



**HJRS Link:** [Journal of Academic Research for Humanities \(HEC-Recognized for 2022-2023\)](#)

**Edition Link:** [Journal of Academic Research for Humanities, 3\(1\) January-March 2023](#)

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**Link of the Paper:** <https://www.jar.bwo.org.pk/index.php/jarh/article/view/199/version/199>

## THE INTERRELATIONSHIP OF WORK-RELATED FACTORS, PERSON-ORGANIZATION FIT ON ORGANIZATIONAL COMMITMENT AND EMPLOYEE TURNOVER INTENTION SOFTWARE INDUSTRY PAKISTAN

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### Paper Information

#### **Citation of the paper:**

(APA) Memon. Nafia Dawood and Waseem. Syeda Nazneen (2023). The Interrelationship of Work Related Factors, Person-Organization FIT on Organizational Commitment and Employee Turnover Intention Software Industry Pakistan. Journal of Academic Research for Humanities, 3(1).

#### **Subject Areas:**

- 1
- 2

#### **Timeline of the Paper:**

Received on:  
 Reviews Completed on:  
 Accepted on:  
 Online on:

#### **License:**



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#### **Published by:**



### Abstract

The competitiveness of a business depends on its ability to retain its people resources. Performance can suffer if a high-capacity star employee leaves a corporation. Progression had led the IT sector in Pakistan to an increased excessive pay of jobs for employees to develop. In this study, we examine the relationships between elements connected to the workplace, such as job stress, person-organization fit, and employees' intention to leave their jobs in the software industry of Pakistan. 400 Office workers in Karachi, Lahore, and Islamabad Pakistan were subjected to standardized questionnaires using quantitative research methodology. The theory that supported this paper is Person-Organization fit theory and path analysis was conducted using hypothesis testing and discriminant validity using Fornell and Larcker criterion (FLC) method. The hypotheses include Financial Security and Organizational Culture significantly impact Turnover Intention and Organizational Commitment. Financial Security and Organizational Culture are mediated by Person-Organization Fit on Turnover Intention and Organizational Commitment. Financial Security is moderated by Job Stress, Organizational Culture is moderated by Generational characteristics on Turnover Intention and Organizational Commitment. The results of the Measurement Model using the PLS algorithm technique suggest Financial stability does influence organizational commitment and turnover intention. Generational traits have a positive influence and a moderating effect on the connection between corporate culture ways of intention to leave, and the relationship among company culture. This allows future research and to investigate the proposed employment turnover model with a different sample in different countries and regions of Pakistan.

**Key Words:** Corporation, People Resources, Person-Organization Fit, Organizational Culture

## Introduction

Progression had led the IT sector Pakistan with an increased excessive pay of jobs for employees to develop and it has helped government and private corporations to prosper. The crux of this research paper is that Turnover and low organizational commitment has grown to be a prime hassle for the IT sector of Pakistan for the following reasons like high job opportunity, no job rotations and job enlargements strategies, effortlessness of job switching, lack of organizational culture, employees not feeling valued, low person-organization fit high job stress, low financial security and a great need for qualified specialists for industry. Low organizational commitment and significant employee turnover have long been problems in the software industry. This is a complicated problem that results from a number of variables, such as the industry's intense competition, the rapid speed of technical advancement, and the popularity of project-based labor.

The increasing demand for highly qualified and experienced professionals in the software business is a significant contributor to high turnover. Software businesses can take a number of actions to address these problems.

They can first concentrate on developing a strong corporate culture that places an emphasis on principles like cooperation, teamwork, and a sense of mission. IT firms in Pakistan have witnessed high turnover during the past years, but no real efforts have been undertaken to determine the causes and contributing factors. IT industries must continuously undertake to keep their staff members by offering them a fantastic workplace, competitive pay, advantages for personal career progress, and a solid leadership team.

The main objective was to analyze how much Job stress, financial security and organizational culture influence Turnover intention and Organizational commitment

and what should organizations implement strategies to reduce employee turnover and how IT sector can adopt new ways where employees can be retained and satisfied.

## Research Objectives

1. To determine the relationship between Financial Security and Organizational Culture with Turnover Intention and Organizational Commitment.
2. To determine the mediating effect of Person-Organization fit in a relationship between Financial Security and Organizational Culture on Turnover Intention and Organizational Commitment.
3. To determine the moderating impact Job Stress and Generational Characteristics in a relationship between Financial Security, Organizational Culture on Turnover Intention and Organizational Commitment.

