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Abstract

Addressing turnover has consistently remained a pivotal concern across industries. Mitigating turnover can empower organizations to retain their crucial personnel, consequently fostering heightened productivity and potentially bolstered profitability. This study delves into the correlation between employees' perception of organizational politics and the lure of alternative job offers featuring better compensation as drivers of turnover among Bank Alfalah (Karachi) personnel. Employing a cross-sectional approach with deductive reasoning, this study collected responses through survey questionnaires from Bank Alfalah employees. The outcomes unveiled a noteworthy positive association between turnover and both perceived organizational politics and the appeal of higher-paying alternative job opportunities. Additionally, the study unearthed that office politics plays a more robust role in translating turnover intentions into decisions. These findings bear significant implications not only for the banking sector but also for theoretical advancements in research centered around organizational politics and the allure of enhanced compensation through alternative employment avenues.

Keywords: Alternate Job with Higher Pay, Organizational Politics, Turnover, Pakistan

1. Introduction

Employee retention is an effort by the organizations to provide a conducive environment which supports the existing staff to stay with the organization. Nowadays the issue of retaining employees is becoming complicated. Employee turnover has been in limelight from the beginning, it is an important and sensitive issue in the banking sector of Pakistan. Banks have been facing the risk of losing their key and high performers. Apart from many other operating factors, which causes turnover, the two main factors which have been studied in this research are; perceived organizational politics and alternate job offer. Eleven categories have been figured out that defines the negative impact of turnover on the organizations. From these eleven few are; High Financial cost, Success and/or failure of organization, Productivity lost and workflow interruptions etc.(Phillips & Connell, 2004). To cut down the negative impact, organizations need to know why employees leave an organization. Many researchers are interested to know these reasons and are still interested in this topic as it is a complicated one. In the current study we try to get an insight about the relationship of turnover with organizational politics and alternate job offer with higher pay.

Alternate job with higher pay is a factor that might trigger the need to switch the job. Money has always been a source of attraction to human. An Indian study contributed that an alternate job opportunity with higher pay can increase the rate of turnover(Mukherjee et al., 2009). This paper gets an insight into this regard and also attempts to check the more influencing factor among the said factors. Along with other correlates alternate job offer was considered to have a positive relationship with turnover (Cotton & Tuttle, 1986). Dissatisfied employees search for alternatives, in which they compare the cost and benefits of future job with that of current job and then decide to quit the job (Walton, 2018). It is also contributed to the field of HRM that compensation influences retention (Sarkar, 2018).In this research we would dig deeper inside to know the relationship between the alternate job offered by another organization with higher pay and the turnover.

There is another aspect which is to be revealed through this research and that is of the perceived organizational politics which has some impact over turnover intention. Mintz defines Organizational Politics as“Individual or group behavior that is informal, ostensibly parochial, typically divisive, and technical sense, illegitimate”(“Henry Mintzberg,” 1984).Organizational politics creates feeling of discomfort among employees. Perceived organizational politics and turnover intention has a positive relationship (Kim & Fu, 2015; Ismail & Ali, 2017). Perceived organizational politics and turnover intention are directly proportional (Labrague et al., 2017). Organizational politics can influence the employee to make the decision of turnover. Even skilled and key employees could feel compelled to leave the organization in which they are working. The politics in any organization could have adverse effects on the human resource of the company because as a result employees feel uncomfortable and are always in seek of alternate jobs. Perceived organizational politics is one of the concerns which give some impact over the intention of employee to leave an organization. The perceived organizational politics also indirectly effect the job performance of employees, it becomes higher if despotic behavior of supervisor is evident (Naseer et al., 2016). In both the cases it is quite possible that separation may happen. In this study we will investigate that which of the two factors (alternate job offer with higher pay or perceived organizational politics) play more influential role as compared to other in increasing turnover in Bank Alfalah Limited Karachi. The purpose of this research is to cut down the rate of turnover in banking sector of Karachi with special reference to Bank Alfalah Limited, so as to reduce the turnover in Bank Alfalah. Banking sector in Pakistan constitutes of nearly 31 banks, which includes four foreign banks, five belongs to public sector and remaining 22 are local private ones. Top six banks have the major stake of the banking asset, including Bank Alfalah. These banks successfully make up to 57 percent of the currency deposits yearly. The banks in Pakistan are governed by State Bank of Pakistan.

