m$  shows the variables of study. The present study has 8 variables including independent, mediating and dependent therefore, a sample size of 114 or more is acceptable. According to Roscoe (1975) appropriate sample sizes ranges among 30 to 500. On the other hand, Chisnall (1986) argued that normally sample size is based on the main features of the population along with the information type essential for the research and the budget involved for meeting the cost of research. According to Hair, Black, Babin, Anderson and Tatham (2009) the usual thumb of rule for minimal sample size is considering five times observations of the number of variables being analyzed. The scholar further argued that the suitable sample size must have a ratio of 10 to 1. However, Wahid, Rahbar & Shyan (2011) also explained that sample size between thirty and five hundred at a five percent confidence level is usually appropriate for the studies of social science. According to Hair, *et al.* (2009) 350 sample size with a p-value of .05 must be taken significant for exploration of results. Therefore, this study comprise of 387 sample size for the employees of middle and lower level managers of Banks at Islamabad & Rawalpindi.

### **3.8 Data Collection Method**

This study is based on empirical and quantitative method to access the turnover intention with impact of ICSR with mediating effect of OCB and IM with mediating effect of OC. For the said purpose, primary data was collected through questionnaire survey from the bank employees. Bjarnason (1995) indicated that self-managed surveys can confirm whole secrecy and it is difficult to find survey back to specific respondent. Indeed, secrecy is assured in the scholar's moral right of honesty, while secrecy is a useful characteristic of the scholar design. The secrecy of questionnaire is primarily essential in current study to confirm candidate replies. The survey questionnaire was distributed to private banking sector employees situated in the Islamabad and Rawalpindi. There on, following probability sampling specifically, stratified random sampling technique, the scholar chooses units to be sampled according to the scholar's knowledge as well

as professional judgment. Afterwards, the assortment of banks was made by scholar after visiting the banks.

### **3.9 Data Collection Procedure**

The study is based on descriptive research designed and the primary data was collected through questionnaire survey from the employees of Banking Sector. For the said purpose, printed questionnaires were distributed to target population.

### **3.10 Data Collection Instrument**

Questionnaire is the best survey device engaged to gather primary data for current study. Afterwards, it is utilized to exam the hypothesized relations. Cooper and Schindler (2011) argued that questionnaire is the best usual method for collection of data in the business research. It is the mechanism of assessment that is quite similar to an interview type (Malhotra, Agarwal, & Peterson,1996). Hence, a questionnaire has a very sensitively organized set of queries to take data from respondents. A questionnaire set having traits of well organization can authorize data comparability, enhance precision of keeping data and very easy to interpret in data processing. For averting and decreasing error, the questionnaire utilized in present study monitors the method proposed by Churchill (1999) as presented in Figure 2, however it is not bound to the suggested techniques. According to Figure 2, Step one includes an excessive amount of work done to review the related literature so as to have a sufficient and superior meaning of the previous studies, which are applicable to present study. After establishing certain research motives for present study, direction is used to recognize the important as well as necessary information. This phase confirms that all data collected via research instrument responses the complete research aims.

Step two comprises the conclusion of having unstructured or structured set of questions. Unstructured questions are named as open-ended questions (Oppenheim, 1996; Oppenheim, 2000). They are considered devoid of consideration; however, structured questions are also termed closed-ended questions. A closed-ended question offers choices as well as different answers to the respondents. Both types of questions have their certain benefits and drawbacks. Closed-ended questions are adapted in present study as they are more usually utilized for large survey because of its simplicity of employment (Churchill, 1999). Structured questions are normally chosen as they are faster for respondents to response and also handy for researcher to process the replies when respondents are participated at large scale.

Step three emphasizes at the substance of the questionnaires with regard to relevant constructs of all paradigms emphasized in the model. The entire questions are carefully adapted from past researches to confirm applicable replies are taken to reply the set research questions and study aims. Overall, there are ten variables adapted to assess the independent, mediating and dependent variables. Table 3 displays the summary of the variables assessed in this research:

Table 3.3: *Variables in present research*

Type of variable	Name of variable	No. of items	Authors (Year)
Dependent	Intention to Quit		
	Conflict	7	Lee, & Chao, (2013)
	Developmental	8	Lee, & Chao, (2013)
Independent	Internal CSR		
	Internal Relation	8	Thang, & Fassin (2016)
	Work life balance	6	Thang, & Fassin (2016)
	Health and Safety	8	Thang, & Fassin (2016)
Independent	Internal Marketing		
	Vision about development and excellence service	6	Yafang Tsai & Ta-Wei Tang (2008) and Yafang Tsai & Shih-Wang Wu (2011)
	Internal Communication	8	Huang, & Rundle-Thiele (2015) and Kim, Song, & Lee (2016)
	Internal Market Research	6	Huang, & Rundle-Thiele (2015)
Mediating	Organizational Citizenship Behavior	8	Özdemir & Ergun (2015) and Chen (2016)
Mediating	Organizational Commitment	7	Kim, Song, & Lee (2016)

Source: Developed for present research

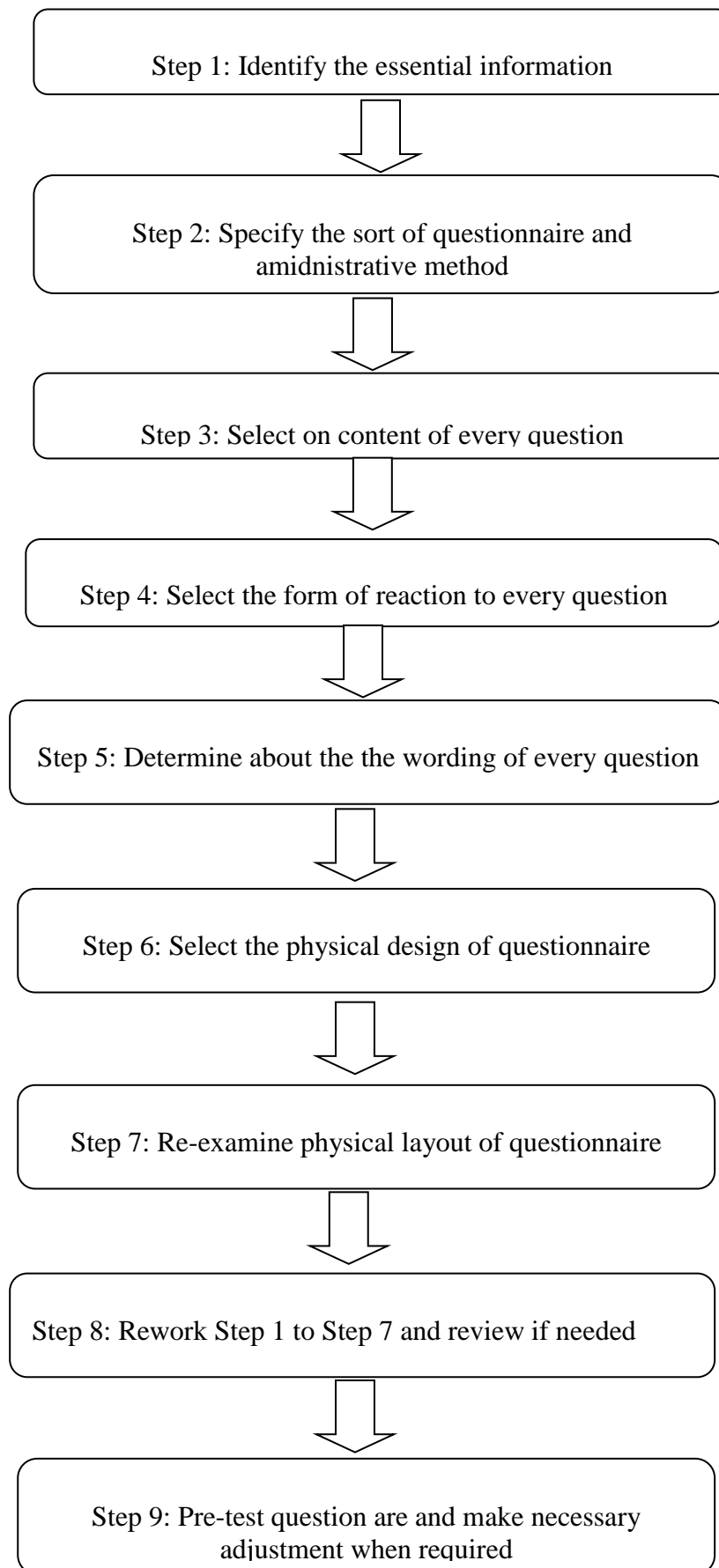


Figure 3.1: *Procedures for developing a questionnaire for current research*

Source: Churchill (1999)

Furthermore, the questionnaire comprise of various components among which the first one contains demographics information concerning both the respondent and the information of the job with which he/she is attached. This portion requested information about gender, managerial level, type of bank, category, age, qualification, job experience and organization name.

Step four requires developing questionnaire, which needs the scholar to make decision on the selection of belief on the concerns that may be better revealed in the questionnaire. Usually, Likert's scale is utilized to describe respondents' point of view on information essential in the present study. Matell & Jacoby (1972) argued that ratio of Likert's scale utilized was not dependent on the points of scale, however mean time of pilot testing enlarged and utilization of the undefined category reduced as the amount of rating phases go ahead. According to Riker (1944) few respondents who give neutral marks on respondents do not certainly think themselves neutral in the direction of the attitude purpose. According to Riker (1944) such respondents replied in this technique might be because of the abrasiveness of the mechanism engaged. Correspondingly, a 5 point Likert's scale is modified in the current study. Moreover, in determining attitude, respondents answer to an item in a manner that exposes the strong point or relevance of the item in link to respondent position in respect to the underlying characteristic that is being assessed. According to Torgerson (1958) therefore, an even choice is in favor to an irregular option. Hence, five-point scale is selected for current study for respondents' response correspondingly 1 means "Strongly disagree", 2 means "Disagree", 3 means "Neutral", 4 means "Agree" and 5 means "Strongly agree".

Step five emphasized the significance of defining description written in each question. The procedure from preceding researches (Oppenheim, 2000; Churchill, 1999; Malhotra, 1996) was to employee clear and simple words, avoid double-barreled questions, elude abbreviations, fuzzy as well as technical terms, avoid using leading questions, encumbered words and overlay types. Pilot test was conducted in present study as it supported to indicate respondents' perception and their understanding of expressions. The design of the instrument can have certain effects on the correctness of the feedback from respondents (Mayer & Piper, 1982). Accompanied with the questionnaire survey was a cover letter explaining the subject under consideration of the research. Instructions about filling of questionnaire were very precise and clearly specified to confirm that respondents identify the phases in reading and replying the questionnaire.



The aim of phase six and seven was to confirm the reading ability of the questionnaire as well as to raise response rates since a questionnaire design can describe a respondent's inspiration to feedback and it must be comprehensible to the reader. Notwithstanding all the key phases covered till Step seven, eight and nine were likewise vital in the questionnaire layout. The questionnaire was, later on, reviewed after a complete re-assessment of step one to step seven. Pre-testing was performed in step nine. Pre-testing is an essential phase of questionnaire development. According to Churchill (1999) data gathering must be initiated after adequate pre-testing of the instrument is completed. The logic is that preliminary testing originates the procedure of studying and reviewing questions. Its purpose is to determine whether respondents understand questions in an unchanging way as deliberated by the scholar, and to evaluate the suitability of each involved question.

### **3.11 Pilot Study**

According to Low and Ong (2015) that the purpose to perform a pilot study is to execute a short, but concise exploratory analysis to have a test on measurement instruments, specific measures or even procedures of analysis. Leedy and Ormrod (2005) argued that pilot study is acclaimed to decide the practicality of a research. Pilot testing normally contains testing a questionnaire on a limited sample survey of respondents properly (Malhotra, 2004; Zikmund, 2003). According to Sekaran (1983) the purpose of pilot testing is to recognize any issue with the instrument of data collection. This testing also approves comparison of substitute styles of a survey (Zikmund, 2003). Moreover, pilot testing is directed to measure the effectiveness of questionnaires as well as to confirm that the importance of all questions is communicated to all of the respondents to facilitate each and every variable consistent considered (Newman, 2003; Zikmund, 2003). This study was applied in current research having the aim to do an extensive exploratory examination on banking sector employees' point of view and their attitude and behavior on the conductance of ICSR and IM practices over intention to quit. Pilot testing of research instrument, as mentioned in Figure 3 step nine, was conducted. The early measurement model was employed to carry out the pilot study on 53 respondents from the different private banks situated at Islamabad and Rawalpindi. The earlier respondents for pilot study were informed face-to-face independently on the objective of the present research and the pilot study. They were respectfully requested to finish the questionnaire survey. After the pilot study on 53 respondents, the scholar used SPSS software to assess the reliability as well as validity of the construct measures. According to Kimberlin and Winetrstein (2008) reliability and validity of the processes are the important signs of the better quality of a research mechanism. This is carried

out at pilot testing stage of the study and the outcomes were observed in the acceptable range or against it. The questions are discarded from the final study, which were outside the adequate range. But the final data was once more tested and the statistical measures of reliability and validity are stated in the next chapter.

### **Independent Variables**

In this study, ICSR and IM are used as independent variables. The details of the questionnaire of the construct of ICSR & IM are as follows:

#### **ICSR**

In this study, in order to measure the construct of Internal Relation, 8 items scale was used and reported its reliability coefficient alpha value as 0.87, Work Life Balance (6 items) 0.78 and Health & Safety (8 items) as 0.89. According to George and Mallery (2003) Cronbach's alpha acceptable range rule of thumb states that less than .5 values are not acceptable at all. However, the values which range .5 to .9 are considered acceptable categorized as weak to excellent reliability (George & Mallery, 2003).

#### **Internal Marketing**

In this study, in order to measure the construct of Vision about development and Excellence Service, 6 items scale was used and reported its reliability coefficient alpha value as 0.91, Internal Communication (8 items) result reported as 0.91 and Internal Marketing Research (6 items) reported as 0.91. According to George and Mallery (2003) Cronbach's alpha acceptable range rule of thumb states that less than .5 values are not acceptable at all. However, the values which range .5 to .9 are considered acceptable categorized as weak to excellent reliability (George & Mallery, 2003).

### **Mediating Variables**

In this study, OCB and OC are used as mediating variables. The details of the questionnaire of the construct of ICSR & IM are given below:

#### **OCB**

In this study, in order to measure the construct of mediating variable OCB, 8 items scale was used and reported its reliability coefficient alpha value as 0.90. According to George and Mallery (2003) Cronbach's alpha acceptable range rule of thumb states that less than .5 values are not acceptable at all. However, the values which range .5 to .9 are considered acceptable categorized as weak to excellent reliability (George & Mallery, 2003).

#### **OC**

In this study, in order to measure the construct of mediating variable OC, 7 items scale was used and reported its reliability coefficient alpha value as 0.93. According to George and

Mallery (2003) Cronbach's alpha acceptable range rule of thumb states that less than .5 values are not acceptable at all. However, the values which range .5 to .9 are considered acceptable categorized as weak to excellent reliability (George & Mallery, 2003).

### **Dependent Variables**

In this study, IQC and IQD are used as dependent variables. The details of the questionnaire of the construct of ICSR & IM are given below:

#### **IQC**

In this study, in order to measure the construct of dependent variable IQC, 7 items scale was used and reported its reliability coefficient alpha value as 0.88. According to George and Mallery (2003) Cronbach's alpha acceptable range rule of thumb states that less than .5 values are not acceptable at all. However, the values which range .5 to .9 are considered acceptable categorized as weak to excellent reliability (George & Mallery, 2003).

#### **IQD**

In this study, in order to measure the construct of dependent variable IQD, 8 items scale was used and reported its reliability coefficient alpha value as 0.86. According to George and Mallery (2003) Cronbach's alpha acceptable range rule of thumb states that less than .5 values are not acceptable at all. However, the values which range .5 to .9 are considered acceptable categorized as weak to excellent reliability (George & Mallery, 2003).

### **3.12 Variables**

Mostly, social sciences studies include exploring and evaluating certain features of behavior, which may have several implications and are not clear. This involves the scholar to describe the perceptions and paradigms in a way that are accurate, assessable and concrete with directed research viewpoint and through complete literatures review. According to Frankfort-Nachmias, & Nachmias (2007) operational definition of concepts is mean to find the rules and techniques used by study to assess the important variables of the current study to deliver strong meaning of the under considered terms. In simple words, an operational definition refers to the variable meaning by identifying what is to be determined and what is the mechanism adopted in this study for this determination. According to Cooper and Schindler (2008) misperception regarding the meaning of thoughts can negatively affect the worth of research process, if it is not finished correctly. Babbie and Mouton (2001) argued that questionnaires denote a usual and impressive sketch of the operationalization procedure and the questions play the role of variables' operationalization. In current study, the variables' operationalization in suggested research model (see Figure 1) and hypotheses variables are extracted from earlier literatures as described in Chapter 2. Present study utilized items from present measures that have showed to

be consistent and valid in preceding studies. However, few items are adapted and modified as per the perspective on the basis of rational confirmation. According to Murray, Farrington, & Eisner (2009) point of view, new scale design is suitable when studying on the variables, which don't have previous history researches. The brief of measurement items employed for all variables are revealed in Appendix A. The variables are divided into three subheadings as following:

(1) Dependent variable(s) (2) Independent variables (3) Mediator Variables

### **3.12.1 Dependent Variable**

Employee intention to quit the job is taken as the dependent variable in this study. According to Voigt and Hirst (2015) "is defined as the cognitive process of thinking, planning, & desiring to leave a job". The intention to quit is further sub-divided into conflictual and developmental intention. This study will analyze both of them, separately. This dependent variable is measured through five point Likert's scale developed by Kim, & Min Park (2014) and Lee, & Chao, (2013).

### **3.12.2 Independent Variables**

Following Independent Variables are considered for this study:-

- i. Internal Corporate Social Responsible:** "Corporate social responsible" is the first independent variable, its presence or absence effects on employees to stay in or quit the organization. According to Pappasolomou (2017) "it involves employee oriented social responsibility practices in the area of safety, health and well-being, training and participation in the business, equality of opportunities and work-family relationship." This variable is measured through five point Likert's scale developed by Thang, & Fassin (2016).

**Internal Marketing:** Internal marketing is the second independent variable; it is significant for the realization of organization's objectives and strategic coordination confirmation along with concerned employees' motivation. According to George (2015) "is the promotion of a company's objectives, products and services to employees within the organization." This independent variable is measured through five point Likert's scale developed by Yafang Tsai & Ta-Wei Tang (2008), Yafang Tsai & Shih-Wang Wu (2011), Huang, & Rundle-Thiele (2015) and Kim, Song, & Lee (2016)

### 3.12.3 Mediator Variables

**Organizational Citizenship Behavior:** Organizational citizenship behavior plays a mediator role between ICSR, internal marketing and intentions to quit. It is essential to the success of any business. Employees' satisfaction with their career is a major priority for every employer. According to Cesário and Magalhães (2016) "OCB is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks". This mediating variable is measured through five point Likert's scale developed by Özdemir & Ergun (2015) and Chen (2016)

Internal CSR and Internal Marketing applications help to retain valuable employees in the organization and increase employee organizational citizenship behavior. With the help of these it can increase employee motivation, improve internal relation with colleagues and management which ultimately increase individual performance. This further leads to increase organizational commitment, organizational citizenship behavior and decrease the intention to leave. Internal CSR and Internal Marketing applications also improve employee service quality, increase internal communications, increase sense of organizational citizenship behavior and decrease employee turnover intention from the current job. Osman & Noordin (2015) studied impact of organizational justice, organizational trust and team work on talent retention with mediating effect of OCB. Asif, Nisar, Faisal, & Khalid (2017) study about CSR as an independent variable and OCB as dependent variable, in another study Sarfraz, Qun, Abdullah, & Alvi, (2018) utilized CSR as independent variable and OCB as dependent variable. Paillé, (2013) studied regarding Organizational citizenship behavior and employee retention. Revilla-Camacho, Vega-Vázquez, & Cossío-Silva (2015) studied about customer participation and citizenship behavior effects on turnover intention. Abzari, & Ghujali, (2011) studied about impact of internal marketing on OCB and observed that internal marketing has positive effect on employee OCB which further leads to improve organization performance. Alshurideh, Alhadid, & Barween (2015) also studied the effect of internal marketing on organizational citizenship behavior and observed that internal marketing increases employees' motivation and positive impact on OCB. Based on the findings of these historical studies we develop our model of the current study keeping internal CSR as the independent variable while employee intention to quit as the dependent variable while OCB as the mediator.

- ii. **Organizational Commitment:** Organizational commitment is a mediator variable between ICSR, internal marketing and intention to quit. According to Rhoades (2014) organizational commitment "is an individual's psychological attachment to

the organization”. This mediating variable is measured through five point Likert’s scale developed by Kim, Song & Lee (2016).

### **3.13 Data Analysis Software and Statistical Methods**

- i. SPSS, AMOS and MS Excel were used for data analysis.
- ii. Statistical applications like mean Descriptive, Correlation ANOVA, and Regression with mediating effect were also used.
- iii. AMOS software was used for path analysis.

### **3.14 Data analysis techniques**

In order to target the specified objective of this research study, a quantitative methodology was followed along with questionnaire to be utilized as the assessing instrument on the five-point Likert’s scale. These five points were Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

Statistical Package for Social Sciences (SPSS) was used for data analysis. Statistical techniques, for instance, frequency distribution, average, mean, mode, variances factor analysis, regression and mediating analysis were used to analyze the data.

The survey mode used for this study was printed questionnaire distributed to the target population. This method was appropriate for the target population because they can take feedback of the questionnaire as per their convenience or after getting free time from the official work. The survey instrument measured the attitude, knowledge and perception of the respondents. The instrument contained a total of 72 items (Appendix A). There are eight items regarding demographic information including:

1. Gender
2. Managerial Level
3. Type of Bank
4. Bank Category
5. Age
6. Qualification
7. Job Experience
8. Organization Name

To measure internal relations, Thang and Fassin’s (2017) internal relations questionnaire is used. There are 8 items included in this questionnaire and 5 point Likert’s scale is used to measure the items. To measure work life balance, Thang, and Fassin’s (2017) work life balance questionnaire is used. There are 6 items included in this questionnaire and 5 points Likert’s scale is used to measure the items. To measure health & safety, Thang, and Fassin’s (2017) health & safety questionnaire is used. There are 8 items included in this questionnaire and 5 points Likert’s scale is used to measure the items. To measure OCB, Özdemir and Ergun’s (2015) and

Chen's (2016) OCB questionnaires are used. There are 8 items included in this questionnaire and 5 points Likert's scale is used to measure the items. To measure vision about development and excellence service, Tsai & Tang's (2008) and Tsai & Shih-Wang Wu's (2011) vision about development and excellence service questionnaire is used. There are 6 items included in this questionnaire and 5 points Likert's scale is used to measure the items. To measure internal communication, Huang, and Rundle-Thiele (2014) and Kim, Song and Lee (2016) internal communication questionnaire is used. There are 8 items included in this questionnaire and 5 points Likert's scale is used to measure the items. To measure internal market research, Huang, and Rundle-Thiele's (2015) internal market research questionnaire is used. There are 6 items included in this questionnaire and 5 points Likert's scale is used to measure the items. To measure OC, Kim, Song and Lee (2016) OC questionnaire is used. There are 7 items included in this questionnaire and 5 points Likert's scale is used to measure the items. To measure intention to quit (conflict) Lee, and Chao's (2013) intention to quit (conflict) questionnaire is used. There are 7 items included in this questionnaire and 5 points Likert's scale is used to measure the items. To measure intention to quit (developmental), Lee, and Chao's (2013) intention to quit (developmental) questionnaire is used. There are 8 items included in this questionnaire and 5 points Likert's scale is used to measure the items.

### **3.15 Chapter Summary**

In conclusion, the current research followed descriptive research study with survey questionnaire approach. Moreover, primary data from survey questionnaire is quantified in this research study. This chapter explains the scholar's theoretical viewpoint of epistemology by assuming the principles of positivism. The basic ontological statement of this study is analytical realism. This descriptive study uses questionnaire as a measurable to gather data to be measures by way of stratified sampling technique due to complexity of banking sector data. The first phase is the collection of data through questionnaire survey by using the probability sampling technique of stratified random sampling. In the present study, questionnaire was deliberated on the basis of comprehensive literature review conducted in previous chapter with adaptation for suitability into banking sector setting. Positive response from pilot testing of the research instrument is integrated in the finalized questionnaire to be used in the entire research. The data collected through questionnaires are to be investigated with SPSS and AMOS built on the applicable justification set forth. The research results took from using the research methodology presented in current chapter are shown in Chapter 4 and Chapter 5 is the descriptive analysis and presumed analysis, respectively.

