

# **EFFECT OF CAREER GROWTH OPPORTUNITIES AND REWARDS SATISFACTION ON TURNOVER INTENTION: MEASURING MODERATING EFFECT OF SUPERVISOR SUPPORT**

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## **ABSTRACT**

**Purpose:** Expansion of pharmaceutical firms in Pakistan the turnover intention has become a major problem in the current era. The purpose of current study is to analyze the role of career growth opportunities and rewards satisfaction on turnover intention “measuring moderating effect of supervisor support”.

**Methodology:** This study is based on pharmaceutical sector of Pakistan and used survey form to collect primary data from professional and management audience they belonged to pharmaceutical sectors.

**Findings:** Finding of the study demonstrated that the supervisor support moderates the strength of the relationship between career growth opportunities and turnover intention and also moderates the effect of rewards satisfaction and turnover intention. Furthermore current study revealed that the career growth opportunities, rewards satisfaction, and supervisor support have a positively significant direct effect on turnover intention.

**Key Words:** Career growth opportunities, Reward satisfaction, supervisor support, turnover

\* The material presented by the author does not necessarily portray the viewpoint of the editors and the management of the Institute of Business & Technology (IBT)

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## 1. INTRODUCTION

Many researchers and scholars have studied the turnover intention for many decades and the primary purpose of so many studies is due to its cost to organizations. According to Griffeth and Hom (2001) the training and hiring cost have been estimated to be 200 percent of a new employee's salary. It is a primary strategy to become competitive to attain organizational effectiveness with the best human resources. Nevertheless, firms are facing the losing risk of their well talented and skilled employees who switch for better aspects in other firms. Organizations are doing their best efforts to come up with competitive management program for capturing the loss of developed and experienced employees and it is the most important thing to retain employees (Juhdi, Pa'wan, & Hansaram, 2013). The risk of losing well talented and experienced employees can negatively impact on the image of firm and its competitive ability because it leads reduction in quality and productivity. In current research the objective is to summarize the variables from generalize to specification identify the specific variable affecting the turnover intention. Therefore, the need of time is to analyze factors that can effectively influence turnover intention because the findings will suggest clearer insights on how organizations can retain their employees.

### 1.1 Problem statement

Expansion of pharma industry in Pakistan during last decade has created more job opportunities for the employee, hence opportunities to switch for one to another organization has also increased. According to (Belt., 2002) firms are facing the risk of losing their well-talented and developed employees who switch for better aspect in another organization and firms are also bearing a sufficient cost of turnover (DeConinck & Johnson, 2009). Theory of social exchange shows that employee stays so that he may 'pay back' the benefits he has received from the firm in response to supervisor's support (Blau, 1964).

## 2. LITERATURE REVIEW

### Career Growth Opportunities

Weng and McElroy (2012) investigated the turnover intention in China. The objective of this research was to observe the relationship among organizational career growth, affective commitment of occupational, and turnover intention. This research suggested that career growth has negative impact on turnover intention. But receipt reward lead to increase employee loyalty with organization. Furthermore increasing promotion opportunity meets employee satisfaction (Zhang et al., 2005) and Organizational career growth of employee can be gotten by four factors professional which involve in skills development, remuneration growth, speed of promotion, and career goals progress (Weng, 2010).

Nouri and Parker (2013) investigated the turnover intention in public accounting firms and this study was conducted in USA. The turnover intention in accounting firms is a condemnatory issue (Hall & Smith, 2009) and the objective of this paper was to analyze relationship between prestige of organization, career growth opportunities, and turnover intention. According to Blau (1964) with only social exchange process lead to create feelings of gratitude, self perception, and trust compare with only exchange in economics. This study demonstrated that the influence of career growth opportunities on turnover intention is significant via a process of social exchange and further when organization commits to provide career growth opportunities, the employee's trust builds up and increases loyalty with firms and this thing lead to reduce turnover.

Juhdi, Fatimah, and Hansaram (2013) worked the turnover intention in Malaysia. The objective of the paper was to analyze the affect of compensation, career management, performance appraisal, and job control on turnover intention. HR practices have a strong positive influence on organization performance and employee retention (Yeung and Berman, 1997) and The planning of career growth opportunities, compensation, employee performance, and selection are organized in well manners it lead to increase loyalty of employee within an organization (Whitener, 2001). Finding of this research suggested that all components of HR practices have a significant positive relationship between organization commitment, organization engagement and turnover intention.