2. Literature Review

2.1. Turnover

Turnover can be defined as the amount of employees who leaves an organization (Ruth, 2018). William Mobley defines the turnover as an act in specific time which is a physical separation from an organization.(Mobley, 1982). If turnover persists in

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an organization it increases its impact on productivity which becomes negative in an attenuated manner (De Winne et al., 2015). The reasons for turnover was studied in detail and reported that there are 26 variables which are standing behind turnover, they segregated these variables in 3 categories as External Correlates, Work-related Correlates and Personal Correlates. In their detailed conclusion they added that perception of alternate employment is positively related to turnover. (Cotton & Tuttle, 1986). Alternate employment was then studied with the other attractions, so Mobley and others reported a conceptual model of turnover, along with other variables, they specially emphasized on ‘attraction expected utility of alternate’ and concluded that it plays an important role in turnover process and it need further research (Mobley et al., 1979). The turnover of employees is not good for organizations as the fear of productivity decline comes up. It has been added recently in literature review that turnover significantly negatively affect productivity causing millions of dollars materialistic cost (Moon et al., 2018). Evidence is available in past study that says that turnover is one of the most strong causes of decline in productivity as well as sagging the morale of employees in public and private sectors (Abbasi & Hollman, 2000). Apart from alternate job the second factor which is under consideration is office politics. A study found out that there is a positive relationship between office politics and turnover (Chhetri et al., 2016). This study would help organizations in policy making about Retention of employees as well as making the environment conducive for employees to continue working. Retaining high performers or the talented staff in the organizations is a critical and sensitive issue which can lead to higher productivity. Higher productivity means higher profitability (Parast & Fini, 2010).

2.2. Perceived Organizational Politics (POP)

Politics in organizations is not a new concept; it has its roots in the history. The concept started to emerge in 1960s when Burn coined the concept of ‘micro-politics’ he has defined politics when people are being used as resources in any competing situation (Burns, 1961). A scholar believes contrary to Burns that politics perception is related to one’s job, employing organization and demographic characteristics (Gandz & Murray, 1980). Researchers found that office politics can be one of the reasons for turnover (Kafeel & Alvi, 2015), they found that there is a significant positive relationship between Perceived Organizational Politics (POP) and turnover intention (Poon, 2003). Another study shows that organizational justice and Perceived organizational politics play significant role over employee turnover intentions (Shafiq et al., 2014). A study conducted in Pakistan reveals that even high psychological capital does not significantly affect the strong and positive relationship of politics-turnover intentions (Abbas et al., 2014). When employees feel frustrated due to politics and there is nothing which can be done then they chose to keep quite. A recent addition to literature says that there is a positive relationship between silence of the employees and perceived organizational politics (Khalid & Ahmed, 2016). A small group of researchers claim in their study that if the organizational politics is reduced then important organizational and individual contributions can be brought up (Thornton et al., 2016) so by taking care of politics, productivity can be increased through proper leadership style (Kacmar et al., 2013). The reason for productivity decline due to office politics may be turnover and absenteeism (Ferris & Kacmar, 1992). The drawbacks of office politics includes The sabotaging of self-expression and supportive management (Kiewitz et al., 2002). A survey in U.S retail industry shows that internal integration is directly influenced by perceived organizational politics (Thornton et al., 2016).

Construct 1: There is a relationship between Perceived organizational politics and Turnover

2.2.1. Measuring perceived organizational politics

The perceived organizational politics was measured by using the scale presented by Kacmar and Carlson (Kacmar, & Carlson, 1997). It three sub dimensions which are the General political Behavior, Go-along-to-get-along and pay and promotion policies. For measuring General Political Behavior we used ‘Colleagues around you build themselves up by pulling others’ and ‘There is an influential group/individual that no one can cross’. For Go-Along-to-get-along ‘Agreeing with influential group/individual is best alternative’ and ‘It is safer to think what you are told, than to make up your own mind’ were used for measurement. For Pay and promotion policies the 2 items were used as follows; ‘When it comes to pay raise and promotion decisions, policies are irrelevant’ and ‘Promotions around here are not valued much because how they are determined is so political’.