# CHAPTER - 4

## RESULTS AND DISCUSSIONS

### 4. 1. Introduction

The previous chapter gives a meticulous elucidation of the methodology utilized in this study, this chapter explains the findings and outcomes of the under considered study with appropriate description. In the first section; results of the questionnaires distributed, response rate and valid response rate are provided. The primary data collection method is tested for validity and reliable mechanisms. It, then, continues with data screening for the regression model by removing questionnaires with missing data and outliers. Further, it checks the normality and multi-collinearity in the data which are the basic requirements for multiple regression analysis. Descriptive and inferential statistics are applied and findings are presented in the form of tables with detailed explanation. The descriptive statistics of the key constructs is described with mean, median, standard deviation, Kurtosis and Skewness. In the last section, the results of the multiple linear regression and mediation results are provided and interpretations are provided. The statistical significance of the findings and the acceptance and rejection of the hypotheses are also discussed in this chapter. The next chapter will shed light on discussion and analysis of the findings and outcomes of this chapter.

### 4.2 Response Rate

In the studies of social science, quantitative method to get information through questionnaire is a very usual technique. Survey questionnaires can convey understandings into personal attitudes and perceptions along with organizational strategies and practices. Furthermore, the strong point of questionnaire is placed in measuring organizational matters, perceiving tendencies and assessing development (Kraut, 1996). Thus, questionnaire is utilized broadly in organizational research. According to Rogelberg and Stanton (2007) a cent per cent response rate is not usually gained as it is hooked on the promptness of individuals to react on these questions. The current study utilizes a survey instrument in terms of questionnaire for primary data collection from the employees of banking sector. The statements questionnaire are amended from earlier research papers of the literature studies, from the assistance and support of subject experts and from the future research study recommendations of the scholars in the field of HRM. The process of questionnaire development is elaborated in previous chapter with sufficient details. In this chapter, the reliability as well as validity tests of the questionnaire are



discussed. Kimberlin and Winetrstein (2008) argued that the simple indication of the appreciation of a study tool is a questionnaire surveyed, which can make sure the consistency as well as rationality of the research analysis it yields. However, Warwick and Linninger (1975) presented the two major objectives of a questionnaire.

1. To gather information, by means of the research questionnaire, that is interrelated with the goals or objectives of the existing research.
2. To get this information through the questionnaire with utmost validity and reliability.

Table 1 is drafted to describe the response rate on the basis of stratified random sampling method executed on the banking sector.

Table 4.1: *Bank-wise Break Down of the Sample Size*

Bank Name	Distributed (no. of respondent)	Completed & Return	Return %age	Useable	Useable %age
Bank Al Habib	71	53	74.65	53	74.65
MCB	60	40	66.67	35	58.33
Askari Bank	52	44	84.62	37	71.15
HBL	58	50	86.21	38	65.52
Meezan Bank	49	30	61.22	21	42.86
Silk Bank	35	20	57.14	15	42.86
Bank Alfalah	53	36	67.92	22	41.51
ABL	40	37	92.50	34	85.00
Bank Islami	40	29	72.50	24	60.00
SCB	65	62	95.38	50	76.92
JSB	21	14	66.67	9	42.86
Dubai Islamic Bank	11	10	90.91	6	54.55
UBL	39	35	89.74	32	82.05
Soneri Bank	15	14	93.33	11	73.33
Total	609	474	77.83	387	63.55

Source: Developed for the current research

Built on likely 77.83% response rate, 609 questionnaires copies were distributed by hand, through posted and e-mail to the targeted respondents. There were 71 copies sent to Bank Al-

Habib and they returned back 53 (74.65%). Out of these 53 (74.65%) copies, all of were useable for analysis of data. 60 copies were sent to Muslim Commercial Bank (MCB) and they returned back 40 (66.67%). Out of these, 35 (58.33%) were useable for analysis of data. 52 copies were sent to Askari Bank Limited (AKBL) and they returned back 44 (84.62%). Out of these, 37 (71.15%) were useable for analysis of data. 58 copies sent to Habib Bank Limited (HBL) and they returned back 50 (86.21%). Out of these, 38 (65.52%) are useable for analysis of data. 49 copies sent to Meezan Bank and they returned back 30 (61.22%). Out of these, 21 (42.86%) were useable for analysis of data. Lowest useable questionnaire rate has been observed by Meezan Bank. 35 copies were sent to Silk Bank and they returned back 20 (57.14%). Out of these, 15 (42.86%) were useable for analysis of data. 53 copies were sent to Bank Alfalah and they returned back 36 (67.92%). Out of these, 22 (41.51%) were useable for analysis of data. 40 copies were sent to Allied Bank Limited (ABL) and they returned back 37 (92.50%). Out of these, 34 (85%) are useable for analysis of data. 40 copies were sent to Bank Islami and they returned back 29 (72.50%). Out of these, 24 (60%) were useable for analysis of data. 65 copies were sent to Standard Chartered Bank (SCB) and they returned back 62 (95.38%). Out of these, 50 (76.92%) were useable for analysis of data. 21 copies were sent to J.S Bank (JSB) and they returned back 14 (66.67%). Out of these, 9 (42.86%) were useable for analysis of data. 11 copies were sent to Dubai Islamic Bank (D.I.B) and they returned back 10 (90.91%). Out of these, 6 (54.55%) were useable for analysis of data. 39 copies were sent to United Bank Limited (UBL) and they returned back 35 (89.74%). Out of these, 32 (82.05%) are useable for analysis of data. 15 copies sent to Soneri Bank and they returned back 14 (93.33%). Out of these, 11 (73.33%) were useable for analysis of data.

Table 4.2: *Overall Break Down of the Sample Size*

Particulars	Questionnaire Composition	
	No. of Questionnaires	Percentage
Total Questionnaires	609	100%
Distributed		
Questionnaires Received Back	474	77.83%
Questionnaires Incomplete	3	0.49%
Questionnaire Discarded Due to Outliers	84	13.79%
Total Correct Questionnaires	387	63.54%

Source: Developed for the current study

Total 609 questionnaires were distributed to the different banks. 474 (77.83%) questionnaires were received back from bank employees. It has been found that 3 (0.49%) questionnaires were incomplete. 84 (13.79%) questionnaires were discarded during analysis of data due to traits of being outliers.

### **4.3 Nonresponse Bias**

Pont (2007) described nonresponse bias as the bias, which takes place when some of the respondents in the situation used for the survey cannot be turned down or found to the scholar request. Simply, this biasness ripens at a time when all employees do not become part of sample or they are not capable to become a part of the survey. This is why nonresponse mistakes take place when employees joined in the sample botched to give operating responses and are unlike from those respondents who make participation with the features of concern to the specific study (Lindner, Murphy, & Briers, 2001). In addition to it, Groves and Peytcheva (2008) conducted a broad meta-analysis of 51 nonresponse bias methodological researches and set out there is no correlation of nonresponse bias and response rate, but as an alternative considerable variation of bias estimations through surveys with associated nonresponse rates. These aftermaths bring about the question that either alone feedback rate is suitable to assist data as worth sign. However, according to Wagner (2008) nonresponse bias is the consequence of the nonresponse rate level and variation between nonresponse and response. Wagner (2008) argued that abundant nonresponse rate, at minimum, explains the utmost nonresponse bias. In contrast, Couper (2000) argued that high rate of response is assumed as one among best techniques for circumventing false evaluations because of nonresponse biases. Furthermore, there is absence of firm correlation of nonresponse bias and response rate as highlighted by Groves (2006). According to Fuchs, Bossert and Stukowski (2013) research, response rates are quite obvious as an imperative data is valuable sign for questionnaire surveys. The prevailing study has completed a better rate of response for more than seventy per cent, which is greater than that as explained by Groves (2006). According to Churchill and Iacobucci (2006) three usual techniques are present to study nonresponse bias: responsively to upturn the preliminary rate of response, to ease the effects of repudiation by means of follow-up and also to conclude the gathered data.

The research may involve in specified processes of handling the nonresponse bias problem. However, Dillman (2011) suggested to develop the major rate of response by augmenting self-administrated questionnaire' attractiveness with spurs as sign of gratitude to respondents. In addition, Diamantopoulos and Sigauw (2006) recommended on the selection of interacting non-respondents and exploring the reason of their lack of contribution. According to

Bhattacharya, Rao and Glynn (1995); an option is to remain in contact with the non-respondents with an effort together some important concepts or data from them to compare it with respondents. Furthermore, potential dissimilarities are also evaluated among respondents and non-respondents to compare and contrast essential features like some demographic data regarding age, qualification, respondents' gender with population targeted from sample taken (Bhattacharya, *et al*, 1995) or from the total sample of respondents (Elsbach & Bhattacharya, 2001).

In this study, the earlier proposed suggestions for handling nonresponse bias were not acknowledged due to 4 major reasons. First of all, the rate of feedback used in current research is over 70 per cent, which is assumed as high rate of response by Groves (2006). Secondly, there is no fundament association of nonresponse bias and response rate. Thirdly, because of privacy assurance to all respondents, there was no method to find the non-respondents. Finally, data from every bank were gathered at one point of time by either e-mail or in person; therefore, the respondents can't be identified as late or initial respondents. Therefore in this study, the test suggested by Armstrong and Overton (1977) for nonresponse bias was not applicable. Hence, no data or further information was made from the non-respondents for performing any correlation techniques (Foreman & Whetten, 2002). After addressing nonresponse bias, this chapter sheds light on data preparation as well as data verification.

#### **4.4 Data Preparation**

According to Hair (2007) once data is gathered, it is inspected before preceding any statistical analysis on it. This preliminary examination of data is aimed to find out the probable contravention on the assumptions related to multivariate approaches (Hair, 2007). In addition to it, this examination helps the researchers to come up a meaningful data set so that realistic results can be obtained. Preparation of data includes coding and entering data into the database for the commencement of data analysis.

#### **4.5 Data Verification**

This portion of the chapter describes the analysis carried out to assess the gathered data. This phase is essential to make certain that the data employed is useable and sufficient in statistical examination. However, verification of data is processed before proceeding further. According to Tabachnick and Fidell (2007) the subsequent descriptive analysis confirms that there is no missing value in the data set; there are no outliers and the data is normal so as to test common process variance. With the help of IBM SPSS Statistics 20 software package, the analyses are

executed. Islam (2014) indicates about SEM assumptions that “similar to other statistical techniques, SEM also have some assumptions such as sample size, missing values in collected data, data normality, multivariate outliers, theoretical grounds for relationship among variables and model specifications.”

#### **4.6 Missing Data**

In studies carried out on the social sciences, missing of data is usually an issue which takes place when the respondents mistakenly or intentionally miss responding either one or several questions while filling the questionnaire. In the present study, missing of data is not a serious concern since three different techniques were used to collect data which can facilitate the decline of insufficient feedbacks. The questionnaires delivered in hand to the respondents, the questionnaires were checked in person at the time of collection that there is no missing information presented in the questionnaire.

#### **4.7 Outliers**

Outlier is the extreme value of data obtained as a reply towards a specific question or an maximum response all the questions. The examination of data also includes checking extreme responses along with missing data. This research study observed patterns of response to check the presence of outliers. For making settlement of outliers, it is necessary to ascertain them. Software package namely IBM SPSS Statistics 20 version was used to identify and settle outliers. The current study identified 84 responses as outliers and these responses were eliminated from the set of data as their weightage was only 13.79% of the overall questionnaires gathered.

#### **4.8 Data Normality**

According to Hair, Black, Babin and Anderson (2010) the one among imperative assumptions of multivariate analysis is normality of data. Normality shows data distribution of a variable, which deals with normal distribution i.e. standard for statistical analysis. However, AMOS software for statistical analysis deals with nonparametric statistical analysis, which does not require normality of data distribution. Hair *et al.* (2014) argued that it is substantial to check that the primary data is near to spreading as enormously non-normal primary data is substantially difficult in the valuation of parameters' implication. The normality test of primary data was performed for this study by utilizing three statistical analyses: Shapiro-Wilk test, Skewness and Kurtosis. The Shapiro-Wilk test outcomes show that total variables of this study have p-value

less than .05 (i.e. .00) which shows results are significant and data are normal. According to Hair *et al.* (2014) Shapiro-Wilk test specifies if the null hypothesis of normal distribution is rejected, then data is not considered normal. The second test applied to check normality of data was Skewness test. Skewness tests the symmetrical distribution of variables and a common parameter of normality in Skewness test is the number having value less than -1 or more than +1, then variable is considered to be distributed substantially skewed. The results of Skewness test for the present study variables falls within the range of -1 and +1. Lastly, Kurtosis is used to assess the height of distribution i.e. an insignificant distribution with maximum responses at the center. The usual parameter to test kurtosis is that if the outcome is more than +1, then data distribution is too highest and if the outcome is less than +1, then data distribution is too flat. The results of Kurtosis test for the present study variables falls within the range of -1 and +1, which shows the data of this study to be normal. On the basis of above three normality tests, it can be said that current study data is distributed normally.

#### **4.9 Common Method Bias**

The primary data gathered and tested have a potential problem in behavioral study, specifically for common method bias. This variance or bias is specified to the assessment technique instead of the constructs to signify measurement. Self-report data build incorrect correlations in case respondents have a propensity to stipulate reliable feedback for survey questions that are not linked. In the present study, the data was also assessed for common method bias. One factor test of Harman is applied to make decision on the factors response for variables variance (Koh, Kim & Kim, 2003).

Furthermore Eichhorn (2014) argued that Harman's one factor test has the advantage of easiness. The procedure is prone to the all types of variables concerned. However, large models require a better possibility for numerous common procedure aspects to occur. Thus for the sake of identification, it was essential to limit factor loadings within constructs to be equivalent when assessing the research model. The outcomes revealed that no specific path coefficients conforming to relations among the indicators and the procedure factor was significant. Moreover, the whole design of important relations was not influenced by common method variance. It is affirmed that common method bias does not seem to be a critical issue for current research.

#### **4.10 Descriptive Statistics of Respondents**

The questionnaire survey for current study was collected of private banking sector employees located in the Islamabad & Rawalpindi. Table 4.3 displays the respondents' summary

rendering to their gender. This table represents that majority of the respondents are male, (70.3%) and there is (29.7%) are female. Male employees dominate in the banking sector.

Table 4.3: *Respondents' Profile according to Gender*

Gender	Frequency	Percentage
Male	272	70.3
Female	115	29.7
Total	387	100

Source: Developed for the current research

Table 4.4 represents the age group of respondents and their education. Mostly the respondents are among the age of 26 to 35 years old i.e., 48.57%. Among these young respondents, most of them are degree holders (48%), followed by intermediate qualification, .51%. The second largest age group is below 25 years, which represents 36.95% of the total respondents. Among this second largest age group, mostly are degree holders (36.13%), followed by intermediate qualification (.77%). The age group of 36 to 45 years have 10.07% respondent. Most of them are degree holders (10.06%) and a meager percentage is of intermediate qualification (.01%). The age group of 46 to 55 years has 3.87% respondents and most of them are degree holders (4.38%), while few of them are intermediate qualified (.25%) and PhD holders (.25%). Above 55 years is the smallest age group in the data set (.50%) that contributed in current research, among half of them (.25%) are degree holders and other half (.25%) are PhD holders.

Table 4.4: *Respondents' age group and their educational qualification*

Age Group	Total	Percentage %	Education	Total	Percentage %
Below 25	143	36.95	Intermediate	3	.77
			Bachelor	85	21.93
			Master	54	13.95
			MS/M.Phil	1	.25
			PhD	0	.00
26 to 35	188	48.57	Intermediate	2	.51
			Bachelor	79	20.41
			Master	100	25.83

			MS/M.Phil	7	1.80
			PhD	0	.00
36 to 45	39	10.07	Intermediate	0	.00
			Bachelor	9	2.32
			Master	23	5.94
			MS/M.Phil	7	1.80
			PhD	0	.00
46 to 55	15	3.87	Intermediate	1	.25
			Bachelor	5	1.29
			Master	4	1.03
			MS/M.Phil	4	1.03
			PhD	1	.25
Above 55	2	.51	Intermediate	0	.00
			Bachelor	1	.25
			Master	1	.25
			MS/M.Phil	0	.00
			PhD	0	.00
Total	387	100%		387	100%

Source: Developed for the current research

Table 4.5 reveals the respondents' current job status as per gender. It is found that most of the banking sector employees have middle level managerial position that takes organization necessary decisions. A total of 327 respondents (84.49%) are middle level managers of the banking sector in the current data set. There are 241 (62%) male respondents, while there are 86 (22.22%) female in the middle level managerial posts. At the post of lower level managers, there are 60 (15.50%) employees, among which 31 (8.01%) are male and female are 29 (7.49%).

Table 4.5: *Respondents' current job status according to genders*

Job Status	Gender	Total	Percentage %
Middle Level Managers	Male	241	62
	Female	86	22.22
Lower Level Managers	Male	31	8.01
	Female	29	7.49
Total		387	100

Source: Developed for the current research



Table 4.6 shows the respondents' current job status according to their age groups. It has been observed that in current study there are most of the respondents of questionnaire survey are middle level managers. A total of 327 respondents (84.49%) are middle level managers of the banking sector. 113 (29.19%) respondents are below 25 years age group, 164 (42.37%) respondents are in 26 to 35 years age group and they are largest respondents in current data set. Age group of 36-45 has 36 (9.30%) respondents, age group of 46-55 has 12 (3.10%) respondents and above 55 years age group, respondent are 2 (.51%). Total respondents of lower level managerial posts are 60 (15.50%) in the present study. Below 25 years, there are 30 (7.75%) respondents at lower level managerial posts. At age group of 26-35, there are 24 (6.20%), respondents at lower level managerial posts. At age group of 36-45, there are 3 (.77%), respondents at lower level managerial posts. At age group of 46-55, there are 3 (.77%) and lastly, above 55 years age group has zero at lower level managerial post. It has been observed that in both managerial levels, large age group is 26-35 year. These are young generation, who want to set their carrier.

Table 4.6: *Respondents' current job status according to their age groups*

Job Status	Total	Percentage %	Age Group	Total	Percentage %
Middle Level	327	84.49	Below 25	113	29.19
			26-35	164	42.37
			36-45	36	9.30
			46-55	12	3.10
			Above 55	2	.51
Lower Level	60	15.50	Below 25	30	7.75
			26-35	24	6.20
			36-45	3	.77
			46-55	3	.77
			Above 55	0	.00
Total	387	100		387	100

Source: *Developed for the current research*

Table 4.7 represents the respondents' year of performing their duties with the present organization. Most of the respondents (50.4%) are below 5 years of working period with the present organizations, while 36.2% of the respondents have been performing job with the current organization for 5 to 10 years. In addition, 10.6% respondents have been working for 11 to 15

years with current organization, 1.6% respondents have 16 to 20 years duration with current job and 1.3% respondents have above 20 years job experience with the current organization.

Table 4.7: Respondents' year of working with current organization

Experience (Years)	Total	Percentage %
Below 5 Years	195	50.4
5-10 Years	140	36.2
11-15 Years	41	10.6
16-20 Years	6	1.6
Above 20 Years	5	1.3
Total	387	100

Source: Developed for the current research

#### 4.11: Descriptive Statistics of Banking Sector

The descriptive statistics of banking sector related to their respondents' participate in the questioner survey are described in this section. The private banking sector was chosen in current study. 13.1% of the respondents are from the Bank Al Habib, 13.7% from MCB, 9.0% from Askari Bank, 9.6% from HBL, 9.8% from Meezan Bank, 5.4% from Silk Bank, 3.9% from Bank Al Falah, 5.7% from ABL, 8.8% from Bank Islami, 6.2% from SCB, 12.9% from JSB, 1.6% from Dubai Islamic Bank, 8.3% from UBL and 2.8% from Soneri Bank.

#### 4.12 Descriptive Statistics of Banking Sector Category

The descriptive statistics of banking sector is categorized according to local and foreign. 85.3% respondents of the employees belong to local banks and 14.7% are related to the foreign banks.

#### 4.13 Descriptive Statistics of Banking Sector types of banks

The descriptive statistics of banking sector is categorized into conventional and Islamic banking. 85.5% respondents of the employees belong to conventional banks and 14.5% employees are related to the Islamic banks.

#### 4.14 Descriptive Statistics for the main constructs

This section describes the descriptive statistics of the ten main constructs adopted in current research, namely Internal Relation (IR), Work life Balance (WB), Health & Safety (HS), Organizational Citizenship Behavior (OCB), Vision about Development & Excellence Service

(VDES), Internal Communication, Internal Market Research (IMR), Organizational Commitment (OC), Intention to Quit (Conflict) (IQC) and Intention to Quit (Developmental) (IQD). The descriptive statistics of the current study cover mean, median, mode, standard deviation, Skewness and Kurtosis.

Table 4.8: *Descriptive Statistics*

Items	Min	Max	Mean	Median	S.D	Skewness		Kurtosis	
						Statistics	Std. Error	Statistics	Std. Error
IR	2.0	5.0	3.84	4.00	.54	-.60	.124	.49	.24
WB	2.0	5.0	3.66	4.00	.58	-.48	.124	-.07	.24
HS	2.0	5.0	3.56	4.00	.64	-.72	.124	-.05	.24
OCB	2.0	5.0	3.85	4.00	.51	-.41	.124	.28	.24
VDES	2.0	5.0	3.68	4.00	.52	-.43	.124	.26	.24
IC	2.0	5.0	3.67	4.00	.51	-.37	.124	.16	.24
IMR	1.0	5.0	3.67	4.00	.61	-.67	.124	.56	.24
OC	2.0	5.0	3.73	4.00	.58	.40	.124	-.04	.24
IQC	1.0	5.0	2.44	2.00	.73	.16	.124	-.28	.24
IQD	1.0	5.0	2.81	3.00	.77	.31	.124	-.40	.24

There are total 8, 6, 8, 8, 6, 8, 6 and 6 items under the construct of Internal Relation (IR), Work life Balance (WB), Health & Safety (HS), Organizational Citizenship Behavior (OCB), Vision about Development & Excellence Service (VDES), Internal Communication (IC), Internal Market Research (IMR) and Organizational Commitment (OC); respectively. Table 4.8 describes the respective mean, median, standard deviation, Kurtosis and Skewness of each item. The outcomes represent that the majority of mean and median fall in the range of 3 to 4. The Kurtosis findings specify that the distribution is normally wide as it has the range of -1 to +1. Similarly, the Skewness findings specify that the items distribution is not symmetrical and skewed toward the left tail.

There are total 7 items under the construct of Intention to Quit (Conflict) (IQC). Table 4.8 describes the respective mean, median, standard deviation, Kurtosis and Skewness of each item. The outcomes represent that the most of mean and median fall in the range of 2 to 2.44. The Kurtosis findings specify that the distribution is not too narrow as it is in the range of -1 to

+1. Similarly, the Skewness findings specify that the items distributions are not symmetrical and skewed toward the left tail.

There are total 8 items under the construct of Intention to Quit (Developmental) (IQD). Table 4.8 describes the respective mean, median, standard deviation, Kurtosis and Skewness of each item. The outcomes represent that the most of mean and median fall in the range of 2 to 3. The Kurtosis findings specify that the distribution is not too narrow as it is in the range of -1 to +1. Similarly, the Skewness findings specify that the items distributions are not symmetrical and skewed toward the left tail.

Table 4.9: *Correlations Matrix*

Items	Mean	Std. Deviation	ICSR	IM	OCB	OC	IQ
ICSR	3.69	.461	1				
IM	3.67	.469	.70**	1			
OCB	3.85	.517	.48**	.54**	1		
OC	3.73	.583	.54**	.65**	.48**	1	
IQ	2.63	.647	-.30	-.33	-.17	-.33	1

\*\* . Correlation is significant at the 0.01 level (2-tailed)

ICSR = Internal CSR

IM = Internal Marketing

OCB = Organizational Citizenship Behavior

OC = Organizational Commitment

IQ = Intention to Quit

The mean value of ICSR observed (Mean=3.69) which indicates that most of the employees agreed with the statement given in the questionnaire. The mean value of IM observed (Mean=3.67) which indicates that most of the employees agreed with the statement given in the questionnaire. However, the mean value of (OCB) have obtained (Mean=3.85) which tells that mostly respondents “Agreed” with the statement given in the questionnaire from “Neutral” to “Agree”. Similarly, the mean value of (OC) have found (Mean=3.73) which tells that mostly respondents “Agreed” with the statement given in the questionnaire from “Neutral” to “Agree”. The mean value of IQ observed (Mean=2.63) which indicates that most of the employees not agreed with the statement given in the questionnaire. In addition, the results of standard deviation

were obtained less than “one”, which revealed that no large dispersion was found in the data (Hair *et al.*, 2010).