Yang, Liu, Liu, and Zhang (2015) investigated the turnover intention in China. The objective of the research was to explore the relationship among work support, career growth, and turnover intention. This study illustrated that the relationship between career growth and turnover intention is significantly positive influence. Furthermore suggested that to make specific policies for career growth opportunity by managers will lead to reduce turnover.

Kim (2012) investigated the turnover intention. Objective of the research was to analyze the relationship among HR practices and turnover intention, in this study HR practices involved in promotion advancement opportunity, reward satisfaction, training and development, and family friendly policies. This study suggested that all variables of HR practices have positive significant affect on turnover intention and further suggested that family friendly is a strong factor which affect on reducing turnover.

Lu, Sun, and Du (2016) investigated the turnover intention in China. Objective of the study was to find out the relationship among employability, emotional exhaustion, career opportunities, and turnover intention. Finding of this study revealed that employability has no significant effect on turnover intention while it has negative effect on emotional exhaustion. Further, this paper illustrated that career opportunities has a moderating role among emotional exhaustion, employability, and turnover intention. In this study career growth opportunity is tested as a moderator and has positive effect of career growth opportunities on turnover intention (Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014).but in current study I want to use career opportunity as a direct effect on the turnover intention.

### **Reward Satisfaction**

Bambacas and Kulik (2013) worked the turnover intention in China. The objective for this research was to examine the relationship between HR practices and turnover intention. They divided HR practices into three groups these are involved in employee development, reward, and performance appraisal. To adopt an interrelated components of HR practices, firms are encouraged (Bowen and Ostroff 2004), but influence of HR practices in strategic objective is difficult to achieve. This study demonstrated that supervisory reward and organizational reward play a vital role to overcome turnover in an organization. Furthermore illustrated that no any contribution of employee development planning on turnover intention.

Gieter and Hofmans (2015) investigated the turnover intention in Belgium. Objective of the research was to explore the relationship among reward satisfaction, turnover intention and employee's performance. Finding of this study demonstrated that there was a good balance between relationship of different rewards and turnover intention and no any influence of reward on task performance and according to (De Gieter et al., 2012) there is negative relationship between reward types and turnover intention and this study showed only 9% respondents for this pattern in this study. Furthermore illustrates that the reward has a positive effect on attitude and behavior of every individual employee.

Bhatnagar (2013) investigated the turnover intention in India. Objective of the study was to analyze the factors affecting on turnover intention and this is the greatest struggle to hire right

person and aligning him for innovation (McKinsey global survey, 2007) and this study demonstrated that reward and recognition have a positive influence on perceived supervisor support and turnover intention. Furthermore, this paper illustrated that there is a positive relationship between reward and recognition on innovation.

Gieter, Cooman, Hofmans, Pepermans, and Jegers (2012) investigated the turnover intention in Belgium. The purpose of this research was to analyze the relationship among pay level rewards, psychological reward, and turnover intention measuring mediators of the organization justice. Finding of this study showed that there was no any effect of satisfaction from pay level between organization justice and turnover intention while psychological reward plays a role but according to (Hayes et al. 2006) organization justice has a positive influence on turnover intention. Furthermore, the psychological reward comes from supervisor it shows positive relationship between organization justice and turnover intention.

### **Supervisor Support**

Choi, Cheong, and Feinberg (2012) worked the moderation of supervisor support among call centers and according to Calvert (2011) Call centers have recognized for customer services as a contact point. The aim of this paper was to explore the relationship between job burnout and turnover intention, measuring moderating effect of supervisor support, career paths, and monetary rewards. Supervisor social support means to recognize contribution of employee's value and taking interest in well being to employee (Maertz et al., 2007), and this paper demonstrated that relationship of supervisor support plays a moderating significant role between only on depersonalization and turnover intention. Furthermore, the monetary reward and career paths play a moderating significant role between job burnout and turnover intention.

Galletta, Portoghese, Penna, Battistella, and saiani (2011) investigated the moderating effect of supervisor support on turnover intention in nursing sector of Italy. Takeese et al. (2005) showed that try to adjust employee who are misfit and give them a chance to improve themselves and stop to search another employee and objective of the research was to find out the relationship among organization support, supervisor support and turnover intention. Result of this study suggested that there is significant positive response among the relationship of supervisor support, organization support, and turnover intention. Furthermore satisfaction plays a mediating role between care and turnover intention.