## Research Questions

1. To what extent does Financial Security and Organizational Culture influence on Turnover Intention and Organizational Commitment?
2. Does Person-Organization mediate the connection between Financial Security, Organizational Culture on Turnover Intention and Organizational Commitment?
3. Does Job Stress moderate the relationship between Financial Security, Organizational Culture on Turnover Intention and Organizational Commitment?

## Literature Review

Aspects that base an employee either continuing retaining or stopping working for an organization are necessary for organizations effectiveness, HR Productivity and competitiveness. When individuals leave an organization, it affects the overall firm's performance. If an organization if they want to keep their staff, they need to be aware of the factors that contribute to high turnover.

(Jha, 2009). Employee turnover can cost a company 50% to 100% of that employee's raise in pay, including recruiting, interviewing, training, working hours, and free time. Other times, turnover can be advantageous, such as when a subpar employee leave which produce no productivity quits the firm then have the opportunity to hire star performers.

P-O fit is defined "the compatibility between people and organizations that occurs when at least one entity delivers what the other demands or they share similar underlying qualities, or both," according to Kristof, A. L. (1996). To establish institutionalizing consistency, an organizational identity principle that pervade an organization's culture is important. The importance of person-organization fit has significance of employee and work-process fit. As part of larger discussion around fitting person-environment core concept person-organization fit is that various types of organizations attract various types of people. Werbel, J. D., & DeMarie, S. M. (2005)

Employee satisfaction and organizational commitment are the two attitudes that have been examined most frequently in the compatibility between organization and employee fit research. The association of values congruence, satisfaction and commitment is supported by prior research. Since person organization fit is fundamentally an interactional phenomenon, it should change over time as people and organizations engage and interact with one another.

#### **Connection between Employee Turnover Intention and Person-Organization Fit**

Opinion of researchers suggests organizations and job seekers' complementarity is the key factor. By emphasizing Person-Organization Fit, the business will seek out candidates who share the same goals and values as their current, highly qualified personnel. A better fit between people and organizations helps reduce staff turnover Arthur Jr, W., Bell, S. T.,

Villado, A. J., & Doverspike, D. (2006). Also, if an organization and a person are not compatible, employees may leave the company.

Employers, supervisors, and line managers should be extra innovative in tackling issue deciding key elements to comprehend individuals opt to leave individual firms. Individuals leaving their current firms would be huge crux for all corporations across the world, Monama, N. O. (2015). Many studies conducted in the past have shown that employee turnover intentions may be greatly influenced by human resource policies. Anderfuhren-Biget, S., Varone, F., Giauque, D., & Ritz, A. (2010).

According to research, workers who feel they have a good match with their company are more devoted to their work. On other hand, workers who don't feel like they fit in with their organization are more likely to feel unsatisfied, stressed out, and less committed to their jobs.

#### **Connection between Person-Organization Fit and Organizational Commitment**

Organizational dedication assumed a reliance in organizational goals, culture and values, an eagerness to make use of effort on related to a strong preference to continue participation in the organization or corporation. Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974).

An important factor in employees' behavior at work that has garnered more attention in human resources management is organizational commitment (Brian & Christopher, 2011).

Effective Organizational commitment raised performance and productivity, improved quality and innovation, increased job satisfaction, decreased absenteeism, and decreased intention to leave the company. (Natarajan, A. T, 2011).

Organizational commitment is the quality of a person's relationship with an organization. A highly committed person will

demonstrate a keen mandatory for an organization, a readiness put forth a large amount of effort on its behalf, and a firm acceptance of and belief in the organization's principles and objectives (Steers, Mowday, & Porter, 1979).

### **Work-Related Factors**

#### **Job Stress**

Employees having anxiety. Negative factors that adversely impact businesses and employees' well-being include employee sickness, low Labour output, employees leaving organizations and major accidents related to work. Leontaridi, R. M., & Ward-Warmedinger, M. E. (2002). Feeling of anxiety low mental health might increase employee leaves and decrease organizational efficiency, according to Mosadeghrad, A. M. (2013). The effects of work-related stress can be detrimental to mental health and physical weakness. According to Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. R. (2016), the majority of workers who intended to leave their current position identified excessive work stress as their primary reason for doing so.