2.2.2. Hypothesis

- H₁: General political Behavior has a negative relationship with turnover
- H₂: Go-along-to-get-along has a negative relationship with turnover
- H₃: Pay and promotion policies has a negative relationship with turnover

2.3. Alternate Job Offer with Higher Pay

A recent research contributed that along with other factors alternate job opportunity with higher pay increases the attrition in call center industry (Mukherjee et al., 2009). The great deal of work on employee turnover has been done by Cotton and Tuttle. They identified 26 variables which the research proved to be leading to the employee turnover (Cotton & Tuttle, 1986). From these 26 variables pay satisfaction has a strong and negative relationship with turnover intention, a study revealed in Pakistani Banks (Raza et al., 2017). Unlike with turnover Pay satisfaction has a positive relationship with organizational commitment, if employees are not satisfied with pay they develop an intention to leave the organization (Vandenberghe & Tremblay, 2008) and (Choudhury & Gupta, 2011). Similar to pay satisfaction, Pay rise satisfaction is negatively associated with turnover this means the higher the pay the lower the turnover will be (Tekleab et al., 2005). Pay dispersion also leads to the likelihood for managers to leave the organizations in which they are employed (Bloom & Michel, 2002). Pay satisfaction is so important for employee retention that if an executive is receiving lower pay than that of the relative market, the chance of turnover increases (DeConinck & Stilwell, 2004). A group of researchers who has worked on pay satisfaction, job satisfaction and organizational commitment concludes that pay satisfaction is directly as well as indirectly related to the turnover intention (Lum et al., 1998). An alternate job attracts an employee psychologically and pulls him away from the current job out of self-interest (Robert D. Bretz Jr et al., 1997). The organizations should keep in mind that Compensation has a significant impact over turnover (Falk & Karamcheva, 2018).

Construct 2: There is a relationship between Alternate job offer with higher pay and Turnover.

2.3.1. Measuring Alternate Job offer

Mobley was one of the many scholars who stressed the importance of including the factor of alternate job offer when studying turnover (Mobley, 1982). In the study done by Arnold and colleagues 26 variables were found out to be the contributing factors to measure the turnover (Cotton & Tuttle, 1986). From these 26 variables one was availability of alternatives, which belonged to the External Correlate category identified by Cotton and Tuttle. This variable was measured by following item ‘At my current age, education, occupation, and the general economic condition, chance of finding a suitable position in some other organization is very high’. Responses were recorded on a 5 point scale from Strongly Agree to Strongly Disagree. (Arnold & Feldman, 1982). Now ‘Alternate job offer’ in our model becomes variable instead of construct. The reason behind is that it is measurable directly.

Hypothesis

H₀: Alternate job Offer has no relationship with turnover. (Or μ of alternate job offer = μ of turnover)

H₄: Alternate Job offer has a negative relationship with overall Job Satisfaction.

H₅: Alternate Job offer has a negative relationship with Satisfaction with Pay.

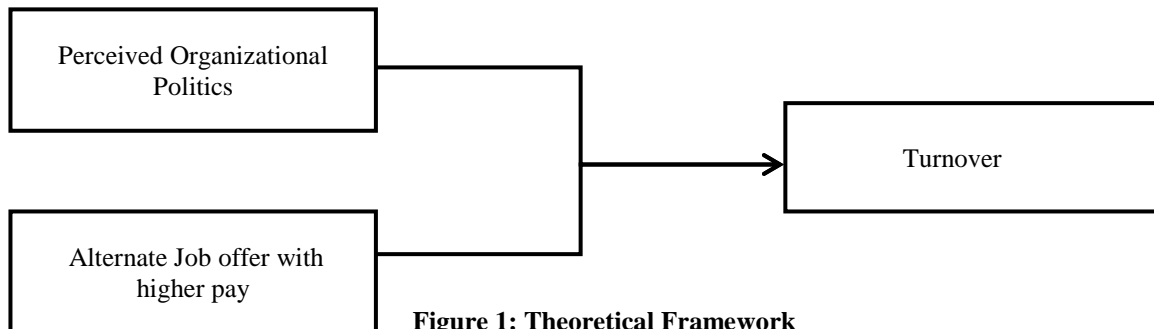


Figure 1: Theoretical Framework

The model describes that Perceived organizational politics and alternate job offer with higher pay are the two independent variables considered in this study. The turnover is studied as the dependent variable in this research. It is to check the relationship between perceived organizational politics and Alternate job offer having higher pay with turnover. The study also checks which of the independent variable have more influence over turnover.