However, a significant correlation is present among all variables of main concern of the current study. For example, between ICSR and IM highly significant correlation was observed ( $r = .70$ ,  $p < .001$ ), ICSR and OCB ( $r = .48$ ,  $p < .001$ ), ICSR and OC ( $r = .54$ ,  $p < .001$ ) and ICSR and IQC ( $r = -.30$ ,  $p < .001$ ), and IM and OCB ( $r = .54$ ,  $p < .001$ ) and IM and OC ( $r = .65$ ,  $p < .001$ ) and IM and IQC ( $r = -.33$ ,  $p < .001$ ).

#### 4.15 Cronbach’s Alpha Statistics

Cronbach’s alpha is the average inter-correlation function of items and the item numbers in a scale used for summated scales. Keeping everything constant, the more number a summated scale has, the more is the value of Cronbach’s alpha. The measurement scale reliability is measured with having numerous items for measuring a variable (construct) for a research study and generally, it improves the precision or reliability of the research instrument (Hinkin, 1998). The below table shows statistics for internal consistency of the questionnaire, which is used as research instrument of under considered study.

Table 4.10: *Cronbach’s Alpha statistics for Model*

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
Internal Relations	.776	.777	8
Work Life Balance	.709	.704	6
Health & Safety	.807	.801	8
Organizational Citizenship Behavior	.764	.763	8
Vision about Development & Excellence Service	.699	.699	6
Internal Communication	.749	.749	8
Internal Market Research	.769	.768	6
Organizational Commitment	.802	.801	7
Intention to Quit (Conflict)	.845	.846	7
Intention to Quit (Developmental)	.835	.834	8

According to George and Mallery (2003) Cronbach’s alpha acceptable range rule of thumb states that less than .5 values are not acceptable at all. However, the values which range .5 to .9 are considered acceptable categorized as weak to excellent reliability (George & Mallery,

2003). The present research for employees' intention to quit has no value for Cronbach's below .5; therefore all values are in the acceptable range. Above Table 4.10 shows Cronbach's alpha value simply and on the basis of standardized items. The item numbers are also presented in the last column. This result reveals that all item values for Cronbach's alpha are more than .7 with the exception of vision about development & excellence service result, which is .699. These results show the instrument has internal consistency and it is considered as a good instrument for collection of this data. If we consider the total value for entire intention to quit questionnaire, it is more than .7, which is also within the range of acceptable and reliable research instrument for social science studies.

#### **4.16 Criterion-Related Validity**

According to the research study of Kimberlin and Winterstein (2008) criterion – related validity is one of the validity types, which provide substantiation about effectiveness of scores on a novel research instrument correlation with other instruments of same variable (construct) or with very similar construct having theoretical relation with it. The noteworthy point is that original instruments are themselves valid.

Among the types of criterion – related validity, they are categorized in two dimensions: concurrent validity and predictive validity also named as related validity (Sreejesh, Mohapatra & Anusree, 2014). Exploratory factor analysis is conducted in the present research study on the basis of a pilot study carried out on the research instrument after making certain that it has construct as well as content validity on the basis of experts' recommendations and review of literature studies.

Originally, the measurement of study constructs had more statements or questions for measurement, but on the basis of factor analysis, the items number are written to the present level written against alpha value of Cronbach reported in the above section of reliability. On the basis of factor loading of minimum point i.e. .4, using method of principal component and Eigenvalue of more than one, factors are retained. After that, sampling adequacy values are taken with the Kaiser-Meyer-Olkin test for all variables with more than .65 as an acceptable range. All variables of the present study fall in the acceptable range for factor analysis. Moreover, Sphericity Test of Bartlett value is significant with p-value of .01, therefore the variables' correlation matrix is not considered as an identity matrix. The values of factor analysis for investor regret aversion model are presented in the table below. Only two tables are reported here including KMO & Bartlett's Test and component matrix.

Table 4.11 : *KMO and Bartlett's Test*

Variables	IR	WB	HS	OCB	VDES	IC	IMR	OC	IQC	IQD
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.791	.726	.850	.752	.695	.761	.789	.805	.852	.835
Appro.										
Bartlett's Chi - Square Test of Sphericity	683.933	424.222	818.519	684.522	398.037	596.293	514.907	732.207	969.216	1128.340
Df	28	15	28	28	15	28	15	21	21	28
Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

Above table 4.11 shows the Kaiser-Meyer-Olkin Measure of Sampling Adequacy values, which fall above the range of acceptance. The values near to 1.0 show a good item for factor analysis, however a value more than .5 shows that the sample is acceptable (Field, 2009). The above table shows that all the five variables included in investor regret aversion model have Kaiser-Meyer-Olkin values more than .70, which shows the adequacy of sampling for the set model. The Chi-square values are also reported with a degree of freedom for all five variables and their respective significance for Bartlett's test. All the values are statistically significant at a level of .01, which shows that the matrix is not an identity matrix.

Table 4.12: *Component Matrix*

<b>Component Matrix</b>							
<b>IR-1</b>	<b>IR-2</b>	<b>IR-3</b>	<b>IR-4</b>	<b>IR-5</b>	<b>IR-6</b>	<b>IR-7</b>	<b>IR-8</b>
.720	.707	.674	.608	.578	.581	.607	.514
<b>WB-1</b>	<b>WB-2</b>	<b>WB-3</b>	<b>WB-4</b>	<b>WB-5</b>	<b>WB-6</b>		
.567	.630	.740	.676	.724	.454		
<b>HS-1</b>	<b>HS-2</b>	<b>HS-3</b>	<b>HS-4</b>	<b>HS-5</b>	<b>HS-6</b>	<b>HS-7</b>	<b>HS-8</b>
.431	.636	.762	.746	.733	.709	.388	.731
<b>OCB-1</b>	<b>OCB-2</b>	<b>OCB-3</b>	<b>OCB-4</b>	<b>OCB-5</b>	<b>OCB-6</b>	<b>OCB-7</b>	<b>OCB-8</b>
.567	.665	.663	.661	.617	.627	.528	.577
<b>VDES-1</b>	<b>VDES-2</b>	<b>VDES-3</b>	<b>VDES-4</b>	<b>VDES-5</b>	<b>VDES-6</b>		
.566	.611	.691	.681	.644	.591		
<b>IC-1</b>	<b>IC-2</b>	<b>IC-3</b>	<b>IC-4</b>	<b>IC-5</b>	<b>IC-6</b>	<b>IC-7</b>	<b>IC-8</b>
.588	.610	.607	.626	.648	.576	.488	.669
<b>IMR-1</b>	<b>IMR-2</b>	<b>IMR-3</b>	<b>IMR-4</b>	<b>IMR-5</b>	<b>IMR-6</b>		
.676	.742	.702	.643	.608	.709		

<b>OC-1</b>	<b>OC-2</b>	<b>OC-3</b>	<b>OC-4</b>	<b>OC-5</b>	<b>OC-6</b>	<b>OC-7</b>	
.563	.676	.736	.733	.699	.658	.655	
<b>IQC-1</b>	<b>IQC-2</b>	<b>IQC-3</b>	<b>IQC-4</b>	<b>IQC-5</b>	<b>IQC-6</b>	<b>IQC-7</b>	
.694	.748	.695	.769	.704	.791	.647	
<b>IQD-1</b>	<b>IQD-2</b>	<b>IQD-3</b>	<b>IQD-4</b>	<b>IQD-5</b>	<b>IQD-6</b>	<b>IQD-7</b>	<b>IQD-8</b>
.696	.738	.731	.733	.523	.670	.645	.697

Furthermore, above table presents the factor loadings of each statement or question on the respective variable. The table for Eigenvalue is not presented here, because it has only one factor having more than 1 value showing the factor singularity. Again, the factor loading value of .4 represents an acceptable value, while values near to 1.0 show a very good factor loading (Field, 2009). The values reported in the above table are mostly equal to or more than .70, which represent a very good factor loading.

#### **4.17 Confirmatory factor analysis (CFA)**

Factor analysis is used to study the essential forms or associations for a large sum of variables and to define either the information can be summarized or concise in a slighter set of aspects or mechanisms (Hair, Black, Babin, Anderson & Tatham, 2006). There are two distinct types of factor analysis: exploratory factor analysis and confirmatory factor analysis. Among these two types, confirmatory factor analysis is applied on the under considered study. CFA is executed on each scale (internal relations, work life balance, health & safety, organizational citizenship behavior, vision about development & excellence service, internal communication, internal market research, OC, intention to quit (conflict) and intention to quit (developmental) in the questionnaire using liker 5 point scale. Oehley (2007) argues that CFA permits scholars to state a measurement model for evaluating the perceived indicators' efficiency to assess the theoretical underlying variables they are hypothetical to reveal. Therefore, the fit between the measurement model and the data collected from the sample in the current research was examined. Model fit was measured with the analysis of an arrangement of goodness-of-fit (GOF) processes. Table 4.13 shows a summary of the complete fit measures and incremental fit measures. It shows the adequate values utilized as procedures for measuring GOF (Janse van Noordwyk, 2008). In the present research, the root mean square error of approximation (RMSEA), goodness-of-fit index (GFI) and adjusted goodness-of-fit index (AGFI) are utilized as indices of GOF. The variance extracted (VE) and construct reliability (CR) for each dimension are also measured. The cut-off value for VE is set at less than .5. A variance extracted value



lower than .5 shows a greater amount of variance in the items being explained by measurement error in contrast the underlying dimension. The criterion for CR is set at less than .7, as it is an assessment of the reliability and internal consistency coupled with the measurement items showing each dimension (Hair *et al.*, 2006).

Table 4.13: *Summary of goodness-of-fit indices*

<b>Absolute fit measures</b>	
Minimum fit function of chi-square	A non-significant result indicated model fit
Normal theory-weighted least square chi-square	A non-significant result indicate model fit
Root mean square error of approximation (RMSEA)	Values between .08 or below indicate acceptable fit Values below .05 indicate good fit Values below .01 indicate outstanding fit
Standardised root mean residual (RMR)	Lower values indicate better fit, with values below .05 indicating good fit
Goodness-of-fit index (GFI)	Higher values indicate better fit, with values > .9 indicating good fit
Adjusted goodness-of-fit index (AGFI)	Higher values indicate better fit, with values > .9 indicating good fit
<b>Incremental fit measures</b>	
Non-normed fit index (NNFI)	Higher values indicate better fit, with values > .9 indicating good fit
Comparative fit index (CFI)	Values closer to 1 indicate better fit, with values > .9 indicating good fit

#### **4.17.1 Confirmatory factor analysis (CFA): Measurement model**

To further examine the construct validity of the various scales, CFA is executed for internal relations, work life balance, health & safety, organizational citizenship behavior, vision about development & excellence service, internal communication, internal market research, organizational commitment, intention to quit (conflict) and intention to quit (developmental). The information obtained for the CFA of the measurement models of each of the constructs is presented in table 16.

The absolute fit evaluates provide a sign of efficiency of observed covariance matrix to reproduce the covariance matrix used by model. The root mean square error of approximation (RMSEA) is built on the residual assessment and emphasize on the error because of calculation. As shown in table below, RMSEA values below .08 specify acceptable fit; however, values below .05 and .01 are show good and outstanding fit, respectively (Diamantopoulos & Siquaw, 2000). The RMSEA for IR (.071) WB (.075) HS (.070), OCB(.079), VDES (.064), IC (.065), IMR (.071), OC (.059), IQC (.082 ) and IQD (.067) .

**4.17.2: CFA of the measurement models**

The GFI measurement evaluates how closely the implicit model covariance reproduces the perceived covariance matrix. It is created on the related variance amount and covariance considered for the model. The AGFI calculate tries to consider the diverse degrees of model complexity by taking into the degrees of freedom in the model. The GFI value for all the scales surpasses the cut-off value of .9, proposing model fitness as good (Kelloway, 1998). The AGFI criterion of > .9 for all the scales is also met.

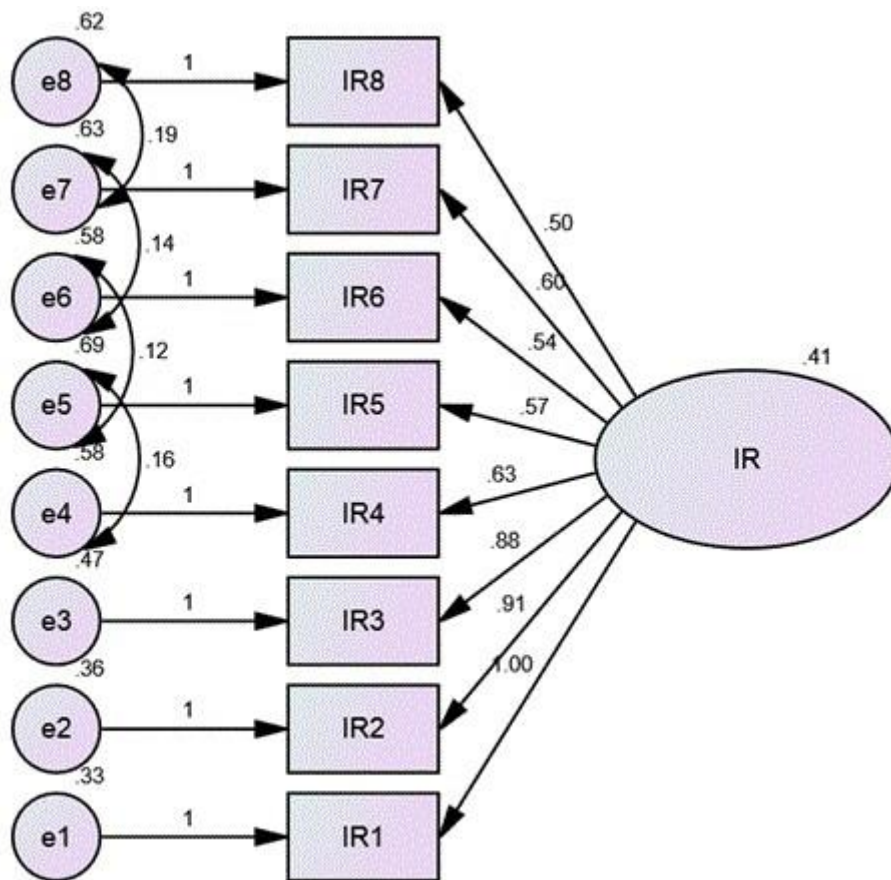


Figure 4.1: *Internal Relations*

Table 4.14: CFA of the measurement model IR

Measurement models	CMIN/DF	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Internal Relations	2.01	.97	.98	.98	.95	.97	.95	.05

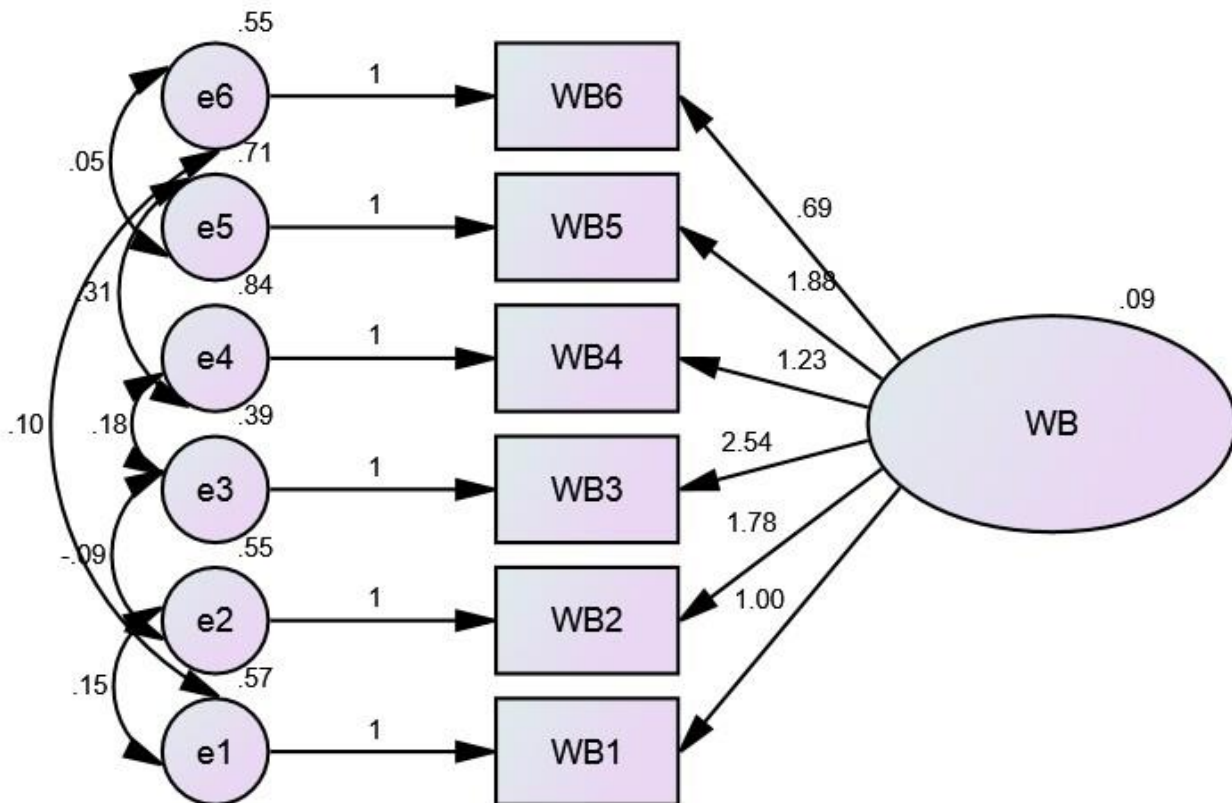


Figure 4.2: Work Life Balance

Table 4.15: CFA of the measurement model WB

Measurement models	CMIN/DF	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Work Life Balance	1.43	.99	.99	.97	.99	.99	.98	.03

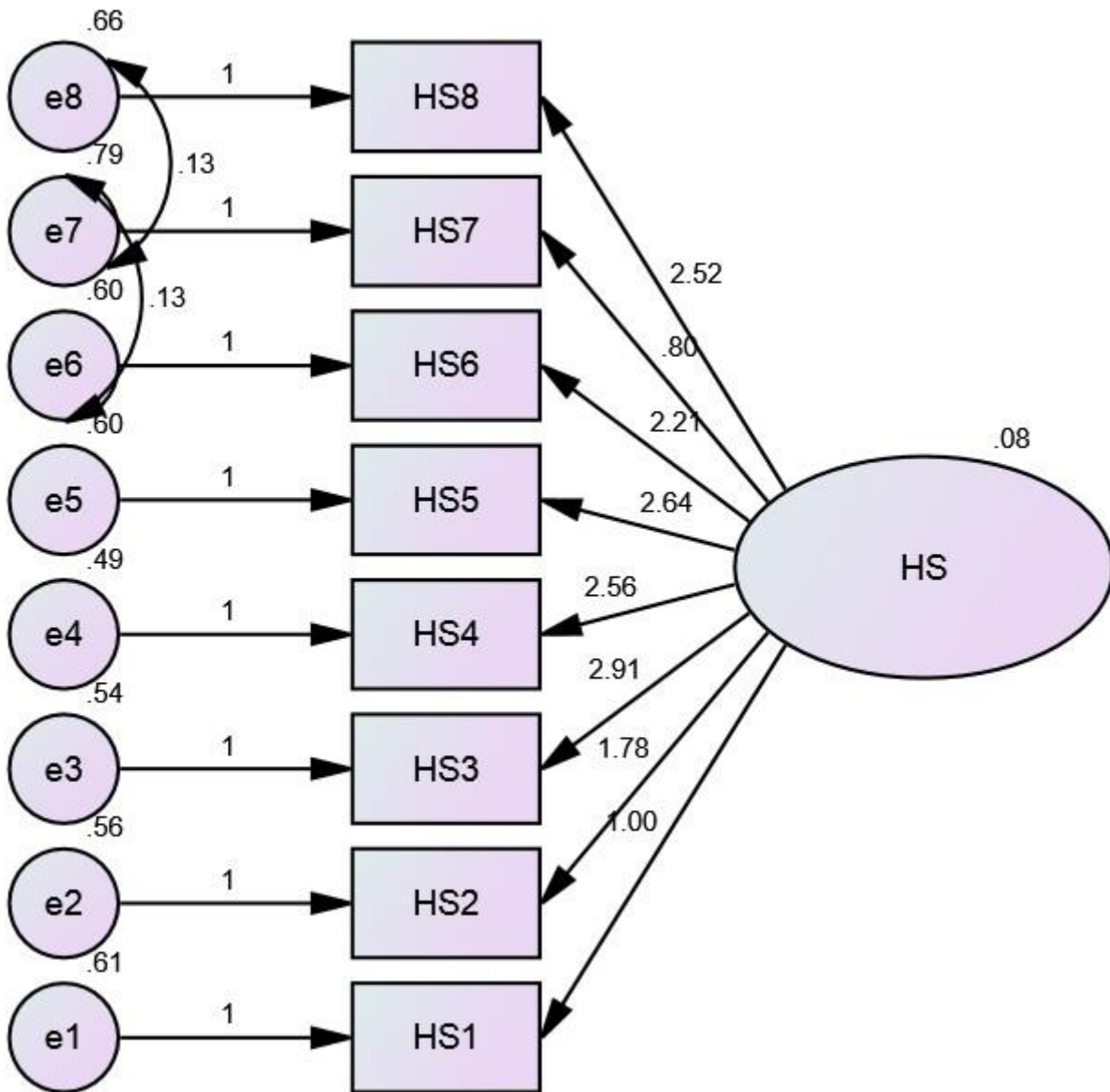


Figure 4.3: *Health & Safety*

Table 4.16: *CFA of the measurement models*

Measurement models	<i>CMIN/DF</i>	<i>CFI</i>	<i>GFI</i>	<i>AGFI</i>	<i>NFI</i>	<i>IFI</i>	<i>TLI</i>	<i>RMSEA</i>
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Health & Safety	2.82	.95	.96	.93	.93	.95	.93	.06

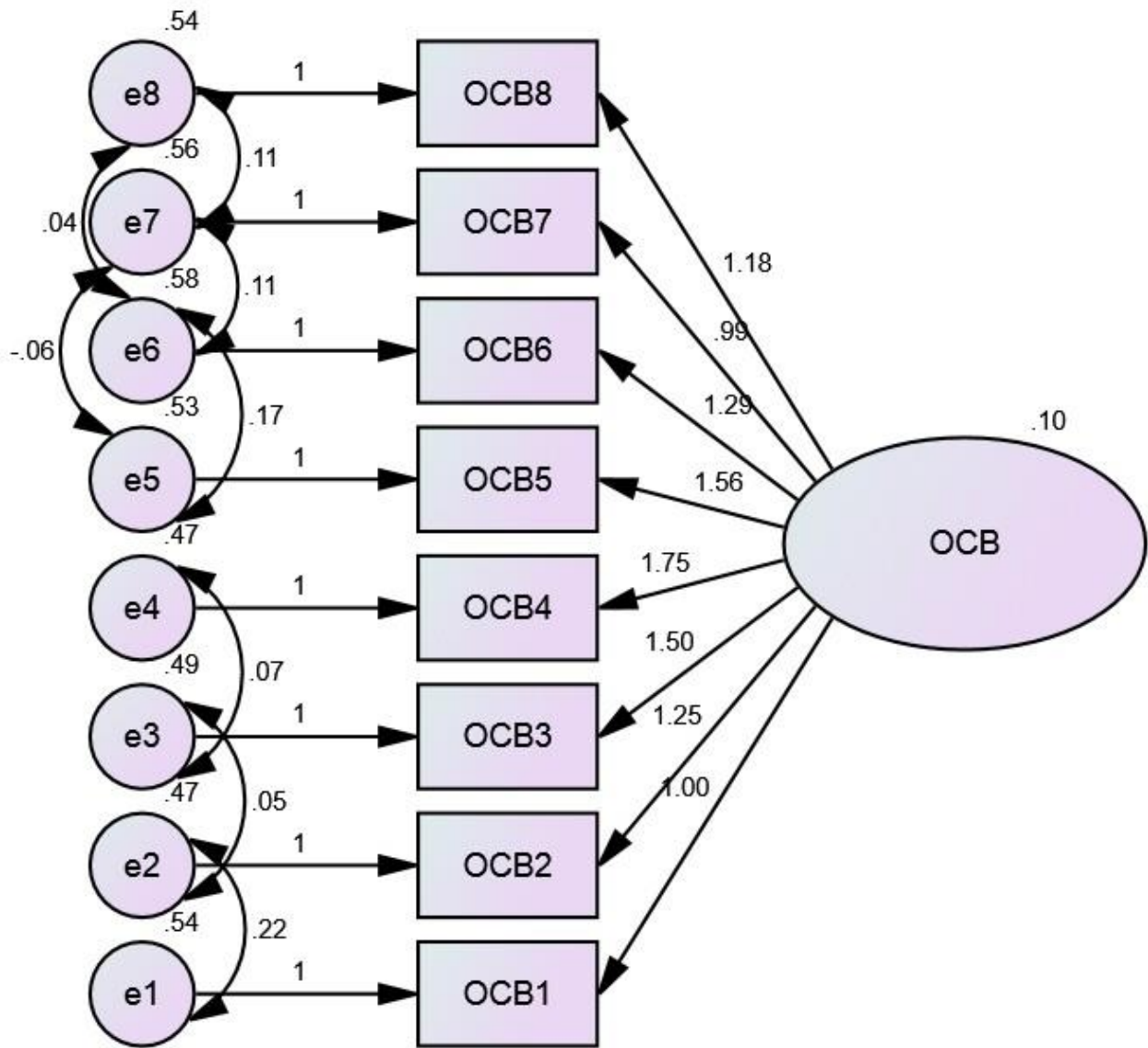


Figure 4.4: *Organizational Citizenship Behavior*

Table 4.17: *CFA of the measurement models*

Measurement models	<i>CMIN/DF</i>	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
OCB	3.0	.96	.967	.93	.94	.96	.91	.07