Stress at work has an effect on employees' job satisfaction and general productivity, according to numerous research. Since most businesses are becoming more and more demanding of better work outcomes. In reality, the term "time of tension and concern" has been used to the modern era (Coleman, 1976). The stress itself will be impacted by a number of factors. However, stress was defined by Newman and Beehr (1978) that causes individuals to feel different from normal behavior.

Several demographic considerations may affect the behaviors of academic staff members at institutions. The management position a corporation plays is one aspect that affects employees' stress at work (Stamatios and Alexandros- et. al., 2003). A company's employees may feel anxiety related to work place because of the pressure their bosses put on them. Any part of a job in an organization

that has a negative impact on the person is referred to as role stress (Kahn and Quinn, 1970). Although separate from it, management's role will be connected to it.

It includes if employees can set work aside when they are at home or if they must bring it with them. A work from home contact is necessary for individuals to minimize feeling of anxiety. Lasky (1995) stated financial responsibilities and families is a substantial factor of "extra-organizational" anxiety, which get worsen or develop workplace anxiety. According to Vitaliano, P. P & Russo, J. (1991) the introduction of stressors in job place had a major impact on output, as it instantly follows a major amount of anxiety including other mental and physical health issues.

The Demand-Control-Support Model was created by Hurrell and Murphy (1996) and it contends that a combination of high workplace demands, little working control, and low levels of social support from co-workers and superiors leads to job stress.

#### **Organizational Culture**

The current studies explained organizational culture as the common perception of a company's manpower as how they do their work. Wallach's explanation of organizational culture is clear and concise, and it also summarizes the concept's broader understanding.

Structure, systems, people, and culture are the four dimensions of an organization as defined by Schwartz, H., & Davis, S. M. (1981). They underlined that until these four aspects are internally compatible, consistent, and suit the organizational plan, no firm will function successfully in a competitive climate.

A robust administrative culture attracts and keeps passionate and innovative individuals. (Wallach, 1983, p.32). Attention to detail reflects the bureaucratic structure (O'Reilly, Chatman, and Caldwell, 1991).

It's interesting to note that Wallach's (1983) major dimensions culture that is supportive, innovative, and administrative

overlap with majority of characteristics of culture dimensions proposed by various scholars (e.g., [Delobbe et al., 2002](#); [Hofstede et al., 1990](#); [O'Reilly et al., 1991](#); [Tsui et al., 2006](#)).

### **Financial Security**

Wealth build-up was a necessary factor allowing an employee to efficiently contribute to retirement in future. ([C. Ketkaew et al., 2019c](#)). Inadequate revenue build-up have Financial instability may be a result of insufficient financial acquisition capacity. ([C. Ketkaew et al. 2020, 2019](#))

Financial insecurity is defined as situations in which an individual receives insufficient financial support to meet their requirements. When individual's revenue is less than their expenses, they find other better opportunities where they will be happy with their pay and professional advancement. ([Investopedia staff, 2018](#)).

Those who are financially insecure may struggle to meet basic requirements like food, housing, and healthcare and may experience stress, anxiety, and sadness. They could also be more vulnerable to monetary shocks like job loss or unforeseen bills, which can worsen their financial insecurity.

Money can't make you happy forever, according to [Kahneman and Deaton \(2010\)](#), but up to a certain income level, it can increase life satisfaction and emotional well-being.

Financial difficulty is a strong predictor of mental health issues, such as anxiety and depression, according to research by [Skinner and Turner \(1989\)](#).