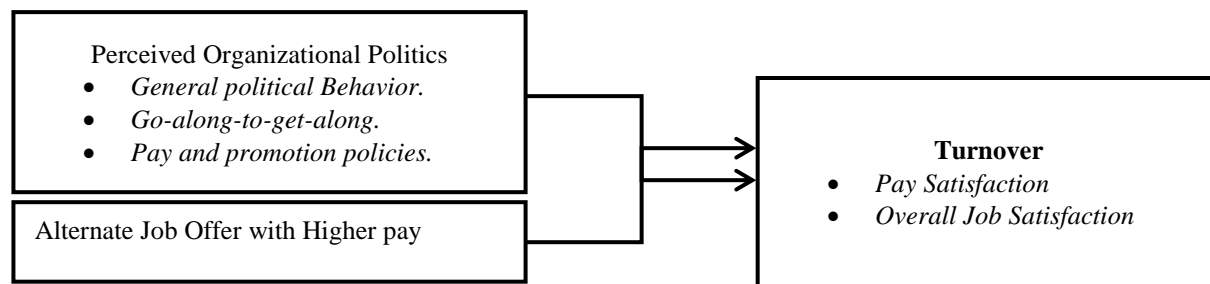


Figure 2: Research Model

3. Methodology

This is a cross-sectional study with considerations of understanding the causal effect of variables. The method used to define this paper is descriptive and causal as well the paper is design in quantitative pattern. Problem was explored from the secondary data which is literature from the past published papers. Furthermore to get facts and figures to justify the paper empirically we have used the primary data (Bryman & Bell, 2015) and the tool used to collect the primary data i.e. Questionnaires which were structured and close ended. The target population is from the staff working in the branches of Bank Alfalah presented in the premises of Karachi. The given sample size is 20 staff members who became the part of my study. Moreover the non-probability convenience sampling is used to collect the data through survey. The questions regarding perceived organizational politics and alternate job offer with higher pay were included in the questionnaire. The question design on the nominal and ordinal scaling included options from 1-strongly Agree to 5-Strongly Disagree. The reliability was checked respectively of all the constructs using Cornbach Alpha method through SPSS. The reliability was found quite satisfactory. Correlation Coefficient, Regression analysis and other tests were used to find the core relationship between been the said variables.

4. Analysis and Interpretation

4.1. Statistical Approach

The purpose of this study is to investigate the relationship between organizational politics and alternate job offer with higher pay with turnover. To establish this relationship a survey was conducted. The data was collected from males as well as females. The genders of respondents are presented in table 1.

Table 1: Frequency Distribution Of Gender of Respondents

	Gender	
	Frequency	Percentage
Male	124	85.51%
Female	21	14.48%
Total	145	100%

The table shows that 85.5% were male who became a part of sample and the remaining 14.4% were females. The designations which belonged to the respondents have been summarized in the following table.

Table 2: Frequency Distribution of the Gender of Respondents

Designations	Frequency
Positions	
Officer	93
Line Manager	74
Senior Manager	45
Total	145

This table shows that most of the respondents were officers. 74 of the respondents were line managers and similarly 45 belonged to the post of senior manager. A reliability analysis was carried out for assessing internal consistency of scale item. To assess it we utilized Cronbach's Alpha whose estimate was, $\alpha = 0.80$ indicating good stability in the questionnaire. The measure of degree of linear association between the two variables in the sample is depicted in table 3 below:

Table 3: Correlations

Correlations		Turnover	Politics	Alternate_job
Turnover	Pearson Correlation	1	.635**	.523**
	Sig. (2-tailed)		.000	.000
	N	145	145	145
Politics	Pearson Correlation	.635**	1	.361**
	Sig. (2-tailed)	.000		.000
	N	145	145	145
Alternate_job	Pearson Correlation	.523**	.361**	1
	Sig. (2-tailed)	.000	.000	
	N	145	145	145