Dysvik and Kuvaas (2012) investigated the moderating effect of supervisor support in health industry. The objective of the research was to identify the link among supervisor support, job autonomy, and turnover intention and the turnover is an intensive concern for organizations and management (Pfeffer and Sutton, 2006) and result of this research demonstrated that supervisor support and job autonomy have a strong effect on turnover intention. Furthermore, according to this study the link among supervisor support, job autonomy, and turnover intention have more positive impact on women comparative men (Podsakoff et al., 1995) and Supervisor support can deliver work awareness and support to reduce job demands (Schaufeli & Bakker, 2004).

Tian, Zhang, and Zou, (2014) investigated the moderation impact of supervisor support on casino dealer of Macao and the objective of this research was to find out the relationship between job insecurity measuring mediation impact of affective commitment and counterproductive behavior. This study suggested that affective commitment has a mediating role between job insecurity and counterproductive behavior and further showed that supervisor support has a strong role as a moderator between affective commitment and counterproductive behavior. But in this research supervisor support used as moderator

between affective commitment and counterproductive behavior and I want to test the supervisor support as a moderator between career growth opportunities, reward satisfaction, and turnover intention.

Kalemci Tuzun and Arzu Kalemci, (2012) investigated the turnover intention in insurance companies of Turkey and objective of the paper was to analyze the relationship among perceived supervisor support, organization support, and turnover intention. This paper suggested that supervisor support has a moderating effect between perceived organization support and turnover intention and further this study showed that there is interaction between PSS and POS in the relationship of turnover intention.

DeConinck and Johnson, (2009) investigated on the turnover intention and the purpose of this research was to analyze the relationship among perceived organization support, supervisor support, organization commitment and turnover intention. Finding of this paper suggested that supervisor support has an indirect effect on turnover intention via organization support and its performances and furthermore this study revealed that organization commitment has a mediating role between organization support and turnover intention while organization justice has a direct and positive influence on performance. In this research supervisor support tested as a direct variables but I shall use it as a moderating variable between career growth opportunities, reward satisfaction, and turnover intention.

Dysvik, Kuvaas, and Buch, (2014) investigated the work effort in Norway. The aim of this research was to explore the links between training intensity and work effort measuring moderating effect of supervisor support. The study revealed that there is no significant links found between training and work effort while moderating effect of supervisor support has negative effect and this study furthermore suggested that a line manager should play a role to engage employee and get performances. In this study supervisor support tested between relationship of training and work effort but I am testing the supervisor support as a moderating effect among turnover intention.

Kang, Gatling, and Jungsun (2015) investigated the turnover intention in hospitality sector of US and objective of the paper was to analyze the relationship among organization commitment, supervisor support, career satisfaction, and turnover intention. This study suggested that supervisor support influence positive effect on career satisfaction and organization commitment and while organization commitment has no any direct effect on career satisfaction and finally, the organization commitment has a mediating impact between supervisor support and turnover intention.

Han, Bonn, and Cho (2016) investigated the turnover intention in restaurants of US. Objective of the paper was to examine the relationship among customer incivility, burnout, Organization support, supervisor support, and turnover intention. Finding of this paper demonstrated that the customer incivility has positive effect job burnout and furthermore, this study revealed that there is fully mediating relationship between customer incivility and turnover intention. Finally this study suggested that there is moderating role of supervisor support and organization support between customer incivility and burnout.

Gillet, Gagné, Sauvagère, and Fouquereau (2013) investigated on turnover intention in France. The aim of this study was to analyze the relationship among supervisor supports, motivation, organization support, self determination, satisfaction, and turnover intention and finding of this research suggested that there is positive relationship of motivation on organization support and supervisor support, in addition, motivation and organization support have positive effect on satisfaction and finally that there is negative effect of organization support and motivation on turnover intention. In this research supervisor support tested as a direct effect on turnover intention but in current study I want to test as a moderator.

## **2.1 Hypothesis**

H1: There is a positive relationship between career growth opportunities and turnover intention.

H2: There is a positive relationship between rewards satisfaction and turnover intention.

H3: There is a positive relationship between supervisor support and turnover intention.