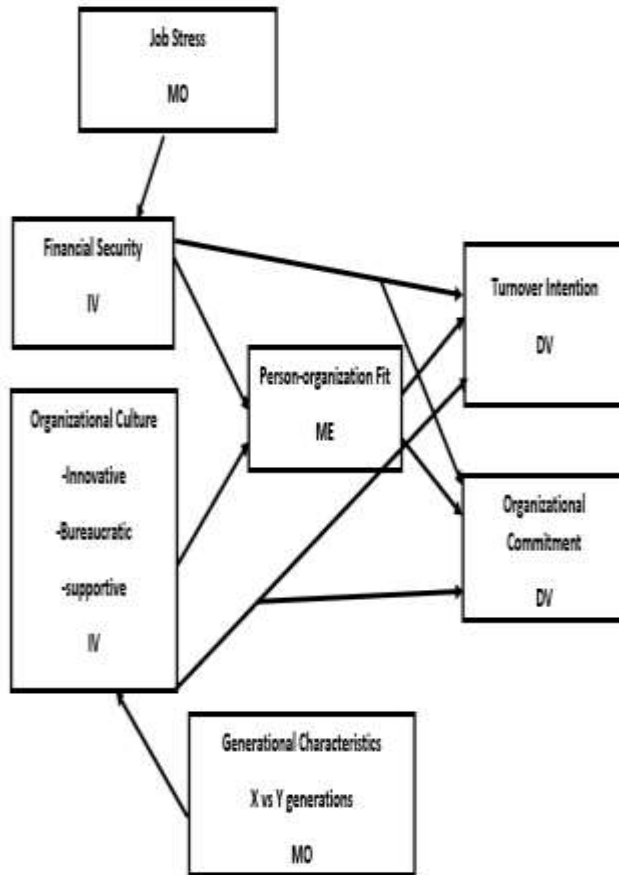
### **Generational Characteristics**

A likelihood and needs businesses managing staff from different generations to comprehend the different behavioral traits brought on by generational differences ([Kong et al., 2015](#)). Generation X grew up in a society of materialism, competition, and individualism, placing a high value on career goals, chances for professional advancement,

and efficiency, according to [Cohen \(2002\)](#), [Eisner \(2005\)](#), and [Gursoy et al. \(2008\)](#). Generation Y, on the other hand, was raised in a society that valued empiricism and globalization, valued open communication and job autonomy, and had strong desires for self-actualization and self-centeredness with a high level of self-expression ([Zemke et al., 2000](#))

X generation individuals have limited patience for bureaucracy and restrictions, especially when it comes to time and attendance, because they witnessed their parents being fired and learnt that following company policies does not guarantee employment ([Gursoy et al., 2008](#)). Table I lists further characteristics of Gen Xers. The Generation Y generation, often known as the Echo Boomers or Millennials, was born from 1980 until 1999.

Individuals connect through texting and different Apps as they expect instant messages, appreciation, occasionally seen having low problem solving abilities. ([Spiro, 2006](#) [Artley and Macon, 2009](#); [Crumpacker and Crumpacker, 2007](#); [Dahlroth, 2008](#); [Gursoy et al., 2008](#) ;).



- H1= Financial Security has a significant impact on Turnover Intention
- H2= Financial Security has a significant impact on Organizational Commitment
- H3= Organizational Culture has a significant impact on Turnover Intention
- H4= Organizational Culture has a significant impact on Organizational Commitment
- H5= Financial Security is significantly mediated by Person-Organization fit on Turnover Intention and Organizational Commitment
- H6= Organizational Culture is significantly mediated by Person-Organization fit on Turnover Intention and Organizational Commitment
- H7= Financial Security is significantly moderated by Job Stress on Turnover Intention and Organizational Commitment
- H8= Organizational Culture is significantly moderated by Generational Characteristics on Turnover Intention and Organizational Commitment.

**Dependent Variables:**

1. Turnover Intention
2. Organizational Commitment

**Mediating Variable:**

1. Person-organization Fit.

**Moderating Variables:**

1. Job stress
2. Generational Characteristics X vs Y generations

**Independent Variables:**

1. Financial Security
2. Organizational Culture
  - Supportive
  - Innovative
  - Bureaucratic

**Methodology**

400 office workers that were employed were responders. Software houses in Karachi, Lahore and Islamabad, Pakistan. In Pakistan, there are approximately 500,000 people employed in the business process outsourcing (BPO) and information technology industries. Employees from various departments of the company served as the target group for our research study and software houses of Pakistan. Questionnaires were distributed to the respondents online and physical.

Cross-sectional research technique is applied in this research paper. The

**Quantitative Research Technique**

Quantitative research technique consists of surveys and questionnaires that organizations can make use of to improve their decision making. In this study, the theory is being investigated hence the research’s purpose is explanatory because it offers the

**Hypotheses**

opportunity to explain the random relationship between variables and concepts.

As a result, the study has been specifically designed to take Pakistan's software sector into account. Since the population size of the software sector was unknown for the purposes of the current study, convenience (non-probabilistic) sampling was intended to gather desired data from target individuals. Minimum recommended sample size for study was found as 450, the study has aimed to gather 400 sample responses from Karachi, Lahore and Islamabad -based software houses of Pakistan.