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

The table shows a significant moderate relationship between organizational politics and turnover ($r = .635$, $p < 0.001$). It also shows that the turnover is also moderately related to alternate job with higher pay, but this relationship is relatively weaker than the former one ($r = .523$, $p < 0.001$). There was no negative or zero linear dependence observed between variables. Thus it can be said that the two variables are positively correlated with turnover. Another thing worth noticing is that organizational politics has high computed value compared to that of alternate job offer i.e. $r = 0.635$ which indicates a positive and moderate correlation. So office politics was found to be more influential comparatively. The Technique of paired sample T test was also utilized with the help of SPSS to test the constructed hypothesizes.

Table 3: Paired Sample T test

Pair	Paired Differences	Paired Samples Test		t	df	Sig. (2-tailed)			
		Mean	Std. Deviation						
Pair 1	Turnover - Alternate_job	.34943	.79090	.06568	.21960	.47925	5.320	144	.000
Pair 2	Turnover - Politics	.01055	.79510	.06603	-.11996	.14106	.160	144	.873

The Paired samples T test shows that H_0 of office politics has been rejected, $t(144) = 0.160$, $p \leq 0.873$. This means that there is a difference between the mean of politics and turnover. Or in other words office politics have been effecting on turnover. H_0 made for alternate job offer with higher pay has not been rejected $t(144) = 5.320$, $p \leq 0.001$. This means that alternate job offer has not been influencing the turnover.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Turnover)	.828	.249		3.321	.001		
Alternate Job	.331	.091	.264	3.631	.000	.870	1.150
Politics	.422	.070	.440	6.053	.000	.870	1.150

The technique of multivariate regression analysis is utilized to estimate combined effect of alternate job offer with higher pay and organizational politics on the turnover.

$$\text{Turnover}_t = 0.828 + 0.331 \text{ Alternate_job}_t + 0.422 \text{ Politics}_t + \mu_t$$

Where μ_t represents the error term. All these estimation for construction of model equation were undertaken at 5% significance level. Besides necessary statistics for estimated models are represent in the table 4. The probability value (p

value) and standardized beta of the estimated coefficients are found within the significant ranges indicating or showing the stability of the estimated model. The summary of the model constructed is illustrated in the table 5.

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.609 ^a	.657	.701	.54624	.347	37.757	2	142	.000	1.836

The coefficients of multiple determinations determine the percent of the variance in the dependent variable explained jointly by the independent variables whose value for this model is 65.7% which indicates that variations in turnover is jointly explained by attributes of alternate job offer with higher pay and organizational politics. The value of DW statistics = 1.836 shows that there is no serial correlation in the error terms.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.520	2	16.260	150.757	.000 ^a
	Residual	61.153	142	.431		
	Total	93.673	144			

The determined statistics for estimated model had a significance level of 0.01% , this indicates that the data is perfect for drawing a conclusion on the population parameter as the p-value is less than the significance level. Furthermore, the computed F-value (F stats = 150.757, p < 0.001) is far higher than the critical value (i.e. 150.531 > 2.122) is an indication that the independent variables have significant effects on the Turnover.

Residual statistics presented in table 7 and graphs under Figure 1 & 2 also authenticate the stability of the estimated model.