H4: Supervisor support moderates the strength of relationship between career growth opportunities and turnover intention.

H5: Supervisor support moderates the strength of relationship between rewards satisfaction and turnover intention.

## **3: RESEARCH METHODOLOGY**

### **3.1 Method of Data Collection**

A survey questionnaire was designed for primary data collection and distributed to employees of pharma industry in the area of Karachi, Hyderabad, Nawabshah, Dadu, and Noshero feroze districts of Pakistan. The survey questionnaires were gotten filled through visiting door to door at the time of office work. A questionnaire was containing 20 items with close ended questions and the targeted audiences including professionals and managers and they belonged to Marketing, Sales and HR fields of pharma industry only. Surveys were not provided to students and lower level of employees of pharmaceutical fields because, for junior employee career growth opportunity is very critical who is in the early stage of his career while senior employee has completed his time period in his career and has gained experience to perform next task as recommended by (Nouri & Parker, 2013). The surveys were gotten filled during spring 2016.

### **3.2 Sampling Technique**

Sampling technique is based on non probability and judgment technique. In sampling technique, there is 20 items in a questionnaire to measure the variables and then visited door to door at targeted audience for collecting primary data. The research included male and female respondents, as all are professional and managers belong to various pharmaceutical companies of Pakistan and they all involved in leading employees.

### **3.3 Sample size**

The sample size for current study is on 250 professionals and managers belong to various pharmaceutical companies. The managers include; marketing manager, sales manager, risk analytical, training manages, and HR managers.

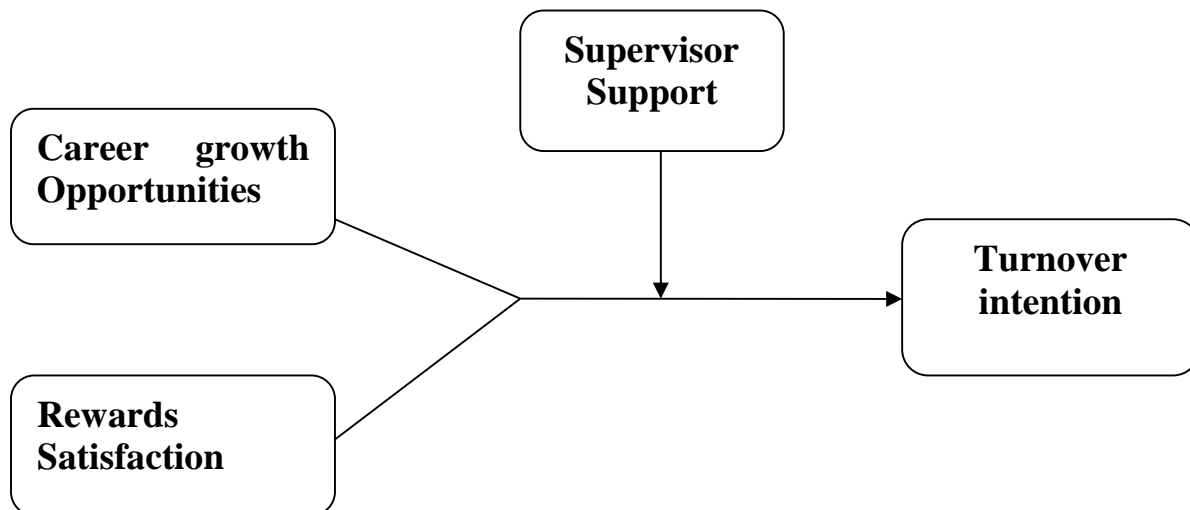
### **3.4 Instrument of Data Collection (measures)**

The survey instrument used to measure these variables. To measure the career growth opportunities 5 items adopted from (Nouri & Parker, 2013), to measure the reward satisfaction 9 items used for pay level 4 items adopted from (Heneman III & Schwab, 1985), and for recognition satisfaction 5 items adopted from (De Gieter, De Cooman, Pepermans, & Jegers, 2008), to measure the supervisor support 3 items adopted from (Dysvik & Kuvaas, 2013), and to measure the turnover intention 3 items adopted from (Nouri & Parker, 2013). All items are close ended questions with five point likert scale as from 1= strongly disagree to 5= strongly agree.

### 3.4.1 Reliability test.

Cronbach's alpha is used to measure the reliability and internal instruments consistency used to record the respondent's responses.