The quitting intention section were extracted from the study of [Cammann et al \(1982\)](#), [Memon et al. \(2017\)](#), comprised of 6 statements to measure. Leaving intent of individuals working in the organization. Questions from Rizzo ET (1970) from job stress which contained 7 statements. Person-organization fit sections were derived by [Edward 1991](#), Parenting and Chapman, [Hassan et al. \(2012\)](#) which contained 6 statements. The questions in the Financial Security sections extracted from Pew Research Center (The Politics of Financial Security USA 2017) which contained 4 statements. Organizational Commitment section were taken from Porter, Steer and [Mowday \(1979\)](#), which contained 8 statements. The items in the Organizational Culture section stated by Ellen Wallach's 1983, Organizational Culture were divided into 3 parts, Innovative culture statements are from 1 to 6, Bureaucratic culture statements were from 7 to 12 and Supportive Culture statements were from 13 to 20. Table 2 describes demographic information of individuals and generation x and y question.

**Results**

**Demographic profile**

Table 4.2 shows the demographics of the 383 study participants.

(n=383) Table 4.2: Demographic Profile

	Frequency	Percent
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Gender	Male	165	43.1
	Female	218	56.9
Age Group	1961-1981 (Generation X)	97	25.3
	1982-2010 (Generation Y)	286	74.7
	Undergraduate	101	26.4
Qualification	Graduate	282	73.6
	Total	383	100.0

There are 383 participants in the current study, of whom 165 (43.1%) are men and 218 (56.9%) are women. In terms of age, Generation X comprises 97 (25.3%) and Generation Y comprises 286 (74.7%) of the total population. In terms of educational background, 101 (26.4%) of the participants are undergraduates, while 282 (73.6%) are graduates.

**Model for measurement**

**Construct reliability and validity**

The outcomes of the measuring model are shown in Table 4.3 using PLS algorithm technique.

Table 4.3: Measurement Model

	Loadings	Prob.	CR	AVE
FS1 <- Financial Security	0.677	0.000		
FS2 <- Financial Security	0.797	0.000	0.808	0.586
FS3 <- Financial Security	0.815	0.000		
JS3 <- Job Stress	0.734	0.000		
JS4 <- Job Stress	0.717	0.000		
JS5 <- Job Stress	0.692	0.000	0.816	0.525
JS6 <- Job Stress	0.754	0.000		
OC11 <- Bureaucratic	0.755	0.000		
OC12 <- Bureaucratic	0.788	0.000		
OC13 <- Bureaucratic	0.806	0.000	0.913	0.601
OC14 <- Bureaucratic	0.800	0.000		





OC	0.9	-	0.8	-	0.0	<b>0.70</b>		
UL	33	80	00	82	28	<b>7</b>		
PO	0.0	0.0	-	-	0.3	0.0	<b>0.74</b>	
F	24	34	33	86	49	67	<b>2</b>	
SU	0.7	-	0.5	-	0.0	0.9	0.1	<b>0.79</b>
P	58	0.1	94	71	48	21	34	<b>6</b>
TI	-	0.2	-	0.3	-	-	-	<b>0.75</b>
	0.0	54	0.0	72	0.0	0.0	0.2	<b>0</b>
	67	48	68	86	60	00	<b>0</b>	

BR = Bureaucratic; FS = Financial Security; GC = Generational Characteristics; IN = Innovative; JS = Job Stress; OC = Organizational Commitment; OCUL = Organizational Culture; POF = Person-Organization Fit; SUP = Supportive; TI = Turnover Intention

Using the FLC technique, discriminant validity has been obtained because the squared-root AVE of the constructs (bold diagonal values) is larger than their corresponding horizontal (Hair et al., 2011) and vertical correlation (non-bold) values (Fornell & Larcker, 1981).

**Predictive power and relevance**

Table 4.5 shows the R<sup>2</sup> for the predictive power of endogenous constructs and Q<sup>2</sup> for the PLS algorithm's predictive usefulness.

**Table 4.5: Predictive Power and Relevance**

	<b>R Square</b>	<b>Q Square</b>
Bureaucratic	0.870	0.519
Innovative	0.640	0.383
Organizational Commitment	0.152	0.075
Person-Organization Fit	0.007	0.002
Supportive	0.848	0.534
Turnover Intention	0.234	0.111

R<sup>2</sup> values greater than or equal to 0.67 were suggested by Chin (1998) for endogenous latent variables, greater than 0.33 were considered moderate, and less than or equal to 0.19 were considered weak. According to Hair et al. (2013), Q<sup>2</sup> > 0.02 signifies "poor relevance," Q<sup>2</sup> > 0.15 "moderate relevance," and Q<sup>2</sup> > 0.35 "high relevance." The above data shows that Bureaucratic has a good 87.0% predictive power and a strong 51.9% relevance.