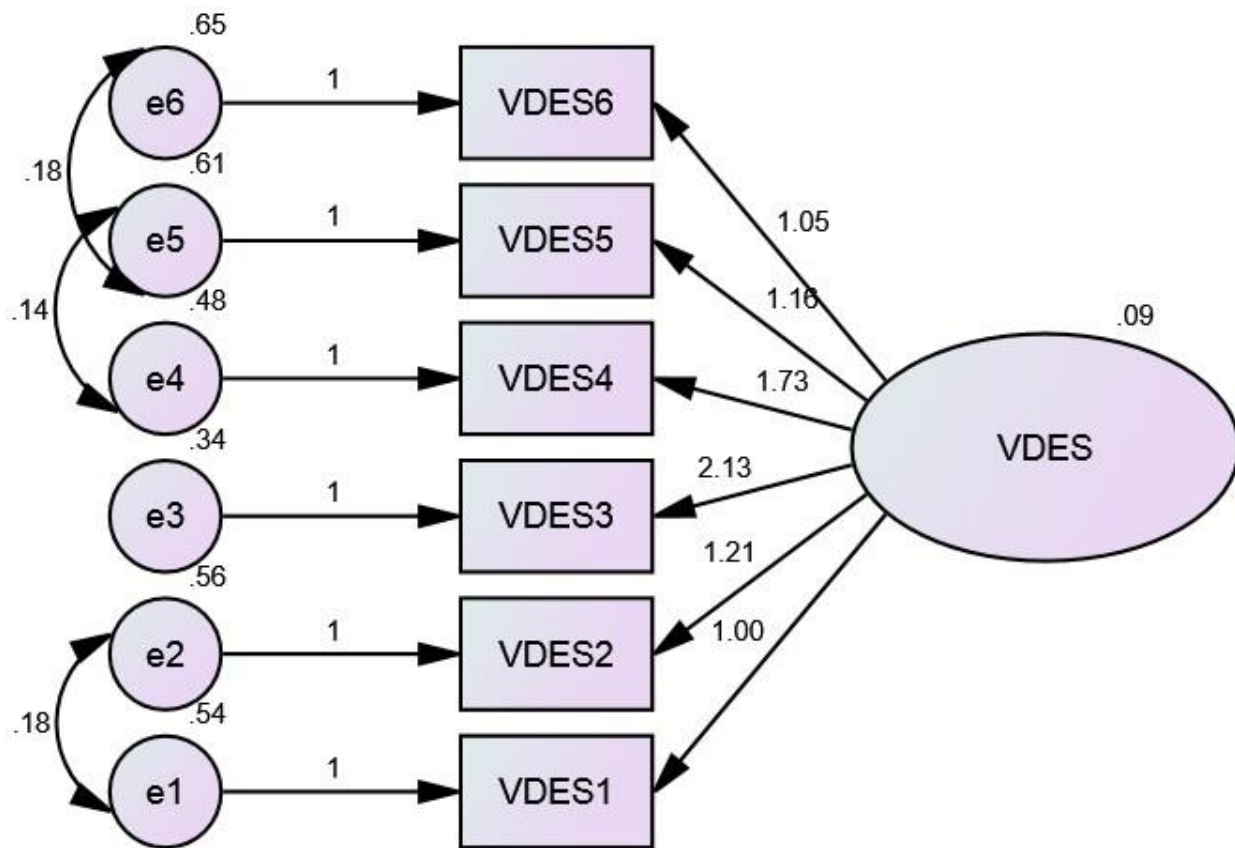


Figure 4.5: *Vision about Development & Excellence Service*

Table 4.18: *CFA of the measurement model VDES*

Measurement models	CMIN/DF	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Vision about development and excellence service	3.0	.96	.98	.94	.95	.96	.92	.07



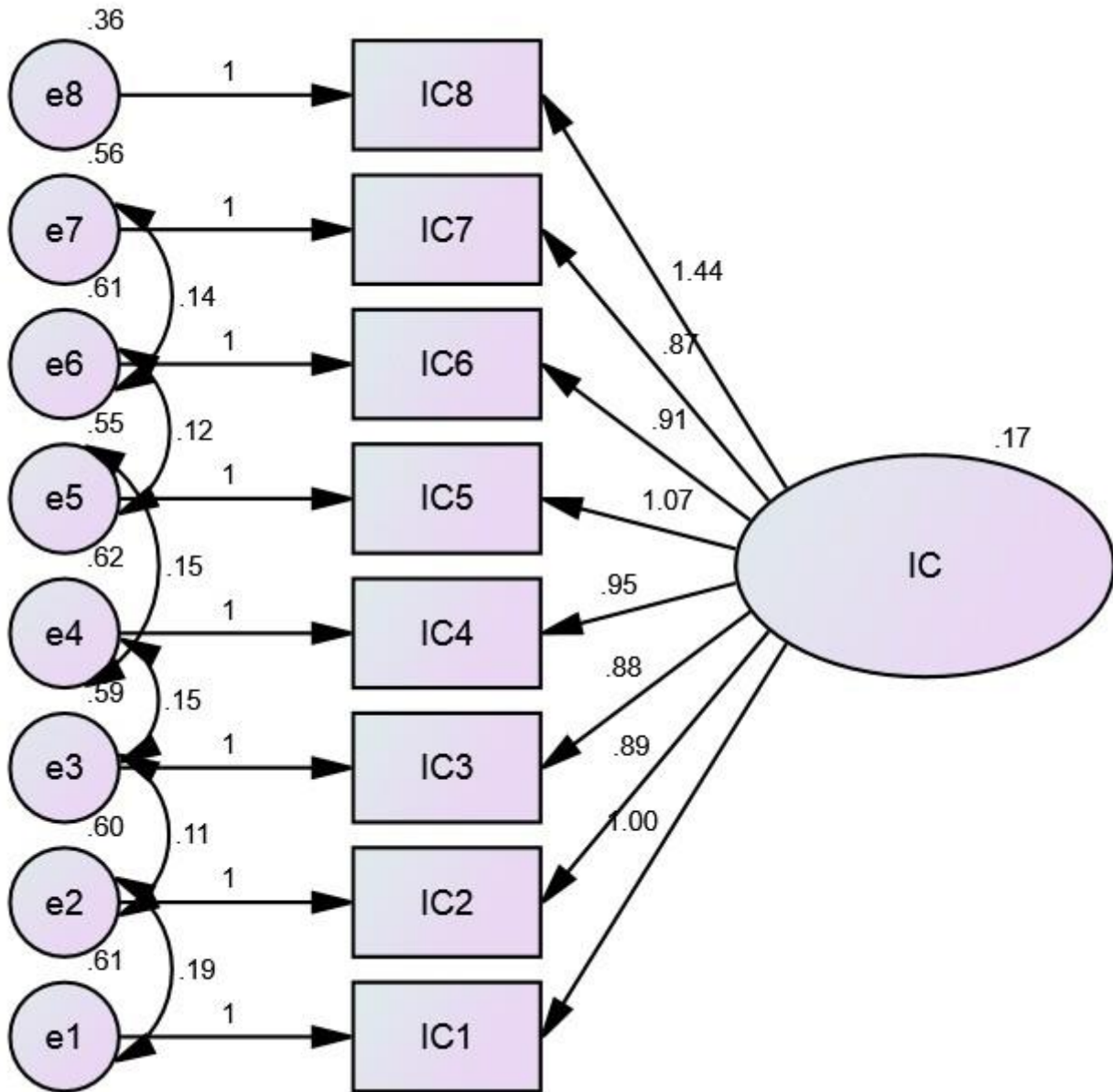


Figure 4.6: *Internal Communication*

Table 4.19: *CFA of the measurement model IC*

Measurement models	<i>CMIN/DF</i>	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Internal Communication	1.76	.98	.98	.95	.95	.98	.96	.04

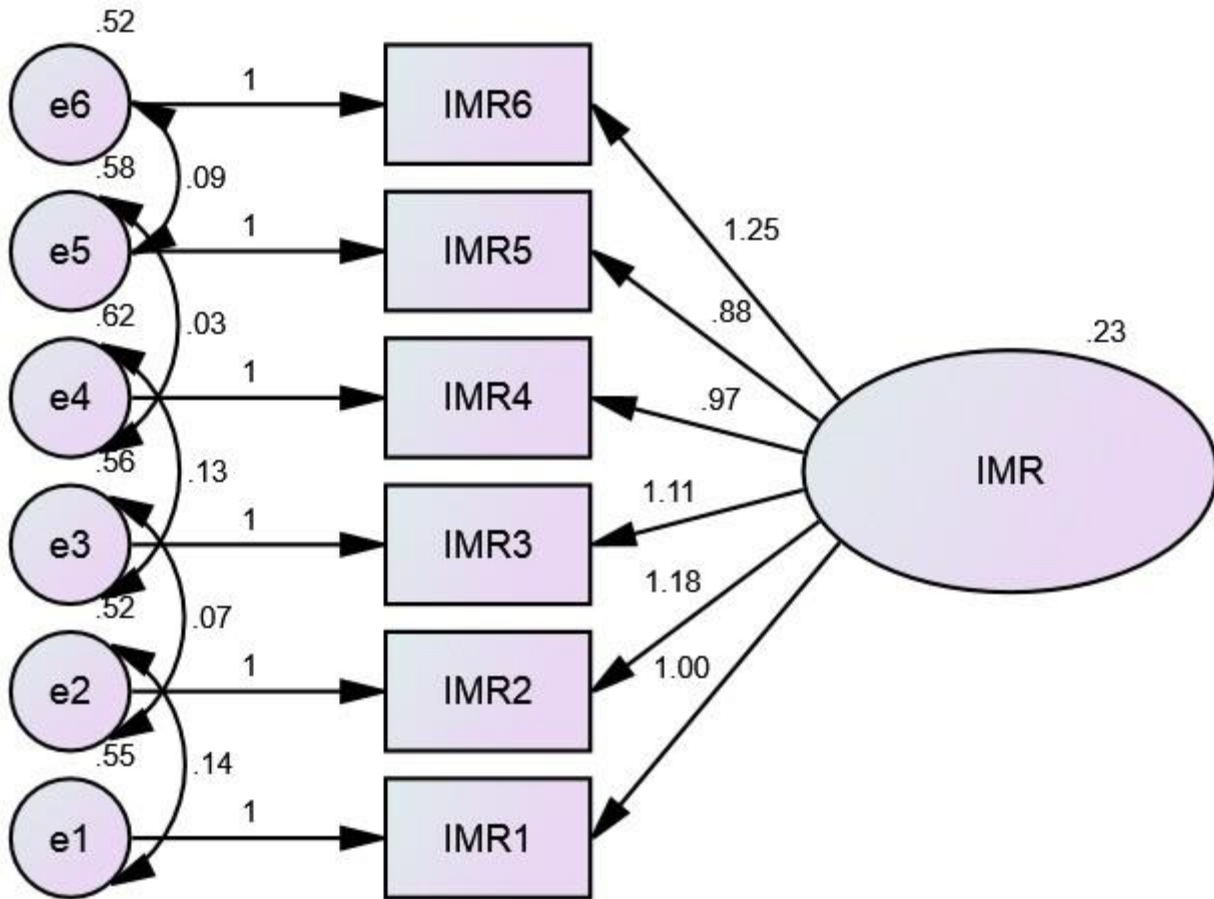


Figure 4.7: Internal Marketing Research

Table 4.20: CFA of the measurement model IMR

Measurement models	<i>CMIN/DF</i>	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Internal Market Research	2.42	.98	.99	.95	.98	.98	.95	.06



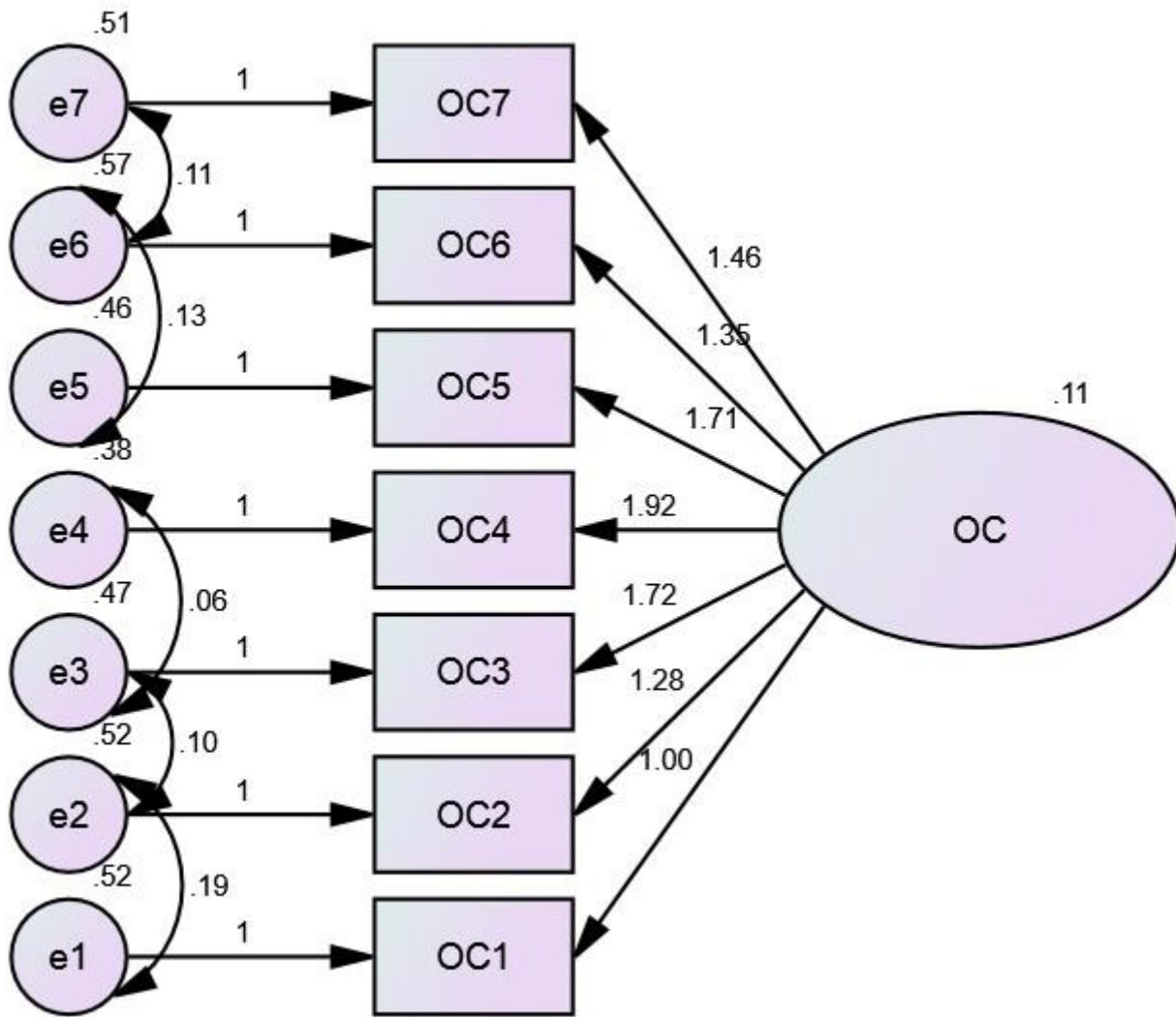


Figure 4.8: Organizational Commitment

Table 4.21: CFA of the measurement model OC

Measurement models	CMIN/DF	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Organizational Commitment	1.91	.98	.98	.96	.97	.98	.97	.04

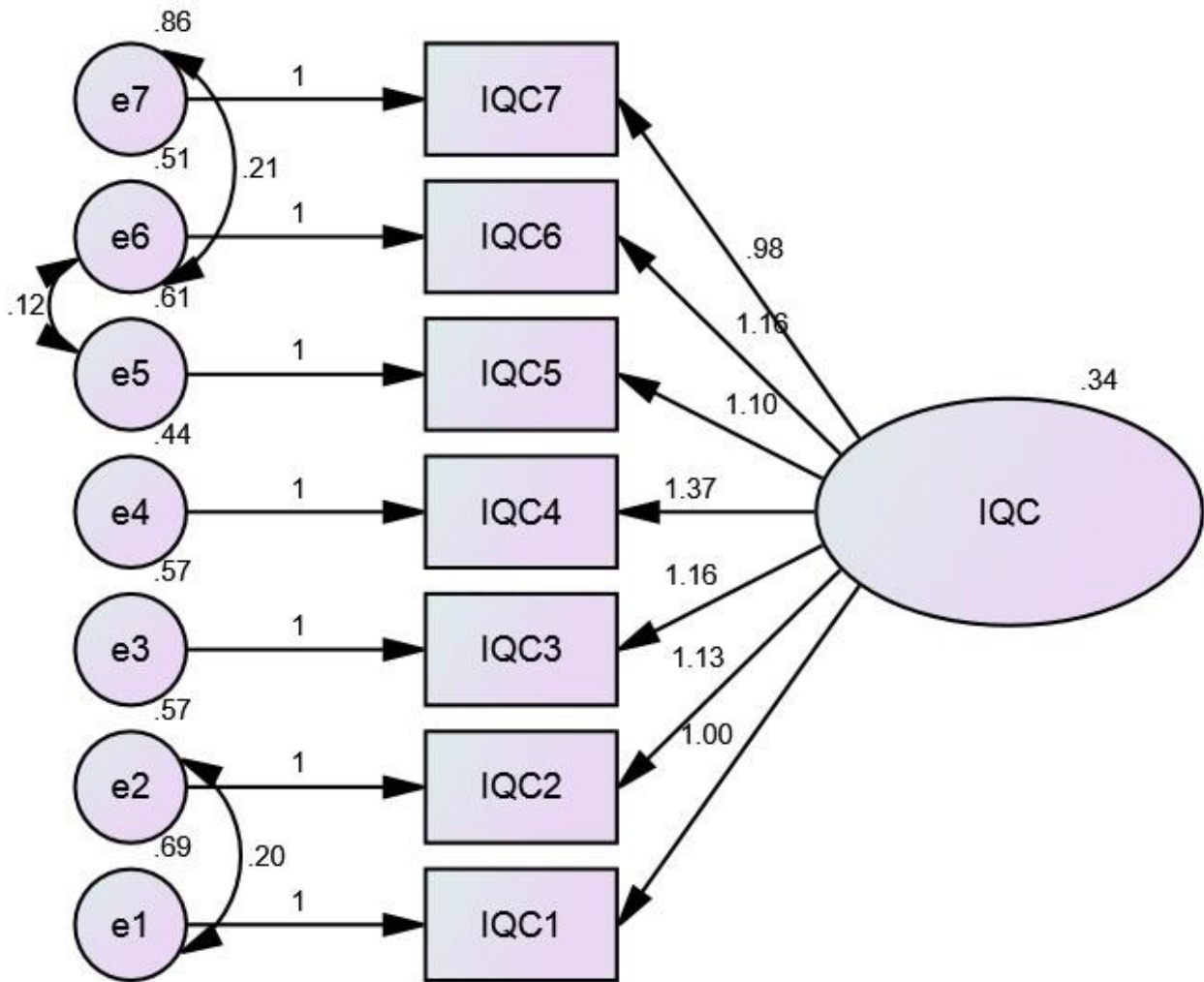


Figure 4.9: *Intention to Quit (Conflict)*

Table 4.22: *CFA of the measurement model IQC*

Measurement models	<i>CMIN/DF</i>	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Intention to quit ( C )	2.9	.97	.97	.94	.96	.97	.95	.07

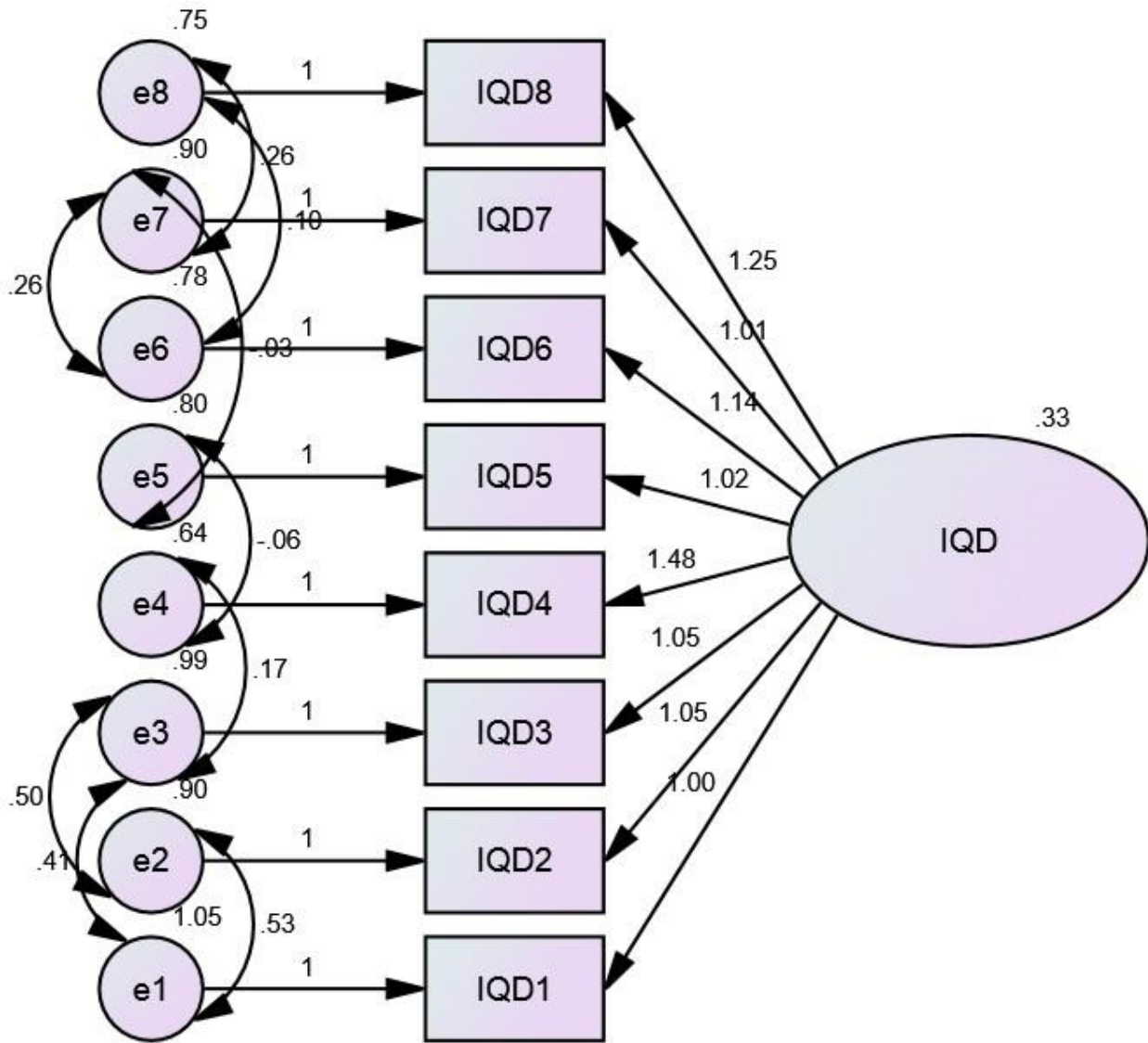


Figure 4.10: *Intention to Quit (Development)*

Table 4.23: *CFA of the measurement model IQD*

Measurement models	CMIN/DF	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
Intention to quit (D)	2.3	.98	.98	.94	.97	.98	.96	.06

This research study uses AMOS software to carry analyses for testing hypotheses set for the study. After tests, model fit is examined using the following indices (in both studies): CMIN (or chi-squared) CMIN/df (CMIN divided by degrees of freedom) RMSEA (root mean square error of approximation) RFI (relative fit index) CFI (comparative fit index) NFI (normed fit index) and TLI (Tucker-Lewis index). In making determinations of fit model, mostly accepted

thresholds are utilized (Hair *et al.*, 1998; Kline, 2005) which propose that equitably fitting models are usually described by CMIN/df as high as 5, RMSEA values as high as .09, and RH, CFI, NFI, and TLI values of .90 or higher. It is also found CMIN/df values were more than the usually considered acceptable range of 5 (Hair *et al.* 1998; Kline 2005). However, the CMIN/df index is extremely sensitive to sample size; thereby leading to invalid rejection of well-fitting models having large sample size (Bagozzi, 2004; Kline, 2005; Hair *et al.* 1998) if other fit indices are not considered. Thus, in this study, to further examine model fit, the logic of Bollen (1989) is followed.

