

## Study of Perceived Organizational Support, Psychological Contract, Organizational Nostalgia, and Turnover Intention: A Mediation Moderation Analysis

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### ABSTRACT

Every employee has a different emotional situation. The timely support, emotional bonding, and wistful affection help retain employees. This research investigated employees' intention to leave commercial banks in Sindh, Pakistan. The research examines the crucial constructs of occupational psychology, such as perceived organizational support, psychological contracts, organizational nostalgia, and turnover intention. The study is cross-sectional and quantitative. The primary data was collected with the help of a survey instrument. A positive research philosophy and deductive reasoning were adopted for this study. The quantitative data was analyzed through descriptive statistics, correlation analysis, and structural equation modeling (SEM). These statistical approaches were assessed with the help of SPSS and AMOS software. This research reported that perceived organizational support significantly and negatively impacts employees' turnover intention in Sindh's commercial banking industry. Moreover, psychological contracts were examined as a mediating factor, and results confirmed that psychological contracts mediate between perceived organizational support and turnover intention. Adding to the mediation concept, this research examined the interacting/moderating effect of organizational nostalgia between perceived organizational support and turnover intention. The moderation results confirmed sufficient interaction of organizational nostalgia with perceived organizational support to strengthen the direct impact of POS on TI. The theory of social exchange supports this research and contributes to the model outcomes in social exchange theory. This study is significant for policymakers in tackling the intent to leave the organization.

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### INTRODUCTION

A company's success or failure is determined by the quality of its human resources (Robbins & Judge, 2012). According to Lesabe and Nkosi (2007), a business can't succeed in today's highly competitive environment unless its employees are invested in its mission and vision. Thus, companies must understand that success is guaranteed by competent management of their staff. According to Lawler Edward (1971), a company's ability to stay in business and compete largely depends on how well its people are treated and cared for. An immense "global war for talent" makes this a significant consideration (Beechler & Woodward, 2009). One of the foundations of modern businesses is treating people fairly (Birt et al., 2004). In their view, there needs to be a fair distribution of the benefits accruing from employee contributions to accomplish organizational goals. The basis for recognizing and rewarding employees is ensuring a balance between what the organization needs and what employees offer to perform. Employees work primarily for financial gain, as Eisenberger et al. (1986) and Tromp et al. (2010) state. In addition, they discovered that an individual's decision to leave or stay with an organization is heavily influenced by elements such as the fulfillment of social and emotional requirements, such as feeling appreciated and recognized. Employees who feel valued by their firm are less likely to leave their positions (Martin & Roodt, 2008). According to Arshadi (2011), perceived organizational support significantly impacts employee turnover. Their findings showed a significant correlation between low POS and employee turnover. The meta-analysis conducted by Rhoades and Eisenberger (2002) confirmed the positive correlation between perceived organizational support and intention to stay with the company and the inverse correlation between support and intention to leave. The same study also found a connection between low levels of perceived organizational support and non-transferable behaviors like tardiness and absenteeism (Rhoades & Eisenberger, 2002). A high correlation between the feeling of being supported at work and leaving that job has been confirmed by research by Allen et al. (2003). In addition, they discovered that a higher level of organizational commitment and satisfaction, which in turn reduced turnover, enhanced the association between perceptions of organizational support and withdrawal.

According to Allen et al. (2003), employees who report feeling a high level of support from their superiors are more loyal to their current employers. In comparison to their less committed counterparts, those who become committed as a result of their perception of organizational support are consequently more likely to be present at work, stay with the company, arrive on time, perform well, and engage in behaviors that are advantageous to the company (Aamodt, 2007). According to Wayne et al. (1997) research, employees may feel required to reciprocate the organization's high level of affective commitment due to high levels of perceived organizational support. Wayne et al. (1997) argue that as employees reflect on how the company has treated them, they develop confidence that they continue to treat them fairly. Thus, it is hypothesized that the employee's dedication to the company increases due to the trusting nature of their connection with management.