Innovative is shown to be very relevant up to 38.3% and could be somewhat predicted up to 64.0%. Organizational commitment is only forecast to be weak up to 15.2%, while its relevance is only forecast to be weak up to 7.5%. Fit between people and organizations has a relatively low 0.7% predictive power and 0.2% relevance. Supportive has a high relevance of 53.4% and a great predictive power of 84.8%. Intention to turnover has a weak 23.4% predictive power and 11.1% relevance.

**Structural model**

**Direct-effect analysis**

The outcomes of a hypothesis test utilizing path analysis are shown in Table 4.6.

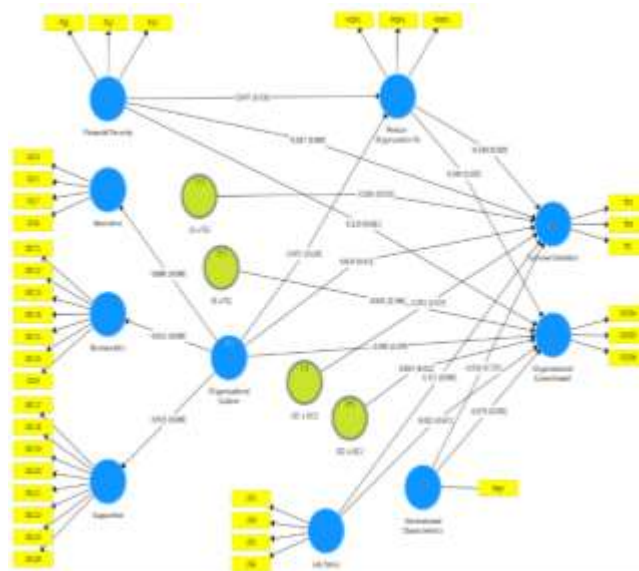
**Table 4.6: Direct-Effect Analysis**

	<b>Estimate</b>	<b>S. D.</b>	<b>t-Stats</b>	<b>Prob.</b>
Financial Security -> OC	0.139	0.056	2.492	0.013
Financial Security -> POF	0.047	0.061	0.779	0.436
Financial Security -> TI	0.187	0.046	4.037	0.000
Generational Characteristics -> OC	-0.079	0.046	1.734	0.083
Generational Characteristics -> TI	-0.016	0.045	0.352	0.725
Job Stress -> OC	0.023	0.054	0.422	0.673
Job Stress -> TI	0.311	0.049	6.376	0.000
Organizational Culture -> OC	0.040	0.048	0.843	0.399
Organizational Culture -> POF	0.075	0.050	1.519	0.129
Organizational Culture -> TI	0.034	0.045	0.753	0.451
POF -> OC	0.344	0.050	6.939	0.000
POF -> TI	-0.238	0.050	4.776	0.000

The table above demonstrates financial security (β = 0.139, p < 0.05) has a positive significant impact on organizational dedication. Financial security (β = 0.047, p > 0.05) has a positive insignificant effect on person organization fit. . Financial security (β = 0.187, p < 0.05) has a positive significant effect on turnover intention. General

characteristics ( $\beta = -0.079, p > 0.05$ ) has a negative insignificant effect on organizational commitment. General characteristics ( $\beta = -0.016, p > 0.05$ ) has a negative insignificant effect on turnover intention. Job stress ( $\beta = 0.023, p > 0.05$ ) has a positive insignificant effect on organizational commitment. Job stress ( $\beta = 0.311, p < 0.05$ ) has a positive significant effect on turnover intention.

Organizational culture ( $\beta = 0.040, p > 0.05$ ) has a positive insignificant effect on organizational commitment. Organizational culture ( $\beta = 0.075, p > 0.05$ ) has a positive insignificant effect on person-organization fit. Organizational culture ( $\beta = 0.034, p > 0.05$ ) has a positive insignificant effect on turnover intention. Person-Organization Fit ( $\beta = 0.344, p < 0.05$ ) has a positive significant effect on organizational commitment. Person-Organization Fit ( $\beta = 0.238, p < 0.05$ ) has a negative significant impact on the intention to turnover.