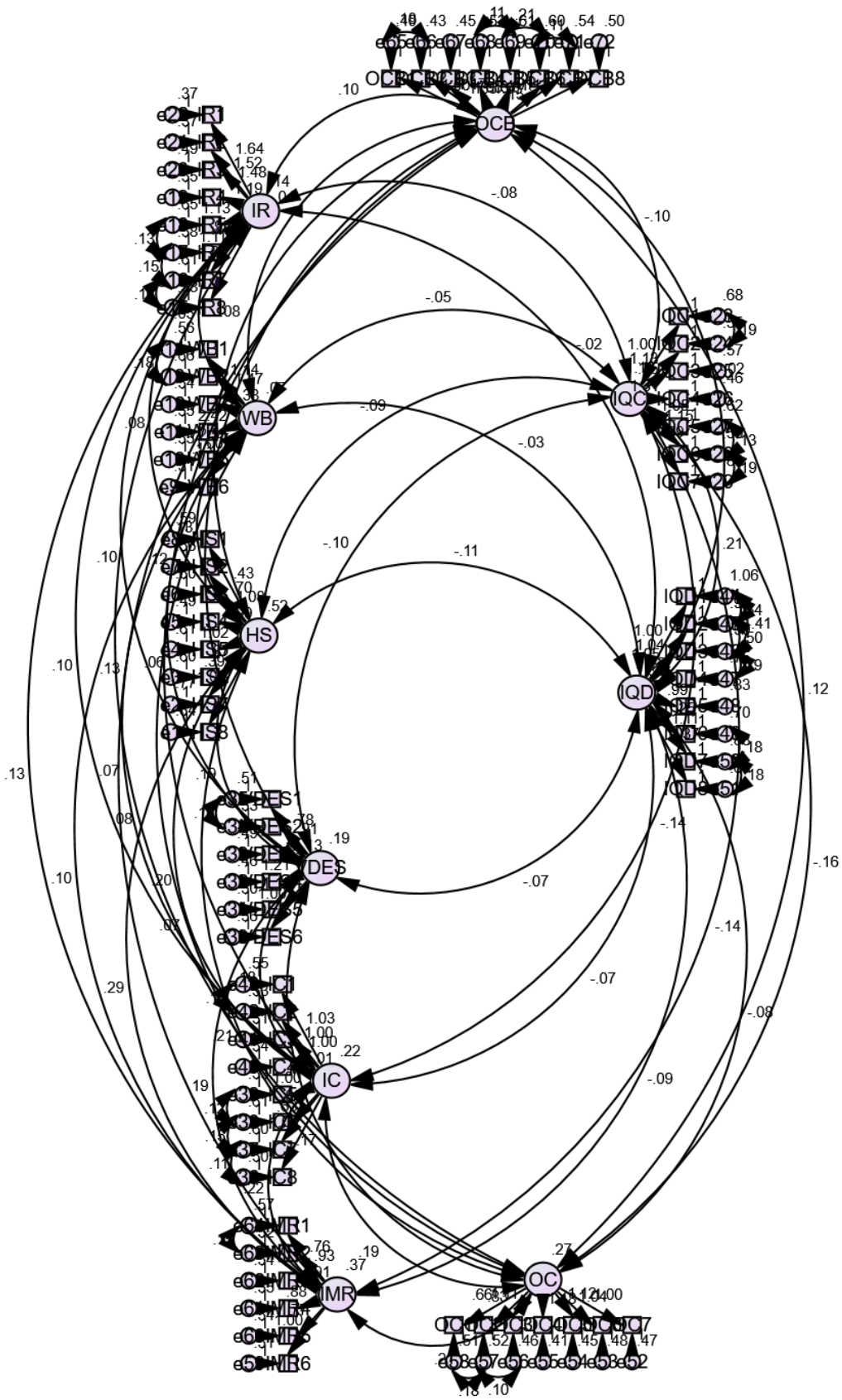


Figure 4.11: Model

Table 4.24: *CFA of the measurement the model*

Measurement models	CMIN/DF	CFI	GFI	AGFI	NFI	IFI	TLI	RMSEA
<b>Threshold values</b>	<b>&lt;3</b>	<b>&gt;.95</b>	<b>&gt;.95</b>	<b>&gt;.8</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>&gt;.9</b>	<b>.05-.1</b>
	1.41	.89	.80	.80	.70	.89	.88	.03

For testing hypothesized structural model Baron and Kenny's (1986) general process for mediation testing is followed. Compared the baseline model (i.e. the direct effect of ICSR on turnover intentions of development and conflict) with a full mediation model (i.e., a model with only an indirect effect of CSR on turnover intentions through trust) and a partial mediation model (i.e., a model with both direct and indirect effects). First the baseline model is examined to provide initial support for hypothesis. The (standardized) regression estimate for intention to quit (developmental) was significant ( $-.231$ ;  $p < .01$ ), intention to quit (conflict) ( $-.046$ ;  $p > .01$ ) and in the expected direction (see Table 4.26). Finally, the hypothesized partially mediated structural model in AMOS is examined and compared it with the results for the fully mediated model.

As predicted, ICSR and IQC are negatively related to each other and it is statistically insignificant ( $\beta = -.046$ ,  $p > .1$ ) as reported in Table 4.26 as well in Figure 4.11. Thus, Hypothesis 1 is supported by theory that ICSR is negatively related to IQC but insignificant. ICSR and IQD are negatively related to each other and it is statistically insignificant ( $\beta = -.231$ ,  $p < .01$ ) as reported in Table 27 as well in Figure 4.11. Thus, Hypothesis 2 is supported by theory that ICSR is negatively related to IQD and significant. So without mediation effect, the relation between independent and dependent variable is significant. ICSR and OCB ( $\beta = .217$ ,  $p < .01$ ) are significantly positively related with each other, which supports H<sub>3</sub> of present study. OCB and IQC ( $\beta = -.198$ ,  $p < .01$ ) are negatively related with each other and the value is also statistically significant. This result supports H<sub>4</sub> of the research model. OCB and IQD ( $\beta = -.309$ ,  $p < .01$ ) are positively related with each other and the value is also statistically significant. This result supports H<sub>5</sub> of the research model. ICSR and OC ( $\beta = .217$ ,  $p < .01$ ) are significantly and positively related with each other which supports H<sub>6</sub> of present study. IM and IQC are negatively related to each other and it is statistically insignificant ( $\beta = -.209$ ,  $p < .01$ ) as reported in Table 27. Thus, Hypothesis 7 is supported by theory that IM is negatively related to IQC and significant. IM and IQD are negatively related to each other and it is statistically insignificant ( $\beta = -.252$ ,  $p < .01$ ) as reported in Table 27. Thus, Hypothesis 8 is supported by theory that IM is negatively related to IQD and significant. So without mediation effect, the relation between

independent and dependent variables are significant. IM and OC ( $\beta = .663, p < .01$ ) are significantly positively related with each other, which supports H<sub>9</sub> of present study. OC and IQC ( $\beta = -.293, p < .01$ ) are negatively related with each other and the value is also statistically significant. This result supports H<sub>10</sub> of the research model. OC and IQD ( $\beta = -.152, p < .01$ ) are negatively related with each other and the value is also statistically significant. This result supports H<sub>11</sub> of the research model. IM and OCB ( $\beta = .456, p < .01$ ) are significantly and positively related with each other, which support H<sub>12</sub> of present study.

Table 4.25: *Regression Weights: (Group number 1 - Default model)*

		Beta Estimate		S.E.	C.R.	p value	Hyp	Supported
		Unstd	Std					
IQC	<-- ICSR	-.046	-.029	.105	-.436	.663	H <sub>1</sub>	No
IQD	<-- ICSR	-.231	-.138	.118	-1.962	.050*	H <sub>2</sub>	Yes
OCB	<-- ICSR	.217	.193	.066	3.276	.001***	H <sub>3</sub>	Yes
IQC	<-- OCB	-.198	-.140	.079	-2.52	.012**	H <sub>4</sub>	Yes
IQD	<-- OCB	.309	.206	.088	3.501	***	H <sub>5</sub>	Yes
OC	<-- ICSR	.217	.171	.067	3.21	.001***	H <sub>6</sub>	Yes
IQC	<-- IM	-.209	-.134	.118	-1.768	.077*	H <sub>7</sub>	Yes
IQD	<-- IM	-.252	-.151	.133	-1.898	.058*	H <sub>8</sub>	Yes
OC	<-- IM	.663	.534	.066	10.01	***	H <sub>9</sub>	Yes
IQC	<-- OC	-.293	-.233	.077	-3.803	***	H <sub>10</sub>	Yes
IQD	<-- OC	-.152	-.115	.087	-1.75	.079*	H <sub>11</sub>	Yes
OCB	<-- IM	.456	.414	.065	7.02	***	H <sub>12</sub>	Yes

\*\*\* p < .01; \*\* p < .05; \* p < .10

ICSR = Internal Corporate Social Responsibility

IM = Internal Marketing

OCB = Organizational citizenship Behavior

OC = Organizational Commitment

IQC = Intention to Quit (Conflict)

IQD = Intention to Quit (Developmental)

Table 4.26: *Total Effects (Group number 1 - Default model)*

	IM	ICSR	AvgOC	AvgOCB
AvgOC	.663	.217	.000	.000
AvgOCB	.456	.217	.000	.000
AvgIQD	-.212	-.197	-.152	.309
AvgIQC	-.493	-.152	-.293	-.198

Table 4.27: *Direct Effects (Group number 1 - Default model)*

	IM	ICSR	AvgOC	AvgO CB
AvgOC	.663	.217	.000	.000
AvgOCB	.456	.217	.000	.000
AvgIQD	-.252	-.231	-.152	.309
AvgIQC	-.209	-.046	-.293	-.198

Table 4.28: *Indirect Effects (Group number 1 - Default model)*

	IM	ICSR	AvgOC	AvgOCB
AvgOC	.000	.000	.000	.000
AvgOCB	.000	.000	.000	.000
AvgIQD	.040	.034	.000	.000
AvgIQC	-.285	-.106	.000	.000

#### 4.17.3: Structural Model for Mediation Analysis

According Baron & Kenny, (1986) that in case a variable is considered between the relations of independent and dependent variable, it is considered as a mediating variable. According to Little *et al.* (2007) contended that in complex research models the existence of mediating variable is essential because mediating variables describes the procedure through which interpreter effect the measure. In order to observe the results of mediation, different procedures are followed, however, the causal phase technique presented by Baron & Kenny (1986) is generally utilized and considered essential in research study. Besides this, Preacher &



Hayes (2008) supported that this act procedure displays good results in case of large sample size taken for study. However, there are following situations which must to be met for a better mediation results:

1. “There should be significant relationship existed between A and M (path-a)”.
2. “There should also be significant relationship existed between M and B (path-b)”.
3. “The direct path (i.e. c) should be less significant as compared to the indirect path (i.e.  $a \times b$ )”.

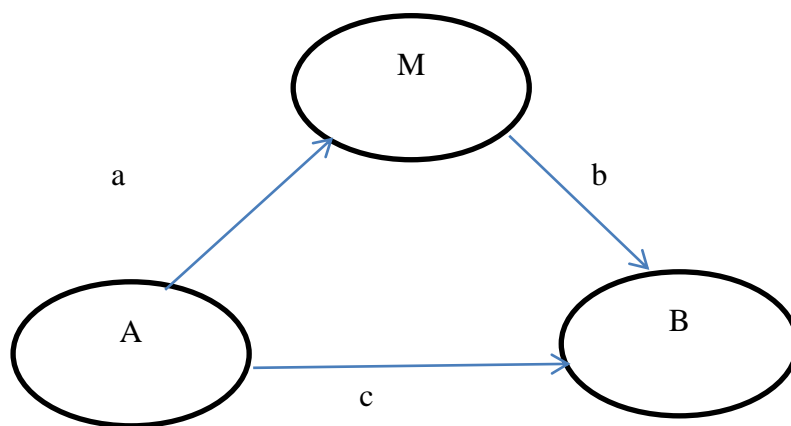


Figure 4.12: *Mediation Model*

In the present study, where A = Internal CSR and Internal Marketing, M = OCB and OC, B = IQC and IQD.

Table 4.29: *Path Analysis Outcomes for ICSR-OCB-IQC*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
ICSR-IQC	-.029	.663				
ICSR-OCB	.193	.001***	-.046	-.106	-.152	Partial
OCB-IQC	-.140	.012**				

\*\*\* p < .01; \*\* p < .05; \* p < .10

ICSR = Internal Corporate Social Responsibility, OCB = Organizational citizenship Behavior

IQC = Intention to Quit (Conflict)

After analyzing the mediation results, insignificant path was observed between ICSR and IQC (with values of  $\beta=-.029$ ,  $p > .05$ ), similarly the path between ICSR and OCB was found significant  $\beta=0.193$ ,  $p < .05$ ). Moreover, in the indirect path, IQC is negatively influencing more as compared to direct path as shown in table 4.29 as ( $\beta= -.106$ ) and ( $\beta = -.046$ ), respectively. Thus, it is concluded that OCB plays a partial mediating role between ICSR and IQC. Hence, the results supported the H6.

Table 4.30: *Path Analysis Outcomes for ICSR-OCB-IQD*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
ICSR-IQD	-.138	.050*				
ICSR-OCB	.193	.001***	-.231	.034	-.197	Partial
OCB-IQD	.206	.000***				

\*\*\*  $p < .01$ ; \*\*  $p < .05$ ; \*  $p < .10$

ICSR = Internal Corporate Social Responsibility, OCB = Organizational citizenship Behavior

IQD = Intention to Quit (Developmental)

After analyzing the mediation results, significant path was observed between ICSR and IQD (with values of  $\beta=-.138$ ,  $p \geq .05$ ), similarly the path between ICSR and OCB was found significant  $\beta=0.193$ ,  $p < .05$ ). Moreover, in the indirect path, IQD is positively influencing more as compared to direct path as shown in table 4.30 as ( $\beta= .034$ ) and ( $\beta = -.231$ ), respectively. Thus, it is concluded that OCB plays a partial mediating role between ICSR and IQD. Hence, the results supported the H6.

Table 4.31: *Path Analysis Outcomes for IM-OC-IQC*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
IM-IQC	-.134	.077*				
IM-OC	.534	.000***	-.209	-.285	-.493	Partial
OC-IQC	-.233	.000***				

\*\*\*  $p < .01$ ; \*\*  $p < .05$ ; \*  $p < .10$

IM = Internal Marketing, OC = Organizational Commitment, IQC = Intention to Quit (Conflict)

After analyzing the mediation results, significant path was observed between IM and IQC (with values of  $\beta = -.134$ ,  $p > .10$ ), similarly the path between IM and OC was found significant  $\beta = 0.534$ ,  $p < .05$ ). Moreover, in the indirect path, IQC is negatively influencing more as compared to direct path as shown in table 4.31 as ( $\beta = -.285$ ) and ( $\beta = -.209$ ), respectively. Thus, it is concluded that OC plays a partial mediating role between IM and IQC. Hence, the results supported the H12.

Table 4.32: *Path Analysis Outcomes for IM-OC-IQD*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
IM-IQD	-.151	.058*				
IM-OC	.534	.000***	-.252	.040	-2.12	Partial
OC-IQD	-.115	.079*				

\*\*\*  $p < .01$ ; \*\*  $p < .05$ ; \*  $p < .10$

IM = Internal Marketing, OC = Organizational Commitment, IQD = Intention to Quit (Developmental)

After analyzing the mediation results, significant path was observed between IM and IQD (with values of  $\beta = -.151$ ,  $p \geq .05$ ), similarly the path between IM and OC was found significant  $\beta = 0.534$ ,  $p < .01$ ). Moreover, in the indirect path, IQD is positively influencing more as compared to direct path as shown in table 4.32 as ( $\beta = .040$ ) and ( $\beta = -.252$ ), respectively. Thus, it is concluded that OC plays a partial mediating role between IM and IQD. Hence, the results supported the H12.

Table 4.33: *Path Analysis Outcomes for ICSR-OC-IQC*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
ICSR-IQC	-.029	.663				
ICSR-OC	.171	.001***	-.046	-.106	-.152	Partial
OC-IQC	-.233	.000***				

\*\*\*  $p < .01$ ; \*\*  $p < .05$ ; \*  $p < .10$

ICSR = Internal Corporate Social Responsibility, OC = Organizational Commitment

IQC = Intention to Quit (Conflict)

After analyzing the mediation results, insignificant path was observed between ICSR and IQC (with values of  $\beta=-.029, p > .10$ ), similarly the path between ICSR and OC was found significant  $\beta=0.171, p < .01$ ). Moreover, in the indirect path, IQC is negatively influencing more as compared to direct path as shown in table 4.33 as ( $\beta= -.106$ ) and ( $\beta = -.046$ ), respectively. Thus, it is concluded that OC plays a partial mediating role between ICSR and IQC. Hence, the results supported the H13.

Table 4.34: *Path Analysis Outcomes for ICSR-OC-IQD*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
ICSR-IQD	-.138	.050*				
ICSR-OC	.171	.001***	-.231	.034	-.197	Partial
OC-IQD	-.115	.079*				

\*\*\*  $p < .01$ ; \*\*  $p < .05$ ; \*  $p < .10$

ICSR = Internal Corporate Social Responsibility, OC=Organizational Commitment

IQC = Intention to Quit (Developmental)

After analyzing the mediation results, significant path was observed between ICSR and IQD (with values of  $\beta=-.138, p \geq .05$ ), similarly the path between ICSR and OC was found significant  $\beta=0.171, p < .01$ ). Moreover, in the indirect path, IQD is positively influencing more as compared to direct path as shown in table 4.34 as ( $\beta= .034$ ) and ( $\beta = -.231$ ), respectively. Thus, it is concluded that OC plays a partial mediating role between ICSR and IQD. Hence, the results supported the H13.

Table 4.35: *Path Analysis Outcomes for IM-OCB-IQC*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
IM-IQC	-.134	.077*				
IM-OCB	.414	.000***	-.209	-.285	-.493	Partial
OCB-IQC	-.140	.012*				

\*\*\*  $p < .01$ ; \*\*  $p < .05$ ; \*  $p < .10$

IM = Internal Marketing, OCB = Organizational Citizenship Behavior,

IQC = Intention to Quit (Conflict)

After analyzing the mediation results, significant path was observed between IM and IQC (with values of  $\beta = -.134$ ,  $p > .10$ ), similarly the path between IM and OCB was found significant ( $\beta = 0.534$ ,  $p < .01$ ). Moreover, in the indirect path, IQC is negatively influencing more as compared to direct path as shown in table 4.35 as ( $\beta = -.285$ ) and ( $\beta = -.209$ ), respectively. Thus, it is concluded that OCB plays a partial mediating role between IM and IQC. Hence, the results supported the H14.

Table 4.36: *Path Analysis Outcomes for IM-OCB-IQD*

Path	Std Reg	P	Effect			
			Direct	Indirect	Total	Mediation
IM-IQD	-.151	.058*				
IM-OCB	.414	.000***	-.252	.040	-2.12	Partial
OCB-IQD	.206	.000***				

\*\*\*  $p < .01$ ; \*\*  $p < .05$ ; \*  $p < .10$

IM = Internal Marketing, OCB = Organizational Citizenship Behavior

IQC = Intention to Quit (Developmental)

After analyzing the mediation results, significant path was observed between IM and IQD (with values of  $\beta = -.151$ ,  $p \geq .05$ ), similarly the path between IM and OCB was found significant ( $\beta = 0.414$ ,  $p < .01$ ). Moreover, in the indirect path, IQD is positively influencing more as compared to direct path as shown in table 4.36 as ( $\beta = .040$ ) and ( $\beta = -.252$ ), respectively. Thus, it is concluded that OCB plays a partial mediating role between IM and IQD. Hence, the results supported the H14.

#### 4.18 Hypothesis Testing

An analysis of the structural model tests for the estimated coefficients (paths), which deliver the basis for accepting or refusing the proposed relationship between variables. The summary of path analysis for hypothesis testing is presented as in table 4.25.

**H1:** ICSR has a significant impact on intention to quit (conflict). Based on the data of table 4.25, ICSR has direct effect to intention to quit as  $\beta = -.046$ , which is significantly strong negative relationship. Thus, hypothesis 1 is supported which verified ICSR has effect on

intention to quit. Although ICSR has negative effect on intention to quit (conflict), yet it is statistically insignificant.

**H2:** ICSR has a significant impact on intention to quit (developmental). Based on the data of table 4.25, ICSR has direct effect to intention to quit (development) as  $\beta = -.231$ , which was significantly strong relationship. Thus, hypothesis 2 is supported, which verified ICSR has effect on intention to quit.

**H3:** ICSR has a significant impact on organizational citizenship behavior. Based on the data of table 4.25, ICSR has direct effect to OCB as  $\beta = .217$ , which is significantly strong positive relationship. Thus, hypothesis 3 is accepted, which shows ICSR has positive effect on OCB.

**H4:** OCB has a significant impact on intention to quit (conflict). According to table 4.25, OCB has direct effect on employee intention to quit as  $\beta = -.198$ , which has negative relationship. Thus, hypothesis 4 is accepted and proves that OCB has effect on intention to quit (conflict).

**H5:** OCB has a significant impact on intention to quit (development). According to table 4.25, OCB has direct effect on employee intention to quit as  $\beta = .309$ , which has positive relationship. Thus, accepted hypothesis 5 proves OCB has effect on intention to quit (development).

**H6:** OCB mediates the relationship between ICSR and intention to quit. Based on the data of table 4.25, OCB has direct effect mediating effect between ICSR and employee turnover intention as  $\beta = .217$ , which is considered as mediation relationship. Hypothesis 6 supports that OCB mediates between ICSR and intention to quit.

**H7:** Internal marketing has a significant impact on intention to quit (conflict). According to table 4.25, internal marketing has direct effect on employee intention to quit (conflict) as  $\beta = -.205$ , which was negative relationship. Thus, the hypothesis 7 is supported, which shows internal marketing has significant effect on employee intention to quit.

**H8:** Internal marketing has a significant impact on intention to quit (development). According to table 4.25, internal marketing has direct effect on employee intention to quit (development) as  $\beta = -.252$ , which is negative relationship. Thus, the hypothesis 8 is supported, which shows internal marketing has significant effect on employee intention to quit (development).

**H9:** Internal marketing has a significant impact on organizational commitment. Based on the data of table 4.25, internal marketing has direct effect to organizational commitment as  $\beta = .663$ , which is significantly and strong positive relationship. Thus, hypothesis 9 is accepted, which shows internal marketing has positive effect on organizational commitment.