### 3.5 Research Model developed



### 3.6 Statistical Technique

Quantitative research method was used to analyze the data using SPSS 19. Techniques include checking of reliability, correlation, descriptive, and linear regression (ANOVA).

## 4: RESULTS

### 4.1 Finding and interpretation of results

Table 1 summarizes the frequencies of respondents.

Table 2 shows that all items have negative skewness and the lowest skewness for turnover intention which is -1.185 (Mean = 4.27, SD = .692) while the highest skewness for reward satisfaction which is -.447 (Mean = 3.98, SD = .475) and the kurtosis is positive for all items, the highest kurtosis for career growth opportunities which is 2.201 (Mean = 4.25, SD = .507) while the lowest kurtosis for reward satisfaction which is .992 (Mean = 3.98, SD = .475). Since all variables are within the range of  $\pm 2.5$  on behalf of this analysis can be assumed that the data has a normal tendency.

### Reliability and Correlation

Reliability is done in order to check the reliability of data whether it is reliable for further test and procedure and correlation is done in order to check the relationship among variables whether it is significant for further regression.

Table 3 shows the reliability of all variables are reliable for further process as Cronbach's alpha of career growth is .783, Cronbach's alpha of reward satisfaction is .755, Cronbach's alpha of supervisor support is .744, and the Cronbach's alpha of turnover intention is .819. Cronbach's alpha of all variables are greater than .6 it means that the data is reliable.

Table 3 further shows that the relationships among all variables are significant at the level of 0.01 (2- tailed). The correlation of career growth opportunities and turnover intention is the strongest with  $r=0.564$ , the correlation of reward satisfaction and supervisor support is the 2<sup>nd</sup> highest with  $r=0.515$ , the correlation followed by supervisor support and turnover intention with  $r=0.457$ , the correlation followed by reward satisfaction and turnover intention with  $r=0.446$ , the correlation followed by career growth opportunities and supervisor support with  $r=0.433$ , and the correlation of career growth opportunities and reward satisfaction is the lowest with  $r=0.414$ .

Dependent variable: Turnover intention

Table 4 regression analysis indicates that the predictor career growth opportunities explains (R square= 0.318, Adjusted R square= 0.32, F= 109.53, Std Beta= .564, and Sig= 0.000). Results indicates that there is a positive significant relationship between career growth opportunities and turnover intention as sig value is less than 0.05 and beta value has a positive sign. Table 4 further demonstrates that the predictor reward satisfaction explains (R square= 0.199, Adjusted R square= 0.195, F= 58.20, Std Beta= .446, and Sig= 0.000). Results of this variable shows that there is a positive significant relationship between reward satisfaction and turnover intention. Table 4 furthermore illustrates that the predictor supervisor support explains (R square= 0.209, Adjusted R square= 0.206, F= 62.095, Std Beta= .457, and Sig= 0.000). Results of this variable shows that there is a positive significant relationship between supervisor support and turnover intention.

## 4.2 Hypothesis assessment summary

### H1: Career growth opportunities and turnover intention

Hypothesis 1 has been accepted it was that there is a positive significant relationship between career growth opportunities and turnover intention and according to table 4 regression analysis shows that the result is according to desire.

### H2: Reward satisfaction and turnover intention

Hypothesis 2 has also been accepted that there is a positive significant relationship between reward satisfaction and turnover intention. Table 4 further explains the result of reward satisfaction is positively significant with turnover intention.

### H3: Supervisor support and turnover intention

As well as hypothesis 3 has also been accepted it was that there is a positive significant relationship between supervisor support and turnover intention such as table 4 shows the result that there is a positive significant relationship between them.

Dependent variable: Turnover intention

In table 5 where CGO = Career Growth Opportunities, SS = Supervisor Support, and where is RS = Reward Satisfaction and in modal 2 table 5 measuring moderating effect of supervisor support. Table 5 regression for moderation indicates that the moderating effect of supervisor support on career growth opportunities explains (R square= 0.361, Adjusted R square= 0.355, F= 66.018, Std Beta= .317, and Sig= 0.000). Result suggests that there is a positive significant effect of moderation between career growth opportunities and turnover intention. Table 5 further demonstrates that the predictor moderating effect of supervisor support on reward satisfaction explains (R square= 0.268, Adjusted R square= 0.262, F= 42.830, Std Beta= .446, and Sig= 0.000) and the result reveals that there is a positive significant effect of supervisor support as a moderator on the relationship between reward satisfaction and turnover intention.