**PLS Bootstrapping using Smart PLS v3 (Figure 4.2)**

**Specific indirect-effect analysis**

Table 4.7 provides the result of mediation analysis using PLS bootstrapping technique.

**Indirect-Effect Analysis Table 4.7**

	Estimate	S.D.	t-Stats	Pr ob.
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Financial Security -> POF -> OC	0.016	0.022	0.756	0.450
Organizational Culture -> POF -> OC	0.026	0.018	1.451	0.147
Financial Security -> POF -> TI	-0.011	0.015	-0.754	0.451
Organizational Culture -> POF -> TI	-0.018	0.012	-1.438	0.150

According to the data in the table above, financial security ( $\beta=0.016; p > 0.05$ ) has no significant mediating effect on the relationship between person-organization fit and organizational commitment. Organizational culture ( $\beta=0.026; p > 0.05$ ) has no significant mediating effect on the relationship between person-organization fit and organizational commitment. Financial security ( $\beta=-0.011; p > 0.05$ ) has no significant mediating effect on the relationship between person-organization fit and turnover intention. Organizational culture ( $\beta=-0.018; p > 0.05$ ) has no significant mediating effect on the relationship between person-organization fit and turnover intention.

**Moderation analysis**

Outcome of the moderation study using PLS path modelling is shown in Table 4.8.

**Table 4.8: Moderation Analysis**

	Estimate	S.D.	t-Stats	Pr ob.
GC x OC -> Turnover Intention	0.091	0.039	2.351	0.019
GC x Organizational Commitment	0.034	0.043	0.786	0.432
JS x FS -> Turnover Intention	0.026	0.044	0.593	0.553

JS	x				
FS	->				
Organizational		-	0.	0.	0.
Commitment		0.041	048	850	396

Above table shows that Generational Characteristics ( $\beta=0.091$ ;  $p > 0.05$ ) has a significant effect organizational culture with moderating effect of turnover intention. Generational Characteristics ( $\beta=0.034$ ;  $p > 0.05$ ) has an insignificant effect on organizational culture with the moderating effect of organizational commitment. Job stress ( $\beta=-0.026$ ;  $p > 0.05$ ) has a significant effect on financial security with the moderating effect of turnover intention. Job stress ( $\beta=-0.041$ ;  $p > 0.05$ ) has a significant effect on financial security with the moderating effect of organizational commitment.

**Analysis**

**Financial stability does influence organizational commitment and turnover intention favorably.**

Employees may be more inclined to contemplate quitting their current position for one that offers greater financial security if they feel anxious about their financial situation. Higher turnover rates within an organization may result from this. On the other side, workers are more inclined to remain with their current employer even when better job prospects appear when they feel financially secure. Lower turnover rates within the company may result from this.

According to research by [Greenberg and Baron \(2003\)](#), organizational commitment is positively correlated with perceptions of organizational support, which include material advantages like pay and job stability.

According to the Social Exchange Theory of Organizational Commitment, which Lee and Mitchell developed in 1994, workers who believe they are receiving fair pay and benefits are more likely to experience a sense of commitment towards the company.

More job happiness, engagement, and performance motivation may result from this. Employees with a sense of financial insecurity, on the other hand, can be less dedicated to the company and less inclined to go above and beyond in their work, which could have an influence on their productivity and, ultimately, the organization's success.

Financial stability has an effect on turnover intention and organizational commitment, according to earlier study. Research by [Ngo et al. \(2016\)](#) indicated employees in hospitality industry's perception of their financial security was adversely correlated with their intention to leave their jobs. Similarly, [Bae et al \(2014\)](#)'s study discovered that financial happiness among South Korean employees had a favorable effect on organizational commitment. Similar findings have been made by other studies as well. Research conducted in 2003 by [Chang Chelladurai](#) indicated individuals in a university context had relationship between organizational dedication and perceived work security, which related to financial security. Financial rewards and pay were positively related with organizational dedication in a different [Kim et al. \(2015\)](#) study.

**Generational traits have a positive influence and a moderating effect on the connection between corporate culture and intention to leave.**

Culture of company and intention to leave workplace has a special connection, this research also analyses the beneficial influence and moderating effect of generational features. According to research, various generations have distinct views and ideals regarding the workplace, which may affect how likely they are to stay in a job. For instance, younger generations, like Millennials and Gen Z, have more value of a work-life balance, professional advancement, and meaningful work, whereas older generations, like Baby Boomers, place more emphasis on job security, stability, and

company loyalty. Moreover, research has demonstrated that company culture might affect employees' intentions to leave their jobs. A healthy organizational culture that prioritizes employee happiness, development, and growth can reduce the likelihood of turnover, whereas a negative culture that prioritizes rivalry, conflict, and stress might increase it.