**H10:** Organizational commitment has a significant impact on intention to quit (conflict). According to table 4.25, organizational commitment has direct effect on intention to quit (conflict) as  $\beta = -.293$ , which has negative relationship. Thus, accepted hypothesis 10 proves that organizational commitment has effect on intention to quit.

**H11:** Organizational commitment has a significant impact on intention to quit (development). According to table 4.25, organizational commitment has direct effect on turnover intention as  $\beta = -.152$ , which has negative relationship. Thus, accepted hypothesis 11 proves that organizational commitment has effect on intention to quit (development).

**H12:** Organizational commitment mediates the relationship between internal marketing and intention to quit. Based on the data of table 4.25, organizational commitment has direct effect mediating between internal marketing and employee intention to quit (conflict) as  $\beta = -.209$ , which is considered as mediation relationship. Hypothesis 12 is supported, which shows organizational commitment has mediated between internal marketing and intention to quit.

**H13:** Organizational commitment mediates the relationship between ICSR and intention to quit. Based on the data of table 4.25, organizational commitment has direct effect of mediating between ICSR and employee turnover intention as  $\beta = .217$  which is considered as mediation relationship. Hypothesis 13 is supported, which shows organizational commitment has mediated between internal CSR and intention to quit.

**H14:** OCB mediates the relationship between internal marketing and intention to quit. Based on the data of table 4.25, OCB has mediating direct effect between internal marketing and employee turnover intention as  $\beta = .456$ , which is considered as mediation relationship. Hypothesis 14 is also supported, which shows OCB has mediated between internal marketing and intention to quit.

#### 4.19 Results for Hypothesis Testing

In this study, total 12 hypotheses were tested. In Table 39, all 12 hypotheses along with their outcomes are presented. Table 39 reflected that 01 hypotheses (H1) is not supported. However, according to given Table 39 also revealed that 11 hypotheses were supported to current study (H2 to H12).

Table 4.37: Results of Hypotheses Testing

Hypothesis	Paths	Supported or Not Supported
H1	ICSR – IQC	Not Supported
H2	ICSR – IQD	Supported

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H3	OCB – ICSR	Supported
H4	OCB – IQC	Supported
H5	OCB – IQD	Supported
H6	ICSR – OC	Supported
H7	IM – IQC	Supported
H8	IM – IQD	Supported
H9	IM – OC	Supported
H10	OC – IQC	Supported
H11	OC – IQD	Supported
H12	IM – OCB	Supported

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#### 4.20 Chapter Summary

In this chapter the primary data used in current study to empirically test hypotheses to fulfill all the assumptions of model. The validity and reliability of the study tools are applied with the help of different validity and reliability approaches. Outliers are removed from the primary data. For all these, suitable statistical tests, including Descriptive Statistics, Cronbach's Alpha, Skewness, Kurtosis and Correlation are used. The final results of the study support all the hypotheses of the study by using of AMOS. The subsequent chapter will provide a detail discussion of the findings of the study will described.



# **CHAPTER – 5**

## **DISCUSSION AND ANALYSIS**

### **5.1 Introduction**

This chapter offers a complete analysis of the findings and results of present research as described in the preceding chapter. The findings and results of this research are compared with the findings and results of various researchers in the field of human resource management. The key focus of this chapter is to analyze the findings and results of the research study with the studies presented in the literature review. The gaps in the findings and results of the prevailing research in comparison to previous researches are examined analytically while giving probable elucidation for the contradictory results. The discussion of results and its analysis is considered into two main categories on the basis of the under considered study models. Furthermore, in each model, all predictor variables are discussed comprehensively.

### **5.2 Objective of the study**

The key objective of the research study was to explore the relationship among ICSR, IM and intention to quit, with the mediating effect of OCB and OC. H<sub>1</sub> expected that CSR has negative impact on intention to quit. This research also shows that there is a positive and significant relationship between ICSR and OCB, which supports H<sub>2</sub>. OCB has significant and negative influence on intention to quit, supporting H<sub>3</sub>. Results also predict that there is a mediation of OCB on intention to quit, supporting H<sub>4</sub>. Similarly, H<sub>5</sub> presents that IM has negative impact on intention quit. There is positive relationship between IM and organizational commitment, supporting H<sub>6</sub>. Organizational Commitment has negative influence on intention to quit, supporting H<sub>7</sub>. Results also predict that there is a mediation of OC on intention to quit, supporting H<sub>8</sub>.

Furthermore, the results revealed that OC somewhat mediates the relationship between ICSR and intention to quit. In the same way, OCB also considerably and moderately mediates the association among IM and intention to quit. However, we found that ICSR and IM are positively as well as significantly correlated with each other, which acclaim that organizations presently functioning in Pakistan should emphasize upon these practices to reveal and augment the ICSR applications. Moreover, results revealed that ICSR activities are leading towards a lot of benefits comprising OC, competency and flexibility, trust, organizational behavior,

organizational justice and staff performance, improve internal relations and internal communication (Russo, & Perrini 2010).

With this study, we try to find, improve and validate a multidimensional scope of employees' intention to quit either developmental or conflictual. The comprehensive review of literature showed the requisite for a rigorous, consistent and effective stakeholder-based employees' perceptions scale of ICSR & IM. The 72-item scale, that is used in this study, gives a suitable psychometric characteristics as designated by robust and reliable evidence over a pilot study (N = 53) the final study, however, has a sample of banking sector employees (N = 387). With the help of several independent and moderately large samples from a wide range of settings (different banks), we develop the generalizability of our results; whereas, also considering the particular contexts of ICSR, IM strategies and initiatives. This study also found sound livelihood for the psychometric characteristics of the ICSR scale as regards Internal Relation, Work Life Balance and Health & Safety. Furthermore, like literature studies on higher-order constructs (Kim, Song, & Lee 2016) this model apt the data well. We confirmed that the model is properly equivalent which means our proposed ICSR concept offers lead over any of its proportion alone, comprising better information measure and parsimony (Dhaliwal, Li, Tsang, & Yang, 2011; Porter, & Kramer, 2006).

### **5.3 Internal CSR and Intention to quit**

ICSR has negative effect on intention to quit the job; however, the beta coefficient is statistically insignificant. The negative association supports H<sub>1</sub> and H<sub>2</sub>. These findings are in line with results of Hansen *et al.* (2011) Kim *et al.* (2016) and Shen and Benson (2016). On the basis of these findings, it can be stated that activities of ICSR are worthy for retaining good employees as well ICSR have negative effect on IQC; thereby decreasing the prospect of losing good employees. However, it may be noted that the beta is not statistically significant for the selected sample of the study. Another motivating and essential result from this research is that ICSR directs toward better realization of employee intention to stay in organization due to developmental opportunities available in the current job and there is no conflict among peers and management. As CSR gradually transform from the outside edge to the heart of organizational policies (Porter & Kramer 2011) CSR engagement can be transformative as well as developmental for the employees (Mirvis 2012; Surroca *et al.* 2010). However, earlier research has showed that CSR may add towards human capital by means of augmenting employee loyalty and job satisfaction (Valentine & Fleischman 2008). The constructive effect of CSR upon the contentment of employee mounting necessities proposes that CSR of an organization and IM

applications can be an influential drive to shape more proficient as well as productive employees. It is valuable to study the correlation between CSR and employee ability for instance leadership, proficiency, novelty and output. Current study predicts the significance of ICSR contiguity in maximizing returns to ICSR. Employees are internal stakeholders of any organization and earlier study has revealed that employees are habitually unaware of or detached from the CSR activities of their organizations (Bhattacharya *et al.* 2008; Dawkins 2004). This study results support former research by describing that less CSR proximity is certainly an uncertain block for organizations pursuing to secure benefits of employees from CSR. Organizations will obtain better employee benefits like reduced turnover intentions and enhanced output when proximity of CSR is higher. Organizations must disclose techniques to better convey their CSR to employees and look for more means to involve their employees.

#### **5.4 Internal CSR and OCB**

ICSR has a significant and positive influence on OCB supporting H<sub>3</sub>. On the basis of findings from this study, it can be stated that the implementation of Corporate Social Responsibility programs has a significant impact on OCB among private banking sector employees. This result of the study is consistent with the result of preceding study by Morin *et al.* (2009) and Abdullah and Rashid (2012) where Corporate Social Responsibilities practices are significantly correlated with OCB.

OCB has significant negative impact on intention to quit, which supports H<sub>4</sub> and H<sub>5</sub> i.e. the impact is statistically significant as well as negative. The literature studies also demonstrate statistically significant and negative relation intention to quit and between OCB (Li *et al.*, 2017; Bester *et al.*, 2015).

#### **5.5 Internal CSR, OCB and Intention to quit**

OCB mediates the relationship between ICSR and intention to quit, which supports H<sub>6</sub>. As the result shows in table 4.25, the effect is significant with the presence of OCB and impact of ICSR on intention to quit job. These findings are consistent with outcomes of Hansen *et al.*, (2011) Kim *et al.* (2016) and Shen and Benson (2016). On the basis of these outcomes, it is stated that activities of ICSR are worthy for retaining good employees since improved ICSR affects negatively on IQC; thereby dipping the likelihood of dropping good employees. However, when ICSR activities inculcate employees OCB, then its impact on IQC becomes even more pronounced as indicated by the mediation role of OCB between ICSR and IQC. Thus, ICSR activities become more effective when they are intended a modus to instill OCB among the

employees. The present study utilizes work life balance, health & safety and internal relations as the three dimensions of ICSR; so, it is stated that such activities ripen OCB, which mitigates employee intention of job quit in a consequence.

### **5.6 Internal Marketing and Intention to quit**

IM has significant influence on intention to quit (conflict and development), which supports H<sub>7</sub> and H<sub>8</sub>. These outcomes are consistent with the outcomes of Kim *et al.* (2016) and Yeun and Jeon (2015). Current study suggests banking sector can decrease their employees' intention to quit by implementation IM programs. Moreover, this research study observed that the internal communication methods are fundamental elements in the banks to enable employee loyalty. Internal communication supports management to deliver appropriate information to employees and attain opinion on seniors' decisions about operations. A proposal box, intranet updates and meetings deliver significant methods for fruitful internal communication, interface and sharing information in the organization. The outcome is steady with the results of preceding scholars like Saad, Ahmed and Rafiq (2002) and (Gounaris 2008) have discussed for the requirement shared and interactive communication channels within the organization atmosphere. Furthermore, the necessity to efficient employees for executing their job functions and organize them for advanced accountabilities has been reinforced in the prevailing study. Internal communication also helps to increase trust, OCB and OC; thereby enabling to stay in the organization.

### **5.7 Internal Marketing and OC**

IM has a positive as well as significant impact on OC which supports H<sub>9</sub>. On the basis of outcomes from this research study, it can be stated IM programs' implementation has a significant impact on OC among private banking sector employees. This result of the study has consistent result with previous study by Joung *et al.* (2015) and Kim *et al.* (2016) where IM practices significantly correlates with OC. In this study, results predicts that less turnover and more OC are vital signs of organizational effectiveness for a bank (Steers, 1977). Therefore, the under considered study explored the impact of IM and ICSR (ICSR) programs are crucial indicators in a private banking sector: banking employees' OC, OCB and their turnover intentions (TI). On the basis of social exchange theory, ICSR, and IM literature, a model was set in this study to observe employees' perception of ICSR applications and IM applications to positively impact on employees' OCB and OC. When these commitments are higher, it decreased the turnover intention of employees in the banking sector. In the light of theoretical

perception, these results are consistent with the past studies over IM (Clampitt & Downs, 1993; Conduit & Mavondo, 2001; Jaworski & Kohli, 1993; Kim *et al.*, 2016; Lux *et al.*, 1996) making contribution towards the progress of academic related to IM and employees' attitudes towards work.

Specifically, the suggested opinion of IM in the banking sector which is comprised of three distinct, but interrelated practical dimensions was sustained in this research study. This conclusion offers indication that the suggested three dimensions in this research (i.e., vision about development and excellence service, internal communication and internal market research) precisely signify the multidimensional thought of IM in the banking sector. Furthermore, the outcome specifies a positive impact of IM on OC, which verifies outcomes of preceding studies (e.g., Ajay & Sabir, 2009; Opoku *et al.*, 2009; Hogg, 1996; Tansuhaj *et al.*, 1991). As not any of these earlier studies have empirically assessed the relationship between IM and OC in banking sector, the present research suggests the leading empirical sign of a positive relationship between IM and OC in a banking sector. The present research also verifies that ICSR in the banking sector is comprised of three distinct but associated basic ICSR constructs (such as: work life balance, health & safety and internal relations). This outcome is similar to the study of Carroll's model (1991, 1998) for social performance, which argued that CSR may be alienated into these 4 dimensions (IM, ICSR, OC and TI).

Moreover, the outcome supportive the H<sub>9</sub> specifies that a positive association exists between Internal OC and CSR in the banking sector, endorsing earlier CSR studies showed in other frameworks (Maignan *et al.*, 1999; Maignan & Ferrell, 2003; Peterson, 2004). The positive impact of CSR is clarified by social exchange theory, which argues employees support their confidence and increase their self-actualization by recognizing them with their organization when it is identified for its societal concern (Ashforth & Mael, 1989; Tajfel & Turner, 1986). The current research reveals that banking sector OC of higher level employees decreases their turnover intentions. Moreover, OC shows a substantial mediating role between ICSR and turnover intentions along with IM and turnover intentions. Even though, a number of researches have observed and maintained the vital role of employees' organizational commitment in decreasing their turnover intentions rate (Kim *et al.*, 2005; Mathieu & Zajac, 1990; Tett & Meyer, 1993; O'Reilly *et al.*, 1991) yet no scholar empirically verified such connections by comprising both CSR and IM as precursors of OC.

OC has significant negative impact on intention to quit (conflict and developmental), which supports H<sub>10</sub> and H<sub>11</sub> that is: the influence is negative as and also statistically significant.

The previous studies also reveal negative but statistically significant relation between OC and intention to quit. This result of the study is same result with previous study of Demirtas and Akdogan, (2015) and Gatling *et al.* (2016).

### **5.8 Internal Marketing OC and Intention to quit**

OC mediates the relationship between IM and intention to quit), which supports H<sub>12</sub>. As the result shows in table 4.25 that effect is significant with the presence of OC and impact of IM on intention to quit job is also significant. These outcomes are consistent with the findings of Kim *et al.* (2016). Similarly, OCB was used as mediator among CSR, IM and intention to quit. Therefore, the outcome that CSR influences on turnover intentions and OC directly as well as indirectly was stronger as compared to the effects of IM provides to the research work in this field. Therefore, this study covers the former studies in this field of study by showing that initiatives of CSR can play a crucial role in comparison to traditional IM programs in increasing the commitment of employees toward the organization and helpful for retention of employees.

In addition, the current study is consistent with the study of Chang and Chang (2008) and Jou *et al.* (2008) who empirically acknowledged IM as a multi-faceted concept showing that IM is more than a dimension as stated by Barnes *et al.* (2004) and Punjaisri and Wilson (2007). The outcomes of this research propose that studies utilizing a single aspect of IM are not completely holding practice of IM and a wider consideration of IM practice can be enhanced from perceiving IM as a multi-dimensional practice. This research studied the relationship between OC, intention to quit, IM, and ICSR in the banking sector. The results of the present research reveal that IM has manifold constructs, which is similar to the preceding studies (Saad, Ahmed & Rafiq, 2002; Gounaris, 2008). The outcomes also show that such elements have positive influence on the behavior of employee in the under-considered banking sector. This also states the current vision in the marketing studies, which argue that IM has positive impact on loyalty and employee satisfaction (Gounaris, 2008; Opoku *et al.*, 2009). Our research result also supports the findings of Foreman and Money (1995) who argues that applications of IM are mainly indispensable to authorize that banks select, attract and retain efficient employees for providing distinct services to their customers.

### **5.9 Mediating of OCB and OC between ICSR and IM**

The objective of current research was to find out the relation among ICSR, IM, OCB, OC, and employees' intention to quit at banking sector. In this research, outcomes predict that there was a positive impact of ICSR on OCB. Employees, who identify the importance of ICSR,

tend to increase more OCB. The strong internal relation practice shows a predictor influence on OCB. It is general observation that application of CSR activities settled by the organization will enhance the relationship between the employer and the employee (Huselid, 1995; Koys, 2001; Rousseau & Greller, 1994). If employees perceive and adopt CSR activities positively, they have a positive effect on the employees' behavior; particularly on OCB. Osman & Noordin (2015) studied impact of organizational justice, organizational trust and team work on talent retention with mediating effect of OCB. Asif, Nisar, Faisal, & Khalid (2017) study about CSR as an independent variable and OCB as dependent variable, in another study Sarfraz, Qun, Abdullah, & Alvi, (2018) utilized CSR as independent variable and OCB as dependent variable. Paillé, (2013) studied regarding Organizational citizenship behavior and employee retention. Revilla-Camacho, Vega-Vázquez, & Cossío-Silva (2015) studied about customer participation and citizenship behavior effects on turnover intention. Abzari, & Ghujali, (2011) studied about impact of internal marketing on OCB and observed that internal marketing has positive effect on employee OCB which further leads to improve organization performance. Alshurideh, Alhadid, & Barween (2015) also studied the effect of internal marketing on organizational citizenship behavior and observed that internal marketing increases employees' motivation and positive impact on OCB. Based on the findings of these historical studies we develop our model of the current study keeping internal CSR as the independent variable while employee intention to quit as the dependent variable while OCB as the mediator. The relationship between OC and IM was tested in H<sub>6</sub> that attained outcomes to disclose validation of important influence of IM on OC. Certainly, it appears that improved provision of employees' expectations by suitable execution of IM philosophies could have an optimistic impact on enhancing of employees' concern and organization commitment. Outcomes attained from the H<sub>6</sub> goes with research outcomes of Abzari *et al.* (2011) and Kyriazopoulos *et al.* (2007). Also, outcomes of this research hypothesis exhibits validation of hypothesis that there is positive influence of IM on the OC and OCB. While, there is negative effect on employees' intention to quit from job. Actually, considering IM in organizations could not only be applicable on improvement of OCB and employees' commitment but also on the voluntary behaviors in working atmosphere; thus enabling opportunities of organizational success in competitive market. According to Yaghubi *et al.* (2011) when organization takes more emphasize on application of IM in the organization, employees' intention to be more contributed in OCBs will be greater and employees' intention to quit will be lower. Furthermore, Seyyed *et al.* (2010) results also proved that there is constructive effect of IM on OCB.

Bell and Menguc (2002) argues that internal relation is very essential in an organization because more clear and stable level of OCB can be acquired from employees. These additional-roles behaviors are frequently described by the social exchange theory of employees' sense of obligation to respond positively when getting importance from the organization. Consequently, it is done through OCB (Blau, 1964; Husin *et al.*, 2012; Levelle *et al.*, 2009; Moideenkutty, 2009; Morrison, 1994). According to Yaghoubi *et al.* (2011) it is necessary for organization to rebuild their organizational structure for survival and competition in the market because during last ten years firms work hard for increase in social values of employees. This outcome may also lead to an enhanced in OCB, which, we determined in present research. In spite of decline in job of workers, present OCB has a tendency to effect on the perceived importance of ICSR. The results of current study shows a negative impact of ICSR on intention to quit and employees seeming better ICSR and IM have less desire to leave the current job. It was likely to prove that respect and self-recognition are very important for employees that significantly reduce intention to quit. The outcomes of existing study are in similar with the outcomes of Lii, and Lee (2012) who observed that ICSR have a direct influence on intention to quit. There are the resilient competitiveness atmosphere fronting organizations today, they improve better ICSR and IM practices to decrease turnover intention (Kim, Song & Lee 2016). This result is because ICSR and IM practices are a vital part and directly affect the employees' intention to leave the current job (Huang, 2001). According to Pare *et al.* (2001) nonmonetary appreciation is negatively correlated with intention to quit, which can be perceived in current study because the feelings of recognition and team work among employees decreases intention to quit. As compared to some other studies, current outcomes might be due to the environment of insecurity and the higher level of unemployment rate in Pakistan, which means that if work prospects do not exist at job place, turnover intention tend to decrease. Employees who have stronger intention to leave the organization are less likely to show OCB at job place. This offers some support for the concept that organization citizenship behavior may increase the organization's capability to keep employees (Podsakoff & MacKenzie, 1997). The strongest relationship has been observed between turnover intention and ICSR, however IM can be described naturally, as a person who is commits and tends not to criticize and keeps a positive attitude at work place with all the colleagues and seniors. Therefore, an employee who performs in this way is more probable to be committed to the organization, job and less likely to have an undesirable performance of their working atmosphere and never want to withdraw from this kind of behavior.



### **5.10 Answers to the Research Questions**

The results in table 4.25 shows that the beta coefficient of Internal CSR with intention to quit is negative meaning that it reduces employee intention to quit however, it is not statistically significant. This partially answers the first research question of the current study. Regarding mediation results, OCB mediates the relation between ICSR and intention to quit as reported in table 4.25. This answers the second research question of present study. Similarly mediation results as per table 4.25 reveal that ICSR has a positive impact on OC. Similarly, OC has a negative impact on intention to quit. OC mediates the relation between ICSR and intention to quit and the relation is significant. This answers the third question of the current study.

The results in table 4.25 predicts that the beta coefficient of Internal Marketing with intention to quit is negative meaning that it reduces employee intention to quit however, it is statistically significant. This answers the subsequent research question of the current study. As for concern about mediation results, OC mediates the relation between Internal Marketing and intention to quit as described in table 4.25. This answers the fifth research question of present study. Similarly mediation results as per table 4.25 tell that Internal Marketing has a positive impact on OCB. Similarly, OCB has a negative impact on intention to quit. OCB mediates the relation between Internal Marketing and intention to quit and the relation is significant. This answers the last question of the current study.

### **5.11 Chapter Summary**

In this chapter the objective of the studies were discussed and all hypothesis analyzed with current results and comparison with previous. All research questions of this study answered in detail in this chapter. The subsequent chapter will provide a detail discussion of the conclusion and future research direction of the study.

# **CHAPTER 6**

## **CONCLUSION AND FUTURE RESEARCH DIRECTIONS**

### **6.1 Introduction**

The current study was under consideration to analyze ICSR & IM applications on employees' intention to quit in private banking sector of Pakistan. The research observed the role of enactment of ICSR, IM practices and tried to find out their impact on employees' intention to quit (conflict & developmental) through the mediating role of OCB and OC. In this chapter, the discussion is carried out on the suggestions of the conclusions presented in the previous chapter five. This chapter comprises of four parts. The first part covers discussion over the results for Descriptive as well as Inferential Statistics. This part explains the important hypotheses argued in the light probable explanations of the results of current study. The second part highlights the support of current study in the exploration of knowledge sharing, approach and suggests related to guidelines for the stakeholders of banking sector, management and policy makers related to the concerns of human resource management. The third part represents the limitations of current study. The past paper recommends direction for future study regarding the perspective of strategic human resource managers.

### **6.2 Discussion of Finding Part I: Descriptive Statistics**

The hypotheses and research model of this study designed in chapter 2 present ten major constructs of this study. The descriptive statistics (Skewness, Kurtosis, mean, mode, median and standard variation) of these constructs are explained in chapter 4 of this study. The upcoming section explains the results generated from these constructs.

#### **6.2.1 Internal Relation**

The mean responses of 5-point Likert's scale for internal relation is 3.84, however the median is 4 (as reported in Table 4.8). Internal relations have a standard deviation is less than 1. It shows that the respondents are somewhat agreed that their organizations are improving the internal relations. The outcomes specify that majority of the employees in current study seem to have accepted internal relations in their organizations. Internal relations are explained as the independence and authority of a team or an employee within the organization to develop business idea or vision and implement it systematically to attain the targeted business results.

The outcomes achieved, herein, demonstrate that the banking sector is internal relations orientated; thereby believing that it can support employee empowerment. Internal relations can be inferred as the building bond between management and employees. In fact, internal relation is considered as it is helpful for management approach that raises a range of inspiring job place outcomes comprising better skill improvement, job performance, presence, long-term stay in organization, determination and emotional attachment. For this respect, it's means that ICSR approaches are an applicable practice to be employed by internal relations. This describes the mean and median for internal relations is 3.84 and 4 respectively i.e. neutral to agree. Organizations run with the help of human beings who perform together and perform to complete the objectives and goals of the organization. The employees working together towards mutual organizational goals at their job place for betterment of their organizations. Employees are the key assets of an organization for development and growth.