**H4: Moderating effect of supervisor support between relationship of career growth opportunities and turnover intention.**

Hypothesis 4 has been accepted because table 5 shows better regression 36% compare to table 4 regression of career growth opportunities was 32% with moderation. According to table 5 measuring moderating effect of supervisor support between the relationship of career growth opportunities and turnover intention is a positive significant.

**H5: Moderating effect of Supervisor support between relationship of reward satisfaction and turnover intention.**

Hypothesis 5 has also been accepted due to its better regression moderation with 27% over table 4 which showed 20% regression between reward satisfaction and turnover intention. According to table 5 the measuring moderating effect of supervisor support between relationship of reward satisfaction and turnover intention is a positively significant.

## **5: DISCUSSION AND CONCLUSION**

### **5.1 Discussion**

Belt (2002) showed that firms are facing the risk of losing their well-talented and developed employees who switch for better aspect in another organizations and that is why firms are also bearing a sufficient cost of turnover (DeConinck & Johnson, 2009). Therefore, the current study investigated that how career growth opportunities creates relationship with turnover intention, what is the impact of reward satisfaction on turnover intention, and how supervisor support moderate the relationship among career growth opportunities, reward satisfaction, and turnover intention and further focused on direct and indirect effect among these variables. All of these researches provide opportunities for employers to increase the strength and the worth in the market through retain their assets.

The result of current study is based on two different models of statistic analysis. One model explains the direct relationship of career growth opportunities, reward satisfaction, and supervisor support with turnover intention and the second model used to explain measuring moderating effect of supervisor support between relationship of career growth opportunities and turnover intention and between the relationship of reward satisfaction and turnover intention.

### **5.2 Conclusion**

Finding of the current study demonstrated that the all predictor career growth opportunities, reward satisfaction, and supervisor support play a major role to overcome the turnover and they positively influence the turnover intention. The study furthermore illustrated that the career growth opportunities is the strongest predictor in the study to influence turnover intention. Finally study suggested that the measuring moderating effect of supervisor support occur among career growth opportunities and turnover intention and the reward satisfaction and the turnover intention and the strongest moderation effect of supervisor support between career growth opportunities and turnover intention.

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## APPENDIX

<b>Variables</b>		<b>Number</b>	<b>Percentages</b>
Gender	Male	210	88.6
	Female	27	11.4
Age	21 to 30 years	103	43.5
	31 to 40 years	91	38.4
	41 to 50 years	18	7.6
	50 years and above	25	10.5
Qualification	Graduate	142	59.9
	Master	91	38.4
	Ms/M.phil	4	1.7
Marital status	Single	128	54
	Married	109	46
Profession	Professional	157	66.2
	Management	80	33.8

### Descriptive Statistics

Table 2 summarizes the descriptive statistic to ascertain the data normality.

	<b>Mean</b>	<b>Std. Dev.</b>	<b>Skewne ss</b>	<b>Kurtosis</b>
Career Growth Opportunities	4.25	.507	-1.001	2.201
Reward Satisfaction	3.98	.475	-.447	.992
Supervisor Support	3.93	.696	-.913	1.435
Turnover Intention	4.27	.692	-1.185	1.947

<b>Construct</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Career Growth Opportunities	(.783)			
Reward Satisfaction	.414**	(.755)		
Supervisor Support	.433**	.515**	(.744)	
Turnover Intention	.564**	.446**	.457**	(.819)

<b>Predictor variables</b>	<b>Sig</b>	<b>Std Beta</b>	<b>R<sup>2</sup></b>	<b>Adj R<sup>2</sup></b>	<b>F</b>
Career growth opportunities	.000	.564	.318	.315	109.532
Reward Satisfaction	.000	.446	.199	.195	58.202
Supervisor Support	.000	.457	.209	.206	62.095

<b>Predictor</b>	<b>sig</b>	<b>Std Beta</b>	<b>R<sup>2</sup></b>	<b>Adj R<sup>2</sup></b>	<b>F</b>
CGO*SS	.000	.317	.361	.355	66.018
RS*SS	.000	.446	.268	.262	42.830