Generational traits moderating impact association of environment at organizations and intention to leave has been studied in some papers. For instance, [Kim \(2018\)](#) study indicated that Millennials had a better correlation between a supportive corporate culture and a lesser propensity to leave their jobs than Baby Boomers did. A favorable organizational culture was found to be more helpful in lowering turnover intentions among younger employees than it was among older employees, according to a different study by [Gorgievski and Hobfoll \(2014\)](#). Overall, the research points to generational traits as a potential moderator of the association between corporate culture and intention to leave. While developing and implementing organizational culture initiatives to lower turnover intentions and enhance employee retention, employers should take into account the distinctive attitudes and values of various generations.

**The relationship between company culture and commitment can be negatively moderated by generational traits.**

According to the research, generational traits may adversely affect the relationship between company culture and commitment. Companies should be conscious of potential generational disparities in attitudes and beliefs and adjust organizational culture initiatives to better meet the requirements of all workers, regardless of age. Organizational dedication and work productivity has enhanced.

**Financial security, inclination to leave, and organizational commitment are all mediated negatively by person-organization fit (PO fit).**

In a study by [Arshadi and Damiri \(2018\)](#), it was discovered that PO fit partially buffered the association between financial security and organizational commitment. This meant that even if employees felt financially secure, they were less likely to have strong organizational commitment.

Overall, the research indicates that connection among financial security, people leaving workplace and organizational dedication can be negatively mediated by PO fit. In order to improve organizational outcomes like turnover intention and organizational commitment, employers should be aware of the fit between their employees and the company and work to improve it where they can.

**Person-organization fit (PO fit) negatively mediates the association between organizational commitment, turnover intention, and culture.**

PO fit mediating effect link among workplace environment and organizational outcomes has been studied in some research. A study by [Fuchs et al. \(2020\)](#), for instance, discovered that PO fit partially mediated connection among a poor work place environment and individual work level satisfaction, such that detrimental effect poor culture on job satisfaction was stronger for employees with a weak fit with company. Study stated by [Poon et al. \(2019\)](#) discovered employee perception organizational fit partially mediated connection among organizational culture and people leaving workplace.

**Job stress has a detrimental moderating impact among organizational dedication and intention of leaving firms.**

According to [Meng and He's \(2019\)](#) research, job stress acted as a moderator connection among organizational dedication and people leaving workplace, making

negative correlation among two was more pronounced for workers who were under a lot of stress at work. Job stress may negatively moderate turnover, according to the findings.

The negative effects of other work-related characteristics like job satisfaction and organizational commitment on turnover may be exacerbated when employees experience high levels of job stress. In order to enhance retention rates and lower the costs related to turnover, employers should work to identify and address sources of job stress inside their business.

### Conclusion

The fast-paced, constantly changing nature of the software sector contributes to its high turnover rate. Employment in the software sector is frequently contract-based, project-based, or short-term, and individuals frequently switch employers. The software industry's high turnover is caused by a few factors. Employees may believe that they cannot keep up with the most recent trends and technologies due to the industry's rapid change and evolution. Also, the industry is frequently perceived as stressful and competitive, which can cause employees to feel.

There is little organizational commitment in the software sector. This is due to the high rate of employment turnover and frequent employee company transfers. In addition, there is fierce rivalry in the software industry, and layoffs are common.

The organizational culture is the group of shared principles, norms, and behaviors that guide employee behavior in a company. Those that share the same beliefs and convictions as the organization tend to be more loyal to their employers. Employees who don't share the same beliefs and values as the business are more likely to leave. Employee turnover is influenced by organizational culture, which also affects how satisfied employees are with their jobs. If employees are content in their positions, they are more likely to stay with a

company. Employees that are dissatisfied at work are more likely to leave the organization.

### Future Research Recommendations

The requirements and tastes of various generations can be catered to in training and development opportunities by HR specialists. This can enhance employee engagement and retention while addressing generational gaps. Nonetheless, this work gives future research the chance to investigate the proposed employment turnover model with a different sample in different countries and regions of Pakistan. This model could be investigated in greater detail, for example, by testing the behavioral variations between work positions using a moderating effect.

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