Employees can share personal matters and job related issues with each other to build positive affiliation at the job place. These relationships are between employees and organization relationships, between coworkers, between an employee and his seniors. It is very important that the employees share a healthy and positive relationship with each other to carry out their best performance for organizational growth.

An employee expands his maximum time at the job place and his peers are the ones with whom he employs the most of hours in a day. Conflicts and confusions between coworkers, as and when developed, add negative impact and in turn, decrease the output of the organization. Employees discuss several matters at job place and needs the advice and necessary proposals to each other for a better solution which would benefit the employee as well as their organization. Individual employee can never perform their job alone; thereby needing the help and assistance of his fellow workers to come out with an excellent idea and perform his level best. This can be made possible when the employees must be comfortable with each other for a healthy working atmosphere at the job place. It is the primary responsibility of the seniors and management to discourage conflicts among employees and encourage positive relationships among employees.

The outcomes signify that most of the banking sector employees observed that their senior management is implementing internal relations in their organization. Internal relations convey the strength of employee with colleagues as well as with organization for better results. In the current study, the results represent that the organizations contribute in internal relations for competing in the extremely competitive business environment. In addition to it, the outcomes display that the organizations, with strong bond of internal relations, are performing ICSR to

surpass over their competitors with the purpose of retaining skilled employees. This describes the mean and median of internal relations is 4. The outcomes specify that most of the higher management in the banking sectors is observed to have espoused internal relations. It is likewise appropriate in the perspective of human resource management by implementing practices of ICSR as a ground breaking style to retain their employees for long time survival. Therefore, it describes the mean is 3.84, while median and mode are 4.

### **6.2.2 Work life balance**

The mean of the 5-point Likert's scale for work life balance is 3.66, however the median is observed at 4 (as shown in table 4.8). It predicts that mostly employee disagrees with this statement and there is not much more time after office work. Work life balance has a standard deviation of less than 1. This shows that respondents are somewhat agreed that their organizations are improving the work life balance issues. The outcomes specify that most of the bank employers in current study to have accepted work life balance in their organizations, according to their employees. Work life balance is an employee's capability to manage their job and family responsibilities in efficient manners as well as other non-work commitments. The results achieved, herein, states that the banking sector employees are not giving time to their family matters after office work and they are facing problems to manage both together. Work life balance is the association between work and family activities since other parts in other areas of life are also important. Work life balance realizes the needful satisfaction in the three basic parts of life: work, family and privacy with job requirements, working hours, work load and amount of working hours spent in office related work. In addition, these working hours are deducted from home time, while excessive work load or work stress may effect in exhaustion, panic or further opposing physiological concerns that affect the quality of work at job place and also, the family life. Family needs the role of the employee at home as a Father or Mother, Son, Husband and Wife etc. Household obligations include but not limited to children care, households, caring of old parents and looking after children. Along with these, there are some more requirements of balance life than family that is enjoyment, holidays, games and personal improvement programs. Work life balance is not the division of time equitably among job, family and personal matters. According to some researchers (Hochschild, 1979) work life balance is different from person to person as each person has its own priorities, which may change with the passage of time.

The outcomes signify that most of the banking sector employees observed that their senior management is implementing work life balance in their organization. Employees performing their duties in the banks having painful struggle to satisfy their customer needs. To

perform quality of work, every employee takes work load being the front line in the banking sector. Work life balance conveys the strength of employee with family as well as with organization for better results. Office workload is getting dense and the employee's jobs are overloaded and added with quality output in service sector organization. Banking sector job builds work pressure and it conveys difficult to sustain balance between job and family life. Being the service sector of banks job, the performance or output of the banking sector is wholly dependent upon the excellence of employees. The primary purpose of human resource development is to smooth performance enhancement measured in the understanding of monetary signs of operating proficiency and best quality of financial services provided to their customers. The dual tasks handled by the banks' management are that of retaining the efficient employees and providing a peaceful working environment for all their employees.

The results also display that the organizations having strong bond of work life balance are performing ICSR to success over their competitors for retaining talented employees. It describes the mean and median of work life balance is among 3 & 4.

### **6.2.3 Health & Safety**

The mean of the 5-point Likert's scale responses for health & safety is 3.56, however the median is observed at 4 (as shown in table 4.8). It predicts that mostly employee disagrees with health & safety measures as there is no training provided to employees about health & safety. Possibly, due to nature of business in banks, there is on technical work involvement in their daily job. Health & safety has a standard deviation of less than 1. This shows that respondents are somewhat agreed that their organizations are improving the health & safety issues. The outcomes specify that majority of the bank employers in current study are considered to have accepted health & safety in their organizations by their employees. The outcomes achieved, herein, show that the banking sector (who is health & safety orientated) believed that it can support employee medical fitness. It is the duty of every employer to ensure the employees' safety & health at work place as far as it is reasonably feasible. In order to avoid employees' injuries at workplace and well aware about health programs essential elements for safeties, there should be arrangement of employees' safe working environment to complete tasks. The hazards should be presented from use of any article or element and from disclosure to physical causes, like noise and vibration at job place. Senior management is responsible to deliver necessary training about health & safety measures at job place. Necessary medical facility must also be available at job place. It is responsibility of employers to provide medical checkup facility to their employees for good health. In service organizations, medical fitness of employees is

necessary. Only then, they will be to perform better their routine tasks and satisfy their customers' needs efficiently. Employees also adopt sense for the health and safety for themselves and for their colleagues in the workplace. Employees' improper behavior at workplace will be risky for themselves and also for colleagues.

In current research, there are 115 women comprising 29.7% of the sample. It is an employer responsibility to carry out distinct risk evaluation in provision of relation to pregnant employees of the organization. Senior management must provide relaxation in terms of normal work to perform their job. These pregnant women must need maternity leaves for good health. All these measures build trust on management, build OCB; OC and employees intend to stay in the organization. In the current study, the results represent that the organization contributed health & safety for competing in the extremely competitive business environment. The outcomes also display that the organizations with strong bond of health & safety are performing ICSR to succeed over their competitors for retaining talented employees. It elucidates the mean and median of internal relations are among 3 and 4. The results state that majority of the higher management of the banking sector are seemed to have implemented health & safety for their employees. It is also suitable in the facet of HRM by realizing ICSR practices as a new style to endure their employees for long time survival. Therefore, it describes the mean is 3.56, while median is 4 of most of the items.

#### **6.2.4 Organizational citizenship behavior**

The mean of the 5-point Likert's scale responses for OCB is 3.68, however the median is 4 (as shown in table 4.8). OCB has a standard deviation of less than 1. This shows that the respondents are slightly agreed that OCB is important element of an organization. The outcomes specify that most of the employees in current study have encouraging OCB about their organizations. Employees has positive attitude to obey all rules prevailing in their organizations. OCB in current study play mediating role among ICSR and employee intention to quit, similarly playing mediating role of IM and employee intention to quit. We also examined OCB as a manifestation of extra-role performance. The results reveal a significant relation between ICSR, OCB and intention to quit. Similarly, there is significant relation between IM, OCB and intention to quit. Thus, employees with high level of OCB may engage in positive behavior towards their fellow workers than employees with low OCB having improper behavior with colleagues. Outcomes from the structural confirmatory factor analysis reveal that ICSR is not only positively, but also significantly associated with OCB as supported by H<sub>3</sub>. OCB significantly impacts on employee intention to quit (conflict & developmental) as supported by H<sub>4</sub> & H<sub>5</sub>;

respectively. OCB mediates the relationship among ICSR and intention to quit as supported by H<sub>6</sub>. This supports the significance of the role played by organization citizenship behavior in defining the employee' perceptions as they are vital internal stakeholder. Employees working in these organizations improve positive attitude, for example higher levels of organization citizenship behavior. This positive behavior is key reason from the employees identifying their employers as devotedly involved in social concerns and help fellow workers, which indications the employees to ascertain themselves within this organization as an important part. All these factors decrease employee turnover intention and they wish to stay in their current job place.

Outcomes also indicate that ICSR is not only positively but also significantly associated with OCB. Socially responsible applications introduced by the organization can, if perceived well by their employees, boost positive behaviors that epitomize improved job needs. These, positive behaviors are essential for competitive benefit and best organizational performance. Indeed, these behaviors could be reflected as best assets that can differentiate long term competitive organization from non-competitive organizations. If employees' behave in enduring their services more than the routine task performed, then it is helpful for both other employees and the organization's policies and goals. This specifies a healthy working atmosphere and an individual that serves the organization's job and supports its pursuit for competitive advantage.

#### **6.2.5 Vision about development & excellence service**

The mean of the 5-point Likert's scale responses for vision about development & excellence service is 3.68, however the median is 4 (as shown in table 4.8). Vision about development & excellence service has a standard deviation of less than 1. This shows that the respondents are somewhat agreed that their organizations are refining the vision about development & excellence service. The outcomes specify that majority of the senior management in current study have accepted vision about development & excellence service in their organizations. Vision about development & excellence service is described as the employee awareness about the path to achieve organizational goals and front line employees deliver their best to satisfy customers. The findings achieved in current study show that the banking sector have vision about development & excellent service orientation to believe that it can support employee empowerment and build confidence. Vision about development & excellence service can be interpreted as the building employee learning and coaching to improve their skills. In fact, vision about development & excellence service is considered as an encouraging management style that raises a variety of supporting tools for their employees at workplace. These tools can help in better job performance and skill improvement, increasing attendance and long-term

retention, determination and emotional attachment in the organization. In this respect, IM approaches are applicable practices to be instigated by vision about development & excellence service. This describes the mean and median for internal relations is 4, which represents that employees i.e., agree implementation of IM applications.

Organizations run with the help of human beings who work together to complete the objectives and goals of the organization. The employees working together towards mutual organizational goals at their job place for betterment of their organizations. Employees are the key assets of an organization for development and growth. Effective and proper communication also plays an important role in development and excellence service for the growth of any organization. It has been observed that major contribution of development & excellence service is the customer care, continuous work on innovations, well committed employees and managers must be leaders. Vision about development & excellence service is also important because it provides understanding of service providing not only for external customers but also to provide service to internal customers. It's about realized the basic requirements, expectations and satisfaction of their customers.

The outcomes signify that most of the banking sector employees observed that their senior management is implementing IM applications in their organization. Vision about development & excellence service is conveying the strength of employee with colleagues as well as with organization for better results. In the current study, the results represent that the organization contributed in vision for development & excellence service of competing in the extremely competitive environment of business. The outcomes also display that the organizations, which have strong bond with employees, are performing IM to succeed over their competitors for retaining skilled employees. It describes the mean and median of vision about development & excellence service is 4. The outcomes specify that most of the higher management in the banking sectors is alleged by their employees to have appropriate vision about the development & excellence service. Furthermore, it is suitable in the part of HRM by implementing IM practices as a pioneering style to retain their employees for long time survival. Hence, it explicates the mean as well as median is 4.

#### **6.2.6 Internal Communication**

The mean of the 5-point Likert's scale responses for internal relation is 3.67, however the median is 4 (as shown in table 4.8). Internal communication has a standard deviation of less than 1. This shows that the respondents are somewhat agreed that their organizations are improving



the internal communication. The outcomes specify that most of the employees in current study to have accepted internal communication in their organizations. Internal communication is described as the exchange of information and ideas within an organization. Internal communication is transfer of information and business strategy within team or an employee within the organization to improve business ideas and vision for implementing them to achieve organizational goals. The outcomes achieved, herein, indicate that the banking sector (who is internal communication orientated) believes that it can support employee empowerment. Internal communication can be understood as the building trust between management and employees. In fact, internal communication is considered as a helpful management approach that raises a variety of encouraging workplace affects comprising better job performance, building trust, skill improvement, long run retention, determination and emotional attachment. In this respect, IM approaches are applicable practices to be instigated by internal communication. This describes the mean and median for internal relations is 4 that is to agree.

Organizations run with the help of human beings who perform together and perform to complete the objectives and goals of the organization. The employees working together towards mutual organizational goals at their job place for betterment of their organizations. Employees are the best assets of an organization for development and survival in competitive world. Internal communication is an important element of business success. When internal communication moves in an organization through formal or informal mode, vertically or horizontally, written, orally or in electronic mail form, it is called internal communication. It has been observed that the key purpose of internal communication is to make sure smooth functioning of business activities among all the departments inside the organization. With the help of internal communication, management has to take decision in different departments for the smooth operations of the business activities. Internal communication helps management to take prompt and suitable decision by providing information in all departments of organization. Internal communication enables co-ordination and co-operation inside organization by associating several departments through flow of proper information. Internal communication is also very important to motivate all employees to perform their job amicably and achieve organizational goals smoothly. It also simplifies the exchange of information, opinions, ideas, feelings, beliefs, emotion etc. among with themselves and management.

Vertical communication takes place within the hierarchical design of formal organizational. An order or information starts from top management and is transferred down at each level of the hierarchy until it spreads the bottom level employees. Horizontal

communication takes place when the information is communicated between employees within the similar level of the organizational hierarchy. Horizontal communication can also play a crucial role when different departments are required to do similar tasks. They don't have to wait for the communication flow to move to the top and then down to other departments. For example, banking sector may design a new promotion policy for investment that needs the consideration of the research and development department, the marketing and sales department, and the finance department. Within horizontal communication, the heads of each of these departments can bring about with each other to confirm effective and efficient accomplishment of the promotion policy.

The outcomes suggest that most of the banking sector employees perceived that their senior management is implementing IM in their organization. Internal communication expresses the strength of employee with peers as well as with organization for better results. In the current study, the results represent that the organizations contribute in internal communication for competing in the vastly competitive corporate circumstances. The outcomes also show that the organizations which have strong bond of internal communication are carrying out IM to succeed over their competitors for retaining experienced employees. This describes the mean and median of internal relations is 4.

### **6.2.7 Internal Market Research**

The mean of the 5-point Likert's scale in the replies for internal market research is 3.67, however the median is four (as shown in table 4.8). Internal market research has a standard deviation of less than 1. This shows that the respondents are somewhat agreed that their organizations are improving the internal market research. The outcomes demonstrate that mainstream of the employees in current study have accepted internal market research in their organizations. Internal market research is described as the set of techniques associating the producers, customers, and employees to the organization through sharing information employed for employees to keep them up dated with current knowledge and skills. In the market research information, organizations must share knowledge and information among their employees. Seniors must be conscious that the results from internal market research are biased by little amount of knowledge and lack of experience in certain research. For this purpose, internal research must be stable for examining all stakeholders to support and paint a more precise picture. Organizations require best approach for internal market research to inspire disclosure. IM research should be constructive both for employees and organization. With this research, employees set their targets to achieve these goals with best efforts.

IM research captures the data needed to help design product features, customer service orientation and effective promotion policies. Without precisely assessing marketing situation, customer care and product demand, organizations may confront low sales, unsatisfied customers and useless product promotions. Organizations can determine to outsource their marketing research struggles or they can use an IM research department to plan for internal surveys, motivated employees and other market research activities. IM research states necessary information required to address the specific issues, plan the method for collecting primary information, interpret the primary information for manages, fulfill the data collection procedure, examine the outcomes and share these findings with employees best trying for implications

In fact, IM research is considered as an important tool for management approach that raises a range of encouraging employees at workplace including better job performance, skill improvement, and long run retention, determination and emotional attachment. In this respect, IM approaches are an applicable practice to be realized by IM research. This describes the mean and median for internal relations is 4 (it means to agree). Organizations run with the help of human beings who perform together and perform to complete the objectives and goals of the organization. The employees working together towards mutual organizational goals at their job place for betterment of their organizations. Employees are the key assets of an organization for development and growth.

The outcomes signify that most of the banking sector employees observe that their senior management is implementing IM research in their organization. IM research conveys the strength of employee with colleagues as well as with organization for better results. In the current study, the results represent that the organization contributing in IM research for competing in the extremely competitive business environment. The outcomes also show that the organizations having strong bond of internal relations are carrying out IM to triumph over their competitors for retaining endowed employees. This describes the mean and median of internal relations is 4.

### **6.2.8 Organizational commitment**

The mean of the 5-point Likert's scale responses for OC is 3.73, however the median is 4 (as shown in table 4.8). OC has a standard deviation of less than 1. This shows that the respondents are somewhat agreed that OC is important element of an organization. The outcomes specify that most of the employees in current study have encouraging OC about their organizations. Employees, having positive attitude, obey all rules of prevailing in their

organizations. OC, in current study, plays mediating role between IM and employee intention to quit, similarly playing mediating role of ICSR and employee intention to quit. In this respect, employees who have great commitment level would select to retain because of great emotional connection to the organization. The outcomes are similar to the social exchange theory (Blau 1964) arguing that employees having high committed reap favorable treatment. ICSR and IM practices have higher commitment in this study. Employees, having favorable work experience at the job place, are connected with great affective commitment. The outcomes provide ample indication that ICSR & IM practices play an important role in affective OC. In the banking sector, employees play frontline role in front of customers. They interact with customers not only on behalf of the organization, but also motivating the perception, attitude and evaluation of customers. In the service sector, organizations provide organizational objectives and visions to customers through the applications of IM, which require employee OC to have positive impact on service sector because it influences on organizational performance of employees. This is the strong point of an employee's recognition with the organization's objectives, visualization and beliefs reflected in employee service sector organizations. Employee identification with the aims and objectives of an organization is signified as OC.

Outcomes from the structural confirmatory factor analysis reveal that IM is positively as well as significantly associated with OC as supported by H<sub>9</sub>. OC significantly impacts on employee intention to quit (conflict & developmental) as supported by H<sub>10</sub> & H<sub>11</sub>, respectively. OC mediates the association between IM and intention to quit as supported by H<sub>12</sub>. This supports that the significance of the essential role played by organization commitment in determining the perceptions of the employee. Individuals performing job for such organizations build constructive approaches, such as higher levels of organization commitment. This positive behavior is primary reason for realizing their employers as enthusiastically interested in social concerns and committed to their job, which indications the employees to recognize themselves with this organization as an important part. All these factors result in decreasing turnover intention sine employees want to stay in their current job place. IM applications introduced by the organization can, if observed well by their employees, encourage positive behavior that represents the better job needs. This positive behavior is essential for competitive benefit and best organizational performance. Indeed, these positive behaviors could be reflected best assets that can differentiate long term competitive organization from noncompetitive organizations.

### **6.2.9 Intention to quit (Conflict)**

The mean of the 5-point Likert's scale responses for intention to quit (conflict) is 2.44, however the median is 2 (as shown in table 4.8). Intention to quit (conflict) has a standard deviation of less than 1. The outcomes shows that the in the response of questionnaire from banking sector employees intend to quit low. This signifies that as an outcomes of the enactment of ICSR and IM applications, respondents' OCB and OC are enhanced; therefore, presenting a smaller turnover intention. It is better prospective that involvement of the current study in concerning ICSR and IM practices create positive influence towards OCB and OC; thereby reducing employees' intention to quit.

Lastly, current study argues that a higher level of banking sector employees' OCB and commitment decreases their intention to quit. In addition, OCB played a substantial mediating role between ICSR and turnover intentions and between IM and intention to quit. There are several researches, which studied and supported the significant role of employees' OC in decreasing their intention to quit. The current study also conform previous studies that CSR initiatives can play more significant role than traditional IM applications in increasing employees' commitment toward the organization and in supporting employee retention. Current study proposes banking sector frontline employees can improve their employees' OCB and OC by means of IM and ICSR applications, which can lead to lower turnover rate.

#### **6.2.10 Intention to quit (Development)**

The mean of the 5-point Likert's scale responses for intention to quit (developmental) is 2.81, however the median is 3 (as shown in table 4.8). Intention to quit (developmental) has a standard deviation of less than 1. The outcomes show that the respondents' intention to quit (developmental) is little. It is reveals that as outcomes of the execution of ICSR and IM approaches, employees' OCB and OC are enhanced; therefore presenting a smaller rate of intention to quit. It is best expected the involvement of the current study in concerning ICSR and IM applications that generate positive influences towards OCB and OC; thereby reducing employees' intention to quit.

Lastly, current research helpful that a higher level of banking sector employees' OCB and commitment decreases their intention to quit. Furthermore, OCB plays a significant mediating part between ICSR and turnover intentions as well as between IM and intention to quit. Several researches have studied and in the favor of the significant part of employees' OC in decreasing their intention to quit. The current study covers the earlier studies in this topic by explaining that ICSR programs can play very significant role than traditional IM applications in increasing

employees' commitment in the direction of the organization and helpful for employee retention. Current study proposes banking sector frontline employees can improve their employees' OCB and OC through improved IM and ICSR applications, which can further leads to smaller ratio of turnover rate.

### **6.3 Research Conclusion**

The research conclusion gives a comprehensive closure of the research objectives. Firstly, one of the key purposes of the current study was to observe that there is a positive effect of ICSR practices on OCB. Current research further supports Social Exchange Theory that when the employees, being the vital stakeholders of organization, obtain positive behavior from higher management, organization esteeming results are found through higher OCB with best drive, low turnover intention and finally, greater productivity. The outcomes of current study add on by approving the positive influence of ICSR practices on the employees' OCB.

Second, conclusion is that there is a positive impact of IM practices on OC of the employees. The current research proposes that affective commitment is presented by sensitive affiliation of employees, self-recognition and contribution in organization that promote IM applications. Thus, affective commitment is a valuable OC that organizations must attempt to develop for realizing improved organizational effectiveness. Together with this result, there is also ample of literature emphasizing the positive effect of IM with respect to OC. OC and IM are so often the linking constructs concerning attitude of employees in organizational behavior study. The outcomes of present study add on by approving the favorable effect of IM approaches on the employees' OC.

The third conclusion is another key point of current research that ICSR and IM applications has negative relation with turnover intention. Similarly, OCB and OC also have negative relations with employee intention to quit. It is observed that several studies provide sufficient opinions by a lot of scholars that OC further lead to positive organizational outcomes and efficiency. Current research has acknowledged that OC can decrease employees' turnover intention in the private banking sector. It is generally accepted that employee turnover negatively effects on organization productivity and increases cost due to loss of efficient employees. It too harmfully modified the spirits of current employees'. Therefore, employee retaining and organization performance in positive manners are exactly linked to each other. ICSR and IM applications are presented as an ultimately means to increase employees' OC to boost organizational efficiency in a positive directions. The fourth conclusion in current research

determines that the perceptive process in realizing the importance of internal relations, work life balance and health & safety has an influence on the enactment of ICSR practices. Similarly, current research determines the recognition process in realizing the importance of vision about development & excellence service, internal communication and internal market research has an influence on the execution of IM practices. The outcomes expose that when managers of banking sector recognize the importance of ICSR and IM practices, they are most likely for the best interest of organization. Meanwhile, employees who see the importance of internal relations, work life balance, health & safety, vision about development & excellence service, internal communication and internal market research and realize the practices of ICSR and IM in their organizations tend to determine greater level OCB and OC. With this chain effect, resulting turnover intention is decreased.

The fifth inference derived from the current study is about ICSR and IM applications existence in private banking sector in Pakistan. Despite of the extent of approaches varies between the services sector and differ from the European and US regions, ICSR and IM applications are found to be in practiced in Pakistan banking sector. This is an important point to focus as the occurrence of ICSR and IM practices in banking sector has a noticeable milestone in the development of ICSR and IM in Pakistan.

#### **6.4 Contribution of the study**

The existing study is principally conducted for the academic, HR managers, higher management and policy makers' purpose. The associations of variables studied in present study are unique in their nature. Although few relations have been studied in the foreign but impact of employee view through the association of sequential mediation of OCB is only one of its kinds in Pakistan. Mediation of OCB among ICSR, IM with Intention to quit for first time studied. The dependent variable intention to quit split into two construct conflicts and developmental with independent variables ICSR and IM first time studied according to author knowledge. The relation of two mediating variables OCB and OC as attitude of employee are support to suggest the relationship of employees' motivation for stay in the organization as social exchange process. According to Rup *et al.* (2006) there is intensifying area of concern for scholars in internal CSR activity. Further propose that researchers of organizational behaviors to emphasis on employee behavior and to find out the relation between internal corporate social responsibility and employees citizenship behavior because there is little explored in this area (Aguilera *et al.*,2007; Aguinis, 2011).