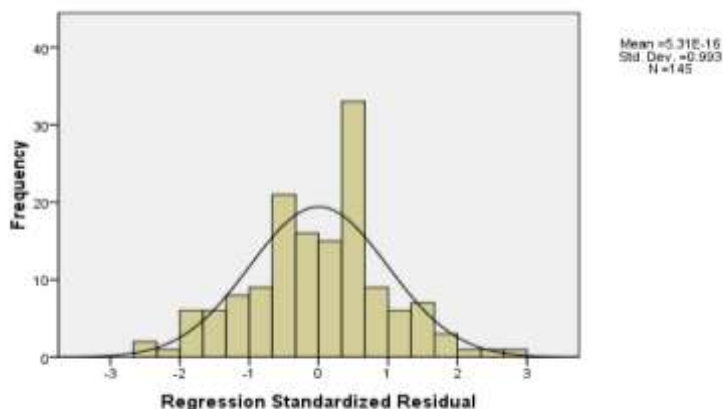


Figure 3: Histogram plot of residual confirming normality

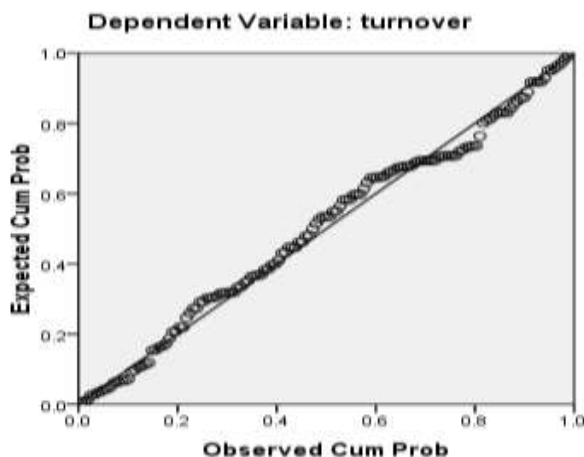


Figure 4: Normal P-P Plot of regression residual normality in error term

5. Conclusion & Recommendation

5.1. Conclusion

This study is aimed at checking the relationship of perceived organizational politics and higher pay offered by alternate job with the turnover. The study also aims to know that which of these factors is more influential to convert the turnover intention into the decision. So to conclude it can be said that firstly the perceived organizational politics and alternate job offered have significant and positive relationship with turnover. This means that when organizational politics increases the chance of employee turnover will also increase. Moreover, organizational politics has more influence over turnover as compared to higher pay offered by an alternate job. The results provided the evidence that people leave organizations more because of the

organizational politics as compared to that of the Higher Pay offered by an alternate job, in the context of Bank Alfalah. So it can be said that people leave their organizations more when they become frustrated because of the organizational politics rather than only preferring the higher pay offered by alternate job. Job satisfaction is indirectly proportional to the office politics (Wayne A. Hochwarter et al., 2003). The employees prefer the politics free environment. Such an environment gives credit of their better performance, rather than taking it away. When the employees are satisfied they work better. The outcomes of the employees are also effected due to office politics (Cropanzano et al., 1997). Employees believe that money or higher pay is not everything. Employees prefer a trustworthy working environment in which no one tears others to make themselves up. Supervisors with abusive supervision become factors to increase the chance of turnover (Raza et al., 2017). Our study is in line with a study conducted in Lahore, Pakistan concluded that office politics is found to be the main cause of the turnover intention (Kafeel & Alvi, 2015). Another important aspect is perception of politics, if employees feel that they are surrounded by office politics than it is quite possible that high performers indulge in the politics game or may think to quit. Supervisor's perceptions of politics in their organizations provoked the feelings of turnover (Daskin & Tezer, 2012).

5.2. Recommendations

Retaining employees is such a sensitive issue that if not resolved on time then it may cost key employees to leave organizations. In a case where turnover is high due to office politics, then introducing leadership can solve the matter to some extent. Leadership is a behavior through which the team members are guided to achieve set objectives. It is not about giving orders, in fact it is about showing the followers how to do a certain assigned work. Leadership curtails the negative behaviors and lock in the positive and expected behaviors. It is also evident from literature that introducing leadership style will increase the outcomes of employees. The responsible leadership style increases outcomes by employees through reducing the office politics (Kacmar et al., 2013). Employee turnover can be decreased by introducing Responsible Leadership which increases the organizational commitment (Haque et al., 2017), (Pless & Maak, 2011). Another thing is the organizational commitment can also decrease the turnover. It can be said on the basis of research that when organizational commitment is increased then organizational politics and job tension are decreased (Hochwarter et al., 1999). Organizational commitment is the loyalty to work with one organization, instead of switching jobs. The employees believe in the promise to give their best output to achieve the organizational objectives. There may be two ways to increase organizational commitment through intrinsic and/or extrinsic rewards. The example of intrinsic reward can be; motivating employees through appreciation and recognition. The extrinsic reward may include monetary benefits. For example; Realizing the good performance and giving rewards (salary increments, bonuses and alike) to high performer can reduce turnover rates and increase the organizational commitment. These rewards are the return of good performance and compatible rewards can satisfy the employees. And satisfied employees show high organizational commitment.

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