According to Organ (1988) that organizational citizenship behavior is found employee perform as extra -role behavior instead of in -role behavior. This discretionary behavior employee that is not bound with any reward, it is a concern of employee personal selection to perform extra role that is better for the improvement of organizations (Kim, Egan & Moon, 2014). According to Zhong, Wayne, & Liden, (2016) individuals perform and interact with colleagues in the organizations with in–role behavior that cannot be an hundred percent. For utmost expected behavior from individual needs that organization some additional aspects of the formal obligations like corporate social responsibility programs for employees. The internal corporate social responsibility is taking the part of an important role to fill out this gap.

Most of the previous research has overlooked the construct of OCB in micro point of view (employee of organization) with ICSR, this study explored this relation. While internal CSR practices increases employee level of OCB (Testa, Boiral, & Heras-Saizarbitoria, 2018). Likewise, the observation is made that CSR and OCB are important and found positively respond each other. The study has observed that if the organization cares the employees through better HR practices they will show that their organization as responsible and as a result will improve citizenship behavior which is not obligatory but to be expected from the employees. The current study outcomes important for the HR related activities but also be supportive academic purposive for research students. Similarly the key role of this study is that the ICSR and IM being foreign instrument and moral concepts are verified in the collectivist culture of Pakistan.

According to Joung, Goh, Huffman, Yuan, & Surlles, (2015) future recommendation is that find out the relationship among internal marketing, organizational commitment and turnover intention. The present study has introduced the model for indirect relations of attitudes and employee outcome behavior as OCB, which is first ever studied in Pakistan. De Bruin-Reynolds, Roberts-Lombard and de Meyer (2015) studied on impact of traditional internal marketing mix on employee job satisfaction in the banking sector of South Africa and future recommendation that this study further could be expanded within the retail banking sector, other countries, and other banking structures such as the Islamic banking or other services organizations

## **6.5 Executive Summary for Research Conclusion**

Briefly, current study had met the research objectives as stated into Chapter One. The Executive Summary resultant from the current study is mentioned below as:

- Autonomous banking sector of Pakistan wanted to have long survival in competitive world. Therefore, it must have tendency to apply ICSR and IM in the organization SHRM.



- ICSR and IM applications can enhance employees' OC.
- ICSR and IM applications can enhance employees' OCB.
- Employee quit intention is decreased with the positive influences from ICSR and IM practices.

## **6.6 Research Implications**

The outcome of this study has made important theoretical, managerial and policy making contributions. The subsequent subsections frame the contributions made in these levels as:

### **6.6.1 The Theoretical Implication**

Current study had shared in the attributes of theoretical explanation and conceptualization. At the theoretical viewpoint, this study tries to develop the idea of ICSR to the key stakeholders such as: the employees, by means of ICSR applications in the organization. This study too made support to the research of organizational behavior by directing the impact of ICSR and IM practices on employees. Current study also offers support to the previous work in the attributes of employees' retention in the organization by means of the enactment of ICSR and IM practices as a SHRM practice in services industries.

This study presents a framework of conceptualizing OCB and ICSR practices in banking sector. OCB plays important role for the retention of employees. Current study offers a structure of conceptualizing OC and IM practices in banking sector. OC plays important role for the retention of employees. Current study shares to the extent of knowledge that OCB & OC too has an influence on internal SHRM applications. ICSR & IM is also an essential attainment aspect that interlinks with OC, OCB and turnover intention. One more substantial support of the current study is that the mediating impact of alleged part of beliefs as well as social concern. In term of conceptualization sharing, current study had tried to simplify the effect of ICSR, IM implementation through the medicating effect of OCB & OC, and its positive effects on employees' attitude and behavior to reduce their turnover intention.

### **6.6.2 The Managerial Implication**

Current study offers useful recommendations and vision to the private banking sector owner or higher managers for the execution of ICSR and IM practices as instrument in HRM to sustain their employees. Organizations engaged in CSR and IM practices can turn into a significant source of organizational competitive edge and not merely bounded to economic impost. Current study results suggest that there are positive impacts of ICSR and IM applications

in affecting employees of banking sector. Current study also finds out that ICSR and IM can enhance OCB and OC among the employees. This study shares by offering promising guidelines for banking sectors owner/ higher managers to improve their competitiveness in Pakistan as well as worldwide by means of sustainability of its valued employees. With the help of this concept in the organization, banks can attain better competitiveness advantage without certainly rising their cost; however, somewhat by employing ICSR and IM applications that can reimburse in the long term. ICSR and IM approaches enactment can be appreciated for recruiting staff; motivating it; building positive understandings among employees with trust and confidence; retention and development; organization reputation; and overall, organization competitiveness.

This contribution of the current study keeps that it is in the private banking sector's interest to keenly contribute in reconceiving attitude and behavior for societal wellbeing. It suggests that there are win-win opportunities for organizations. Certainly, banking sector can create collaborating value for business and society. In the core, such a planned style can result in new corporate models and cross-sector associations that will certainly lead to active effectiveness, cost saving and significant development to the organization's bottom line. The collective value initiatives can also help organizations to increase the new induction and retention of brilliant employees. This study has stated that employees want to be part of banking sector that exhibits their concern for society as well. Organizations can utilize effective ICSR communications to entice the hard working employees. Obviously, they are stimulated to satisfy them as internal customers. In a sense, it is serious issue for organizations to identify their employees' requirements and needs. Possibly, the organizational values and its promise for CSR applications can play a vital role. Organizations must engage their employees in CSR programs along with other stakeholders. Progressively, CSR and sustainability matters are becoming visible applications in different perspectives, mainly among the new induction employees. This involvement recommends that there is a business case for responsible behaviors. Further, diminishing employee turnover, CSR may lead to strategic advantages comprising employee efficiency, improved business status and operational efficiencies. Therefore, ICSR can be the predecessor of fiscal performance (e.g. towards attaining profitability, sales enhancement and return on investment).

ICSR is a part of strategic significance because of its probable positive influence on organization monetary performance as well as long-run competitive benefits. This study improves our consideration of various employees desirable for organizational CSR and the primary tools involving CSR to optimistic employee-related results. Our results have significant

effects for CSR concept and practice. The resource-based understanding of the organization argues that elusive organization resources are the base of an organization's competitive benefit and long-term monetary performance (Barney 1991). In certain, human assets are one of the best vital intangible assets since skilled and inspired employees are the important elements of long run organizational development. The literature studies propose that CSR can play a part in organization monetary performance by enlightening necessary intangible resources (Branco & Rodrigues 2006; Surroca *et al.* 2010). This research further improves recent consideration on how CSR plays its role in human capital development and contributes towards organizational performance by several ways. First, this study outspread the ICSR literature on employees by using stratified random sampling technique. Employees were divided into two groups: middle and lower level management of private banking sector. Through stratified sampling analysis, we identify three heterogeneous employee segments: intention to quit for developmental purpose, enthusiasts and intention to quit for conflict purpose. In addition, this study reveals that these three subdivisions also fluctuate considerably in their demand for ICSR program of organizations. Particularly, we find those employees who are enthusiasts for job, have positive correlation of their plea for ICSR and IM. This result suggests that employees (just like consumers) differ in their receptivity and support to organizational engagement in the CSR. In addition, our study depicts new way on the mechanisms concerning employee outcomes and CSR. Our results reveal that by having engagement in CSR, an organization can accomplish its employees' moral as well as developmental needs of job in a better way, thereby increasing employees' organization citizenship behavior, OCB and reducing their turnover intention. Employees, those are less enthusiasts, have less OCB, OCB and intend to leave the organization. Previous studies focus mostly on the theory of social identity to elucidate positive employee responses to CSR programs (Kim *et al.* 2010). However, we take on new, corresponding theoretical applications (i.e., IM concept, ICSR with mediations of OCB and OC) to study how employees respond to ICSR and IM programs. This research study reveals IM concept and more precisely, a job conceptualization by way of a multi-faceted product encompass a novel and fruitful approach to investigate employee reactions to CSR. Additional research should endure to implement an interdisciplinary method and put on related marketing theories (such as customer segmentation and customer orientation) to research ICSR employee linkages (Du *et al.* 2011).

The outcome of this research study also recommends there is need for an organization to implicate employees in rising internal relations CSR initiatives. Indeed, this style can help employees to explain their point of view easily and in a friendly environment, enabling better

communication within the organization. This research has implications for banking employers to upsurge their employees' OC with the help of IM and ICSR applications; thereby leading towards lower turnover intention rates. The results also propose certain matters that require more debate.

Firstly, banking employees taking part in this research study supposed that ICSR includes three constructs i.e., internal relations, work life balance and health & safety. Therefore, banking employers must assess and implement several ICSR activities in all three parts to manage their employees' prospects. Subsequent noteworthy thing is that banking sector employees' awareness of ICSR programs had a powerful direct influence on OC and an indirect impact on turnover intentions in comparison their belief of IM application performance. From an applied perception, improving prevailing IM or presenting new IM applications, for example proposing IM research can involve long-term struggle and high cost. Originating attainable ICSR programs can be comparatively effective approach for a banking sector to support employee commitment. Such as, introducing and exposing an organization's positive conduct which can enable employees to feel proud of performance for a socially responsible organization. The solid result of ICSR established in this research along with social exchange theory advises that ICSR applications can support banking sector employees to increase their self-esteem by having recognized with organizations that are socially responsible and valuable part of the organization as well as the society.

Third, this research proposes banking sector requisites to find techniques to accomplish ICSR and IM programs at the same time and apply them in daily business. In this way, they can become a key of the organization's norm and culture. Such as, current research exposed that satisfactory internal communication and management assistance support are essential IM dimensions for employee retention. To see these employees' believes, a banking sector can use consultation for their employees to contribute their good involvements or ideas associated to internal relations and work life balance, ICSR activities with other employees and seniors. At that time, managers and seniors can help this sharing thought style by identifying those who shared the best amazing ideas as role models and paid some incentives to them. In addition, health & safety CSR activities enabled employees to support their customers. Moreover, it appears that internal communication is one among the dimensions of IM, which can be joined with economic as well as ethical CSR initiatives. Such as, when an organization improves a health facility for employees (for example a wellness or fitness caring points) it can be made as a

green practiced capability with lower energy and water cost as the organization's fiscal and ethical CSR creativities.

### **6.6.3 The Policy-Making Implication**

The outcomes of the current study can also support strategy makers in Pakistan banking sector. Banking sector owner/higher managers must be conscious about the significance and importance of ICSR and IM applications, which can preserve their best employees as exists among competitive edges in this era. Banking sector is stimulated to implement CSR and IM applications voluntarily along with its internal human resource management applications. State bank of Pakistan may work along with private banking sector and related government banks to propose motivation in espousing ICSR and IM practices in their HRM department. The outcomes, on the current study, provide request for more employee oriented CSR policies in banking sector. Banking sector can make available the appropriate training on how banks can initiate in implementing the ICSR and IM practices.

The outcomes have important suggestions for the application of ICSR policies inside organization, which must be utilized for betterment the adequate higher management of ICSR regarding employees' development as well as for organization growth. In this aspect, the progressive bond develops positive understandings among employee views of ICSR and OC intensifies the settlement that can move from associated business savings. In current research, this is supported that ICSR is an important step for improving an employee's OC and organization citizenship behavior. With the help of this result, it may be determined that ICSR is a quite sensitive matter for employees which, if focused carefully by the management, may promise the employees' 'aspiration' (Meyer *et al.*, 2002) to perform their duties inside the organization's better concern. OC's significance is more emphasized through the mediation of role it acts in the correlation between ICSR and intention to quit. Hence, illuminating the organizational components' important part in current research, scholars may be directed to consider that ICSR particularly about activities that discourse employees' emotions and feelings.

The application scale of IM crafted from former researches of IM attracts an extensive work range that has been presumed over the passage of last 30 years. In the literature studies, the IM multitude meanings exist. Such definitions have helped to stimulate analyses about the construct of IM and as a result, we comprehend that now IM is the most crucial elements of the marketing and human resource management department' organizational functions. Our study is focused internally with the applied activities along with the initiatives to have stress on the

processes concerned in the prevailing scenario. The outcomes of the prevailing study show that the practice of IM can be assessed as vision about excellence & development service, internal market research and internal communication. The results of the under considered study assist Ahmed and Rafiq (2003) who explained IM as the marketing mix which signifies IM as an adaptable component of management, which can be used to influence and inspire employees.

The results of current study proved the positive association among IM, OCB and OC. Generally, IM should be an important measure of the organization's IM strategy and should be incorporated into the complete marketing approach of an organization success. From researcher's point of view, it is proposed that organizations must implement the thought of IM, which emphasizes on delivering a package of actions to enhance the OCB levels and OC to decrease intention to quit. Furthermore, managers should be more careful about implementation of IM activities, provide guidance for further firms' assets and skills for promoting their employee to the achievable extend. Through IM applications, concentrating on strong internal communication, vision about development and excellence service and internal market research, organizations should inspire to enhance the OCB and OC since it has become dominant and broadly renowned among organization atmosphere. Simply, additional IM styles must come about. Current research delivers vision into IM, OCB and OC. It will be motivating to have decision makers or managers' interpretations on the perspective of IM utilizing qualitative approaches. Hence, relating the study in various study situations can support the generalizability of the outcomes.

### **6.7 Research Limitations**

Current study signifies basis for upcoming research that develops from the ICSR and IM applications in banking sectors. However, the consequences attained must be explained on the basis of few limitations advising guidelines for future study in later part. It is inevitable that a study is bounded by some of the limitations. First, in the research methodology, particularly in employee behavioral study, it is trusted on self-description and thoughtful remembrances of the signs of the paradigms through employees, who offered their involvement in the current study. Such as the quality of the primary data is based on feelings, there is the chance of a perception bias. Second, this study is merely type of quantitative; however the combination of quantitative as well as qualitative study has become gradually usual in current era.

Thirdly, the current study used a probability sampling technique; therefore generalization to the target population (banking sector employees) is not available. Fourthly, current study did

not entertain the practice of econometrics method to confine the economic condition to the extent of observed movement ease. As a replacement for, it employed a perception policy for employees to evaluate the intention to quit the organization to recognize the potential aspect prompting their intention to quit. Hence, the results are built on the employees perceptions.

Fifthly, ICSR and IM were assessed on the insights of employees who may not be knowledgeable about the ICSR and IM programs of their organization. Lastly, the research sample was gathered from employees of banking sector from Islamabad and Rawalpindi; therefore, common process inconsistency is another among the limitations of present research study. Meanwhile the collected primary data through questionnaire survey to assess variables were gathered from the different sources, it can be possible expand the statistical associations (Podsakoff and Organ, 1986). So, the results of present research might not be generalizable to banking or service sector employees.

## **6.8 Directions for Future Research**

In spite of the above limitations, this study has contributed to the empirical knowledge of ICSR and internal market practices and banking sector research, and provides a significant look to the first step in achievement understandings into employee oriented CSR and IM approaches that can inspire the stability and competition of banks in Pakistan. Therefore, several prospects accessible for coming future study in ICSR and internal marketing practices and services industries.

To overcome the above limitations, future study must recognize using the primary data collection by combining quantitative & qualitative methods is to develop the reliability and validity of study conclusions. Future study might be carry out by using non probability sampling technique for the offer of generalization to the banking sector population. In future study, there would be consideration of some other services industries like hospitals, telecommunications and hotels etc. In addition, future research can be conducted by employing primary data composed of a developed and competitive business sector and benchmarking (like exploring and evaluating what competitors deal for their employees) can be considered as one of IM mechanisms.

Future research might try to offer awareness regarding ICSR and IM application of concerned organizations before conducting survey from their employees. In addition, other constructs of ICSR and IM which were not considered in the present research can be comprised in future researches. For example, employment stability, empowerment and workforce diversity could be further as a banking sector ICSR dimension. In case of a future research will be directed

using primary data gathered from a settled and competitive sector, benchmarking (i.e., examining and evaluating what competitors deal for their employees) could be measured as one of IM modules (Jou *et al.*, 2008).

In addition, it is sure that there are diverse features to IM as well as to ICSR and there are important aspects that banks managers need to think about in the search of purposes related to employee OC, OCB and retaining. Meanwhile this research was conducted in an Islamabad/Rawalpindi banking sector, these results create an interesting query: Are both ICSR and IM effective in all services organizations or production industries? To response this question and define obviously where there is significant and not, we inspire to study ICSR and IM simultaneously in several organizations. This is also recommending that future study might be commenced to have an in thorough investigation of ICSR and IM in several characteristics, such as the definition, supportive and its practical actions. Current study, perhaps, is the first to examine employee oriented ICSR and IM activities in banking sector, thus future study shall more improve the concept of ICSR, IM and deepen the understanding by both managers and researchers.

The improvement and confirmation of the ICSR scale has suggestions for study on the ICSR emotional grounds (Aguinis & Glavas, 2012; Morgeson *et al.*, 2013). Firstly, the absence of study on small scale CSR probably stems from the inadequacy of beneficial and effective scale of employees' perceptions of ICSR (Aguinis, 2011; Morgeson *et al.*, 2013). Earlier empirical studies have not monitored the essential phases to confirm demanding concept strength and evidence of alleged ICSR procedures. The scale of OCB (Maignan & Ferrell, 2000) and other perceived CSR scales (Turker, 2009b; Wagner *et al.*, 2009) have been valuable, but they are founded on an obsolete academic context or suffer from operational restrictions with slight devotion to their justification (Aguinis, 2011). We deduce on a rigorous academic context and implement careful and ample analytic measures, with several independent samples, to improve as well as authenticate our multidimensional ICSR and IM scale (Kim, Song, & Lee 2016; MacKenzie *et al.*, 2011; Spector, 1992). Furthermore, this scale contains all important participants (inside and outside the organization). It can be demonstrate that ICSR and IM are comprehensively superordinate with numerous dimensions of construct and its essence is essential for understanding ICSR as well as its important aspects. Specially, the higher-order tiered formation of the ICSR and IM constructs make it mostly valued for understanding why, how, and when ICSR and IM probably impacts on individual and organizational results. As such,



our ICSR and IM paradigm shows significant potential for using in further studies of ICSR and the way of its inspiration towards employees' attitude and behavior.

## **6.9 Chapter Summary**

With the ending of this chapter of the thesis results the conclusion of current study. With deep analysis of results achieved by emphasizing the key conclusion results, the major disclosures are taken. Final chapter shows contribution of this research in the form of theoretic, methodological, management and strategy making suggestions with restrictions present in current study are clarified. This chapter also sheds light on recommendations for future study to be incorporated.

In a nutshell, current study observed the role of ICSR & IM approaches and its significance in improving employees' OC and OCB, which in turn, reduces turnover intention. The advantages of ICSR and IM are presented in this study through the regular support of banks in supporting cost-effective progress sustained by theoretic and realistic proof. Consequently, planned execution of ICSR & IM applications in banks could create a transformation to the stability of banks in long term.

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IR4	I can fully utilize my knowledge and skills in the organization.	1	2	3	4	5
IR5	I can freely discuss job related issues with my supervisor.	1	2	3	4	5
IR6	My co-workers are very supportive when I need help from them.	1	2	3	4	5
IR7	My supervisor understands when I talk about task issues that affect my work.	1	2	3	4	5
IR8	My organization provides the equal employment opportunity for all employees.	1	2	3	4	5
<b>Work life balance</b>						
WB1	I can schedule my preferred days off supported by my team.	1	2	3	4	5
WB2	I accept working extra hours because I am committed to my job.	1	2	3	4	5
WB3	I have enough time after work to carry out personal matters.	1	2	3	4	5
WB4	I feel very energetic after work.	1	2	3	4	5
WB5	I can easily manage my work with personal matters because of the flexible time provided by the organization.	1	2	3	4	5
WB6	I can concentrate on my work because of family support.	1	2	3	4	5
<b>Health and safety</b>						
HS1	My organization provides good healthcare in the workplace.	1	2	3	4	5
HS 2	My organization provides stress management for employees.	1	2	3	4	5
HS 3	My organization provides a periodic medical examination.	1	2	3	4	5
HS4	My organization asks employees to follow health and safety rules.	1	2	3	4	5
HS5	My organization provides professional counseling services on health and safety.	1	2	3	4	5
HS6	My organization provides health profile management for employees.	1	2	3	4	5
HS7	My organization provides medical insurance for employees.	1	2	3	4	5
HS8	My organization provides health and safety training for employees.	1	2	3	4	5
<b>Organizational Citizenship Behavior</b>						
OCB1	I tell outsiders that my organization is a good place to work.	1	2	3	4	5
OCB2	I say good things about my organization to others.	1	2	3	4	5
OCB3	I encourage friends and family to utilize services of my organization.	1	2	3	4	5
OCB4	I always have a positive attitude at work.	1	2	3	4	5
OCB5	I encourage co-workers to contribute ideas and suggestions for service improvement.	1	2	3	4	5
OCB6	I help others who have heavy workload.	1	2	3	4	5
OCB7	I contribute many ideas for customer promotions and communications.	1	2	3	4	5
OCB8	I defend my organization when it is criticized	1	2	3	4	5
<b>Vision about development and excellence service</b>						
VDES1	Our organization offers us a vision that we can believe in.	1	2	3	4	5
VDES2	Top management communicates our organization's vision well to us.	1	2	3	4	5
VDES3	The organization uses the data which it gathers from employees to improve our jobs, and to develop the strategy of the organization.	1	2	3	4	5
VDES4	Our organization communicates to employees the importance of their service roles.	1	2	3	4	5
VDES5	The vision of our organization is communicated to all employees	1	2	3	4	5
VDES6	Our organization views the development of knowledge and skills in employees as an investment rather than a cost	1	2	3	4	5
<b>Internal Communication</b>						

IC1	In this organization, I can express my opinions freely.	1	2	3	4	5
IC2	This organization provides adequate information on the requirements of my job.	1	2	3	4	5
IC3	My organization communicates a clear brand image to me	1	2	3	4	5
IC4	There is an internal communication program for all employees in my organization	1	2	3	4	5
IC5	All communication materials reflect a consistent style in my organization	1	2	3	4	5
IC6	Employees at all levels understand the direction and key priorities of my organization	1	2	3	4	5
IC7	In my organization, communication is appropriate	1	2	3	4	5
IC8	Messages that I receive are aligned with business wide communication	1	2	3	4	5
<b>Internal Market Research</b>						
IMR1	My organization gathers employee feedback	1	2	3	4	5
IMR2	My organization regularly seeks employee suggestions	1	2	3	4	5
IMR3	My organization collects data on employee complaints	1	2	3	4	5
IMR4	My organization does a lot of internal marketing research	1	2	3	4	5
IMR5	My seniors talk with me to identify issues that I may have	1	2	3	4	5
IMR6	My organization surveys employees at least once a year to assess the quality of employment	1	2	3	4	5
<b>Organizational Commitment (OC)</b>						
OC1	I talk up this organization to others as a great organization to work for	1	2	3	4	5
OC2	I am proud that I am a part of this organization	1	2	3	4	5
OC3	I would like to continue working at this organization by considering this organization as a workplace for life	1	2	3	4	5
OC4	I am pleased to choose this organization as a workplace	1	2	3	4	5
OC5	Even if the opportunity to choose work again is given to me, this organization will be considered a priority	1	2	3	4	5
OC6	I accept this organization's future and fate as mine	1	2	3	4	5
OC7	I think this organization is the best workplace to me	1	2	3	4	5
<b>Intention to Quit (Conflict)</b>						
<b>I intent to quit this organization because:</b>						
IQ1	There is no clean environment at job place in my organization.	1	2	3	4	5
IQ2	My personal goals do not match with this organization.	1	2	3	4	5
IQ3	There is no chance for further promotion in this job.	1	2	3	4	5
IQ4	Management not cooperative with employees' in my organization.	1	2	3	4	5
IQ5	Colleagues often quarrel with each other in my organization.	1	2	3	4	5
IQ6	Employees do not trust on management due to biased decisions.	1	2	3	4	5
IQ7	Office timings are disturbing my personal life.	1	2	3	4	5
<b>Intention to Quit (Developmental)</b>						
<b>I intent to quit this organization:</b>						
IQ1	To build a better career.	1	2	3	4	5
IQ2	For better opportunities.	1	2	3	4	5
IQ3	To improve my skills and knowledge.	1	2	3	4	5
IQ4	Because it does not offer competitive salary.	1	2	3	4	5
IQ5	Because my job place is away from my home.	1	2	3	4	5
IQ6	Because no creative work has been done in this organization for	1	2	3	4	5

	improvement of my skills.					
IQ7	Because my job work is different from my knowledge and skills.	1	2	3	4	5
IQ8	Because there is lack of professional approach among top management of my organization.	1	2	3	4	5

Any other comment or suggestion

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