Furthermore, the emotion of nostalgia is commonly understood to be shared by all humans. Nostalgia is a normal human emotion; everyone feels it at least once. When someone experiences nostalgia, they experience a former recollection with such vigor and intensity that they may as well be experiencing the circumstances that generated that memory. An overwhelming variety of emotions beyond what is standard for memory recall and a sense of nostalgia accompany such an event, setting it apart from the basic recall of personal memory. One's autobiographical memory comprises specific memories of different life events. In storing data in autobiographical memory, the data and the associated feelings could be encoded. Even if an emotion wasn't there during encoding, it can emerge during the recall phase of memory processing. One such example is the nostalgic emotion. Nostalgia is a "yearning for yesterday" or a desire to return to happier times (Davis, 1979). It has been theorized that nostalgic feelings help us understand life and get through tough times and that nostalgia is a self-relevant, pervasive emotion (Juhl et al., 2010; Zhou et al., 2008). The widespread occurrence of nostalgic feelings and their various associated benefits suggest that this emotion plays an essential part in our daily lives. Therefore, learning about its generative processes and functioning in an organizational context is necessary. Researchers in psychology define nostalgia as "a complex affective state with a memory component that arises from reflecting on experiences, things, people, or ideas connected with the past". The idea of nostalgia has been evolving, so it is poorly defined in the literature. Therefore, this research has considered organizational nostalgia as a moderating factor in understanding the relationship between perceived organizational support and turnover intention.

This research also traces the mediating effect of psychological contracts on the relationship between perceived organizational support and turnover intention. Argyris (1960; 1952), the first researcher to examine the concept of the "psychological contract," interpreted it as implying an unspoken agreement between management and staff to adhere to one another's standards or perceptions. Hussain and Asif (2012) argue that the most important features of organizational behavior toward employees are the psychological contract and the perception of organizational support. Employees' increasing levels of psychological contract are said to drive and develop an organization's culture in a way that fosters a sense of belonging and ownership among its members, making them more content, loyal, and productive. In a study involving 230 workers in the telecom industry, Hussain and Asif (2012) found that workers' intentions to leave their jobs were lower when they had a greater sense of commitment and pride in their workplace. According to Van Schalkwyk et al. (2010), employee turnover negatively impacts organizational effectiveness, so it's critical to comprehend what drives employees to leave their current positions to predict turnover behaviors and implement preventative measures more accurately. This study investigated how Sindh employees who work in commercial banks feel about their perceived organizational support and intention to leave. Furthermore, the relationship between perceived organizational support and intention to leave an organization was examined in the context of a mediating variable (psychological contract) and a moderating factor (organizational nostalgia) in the commercial banking industry of Sindh, Pakistan.

### **Problem Statement**

The banking business is only one of many in which employee turnover has been studied extensively (Nadiri & Tanova, 2010). Commercial banking and hospitality businesses share the distinction of having the highest turnover rate among all industries. Despite the widespread knowledge of the high rates of employee turnover in the commercial banking business, the reasons for these rates remain unknown. Service quality and customer happiness are negatively impacted when commercial banks struggle to retain employees (Latorella & Prabhu, 2017). In light of this, Kuo et al. (2012) have concluded that customer service is crucial in commercial banking. The research by Heracleous and Wirtz (2010) into the factors that contribute to a bank's success reveals that customer service is centered on gaining maximum performance. Since this is so important, several banks put significant resources into training their staff to provide service up to the mark. One commercial bank invests four months and \$10 million per year in training its new employees and providing annual retraining of 110 hours for each of its 14,500 staff, so this high cost is spent to retain the existing employees (Heracleous & Wirtz, 2010). According to Charan et al. (2001), when a company experiences high turnover, it must spend more money on training new employees and the recruitment, selection, and induction processes. Therefore, human capital management is crucial.

Furthermore, the authors argue that in order to manage employees effectively, businesses must have a firm grasp on the costs of turnover as well as the factors that may influence turnover in order to make the necessary efforts to

design and implement better policies and procedures for attracting, developing, and retaining quality employees (Tracey & Hinkin, 2008). In the commercial banking industry, where much money is invested in training and development, keeping workers long is crucial (Charan et al., 2001; Heracleous & Wirtz, 2010). Perceived organizational support has been the subject of management and organizational psychology research for decades. Perceived organizational support, as described by Rhoades and Eisenberger (2002), is an indicator of whether or not workers feel their employer genuinely appreciates and cares about them as individuals and as contributors to the organization's success. Perceived organizational support is an essential predictor of organizational loyalty and satisfaction.

Moreover, "organizational commitment" is frequently used in management, marketing, psychology, and other fields to predict employee engagement, loyalty, and desirable behaviors (Lacity et al., 2008). Organizational efficiency and effectiveness suffer when employees aren't fully invested in their work, leading to increased turnover intentions and worse performance (Chuebang & Boatham, 2011). Knowing the thought process behind an employee's decision to leave or stay with a business can help managers and researchers take preventative measures to retain valuable staff members. Therefore, it would be beneficial for companies to determine what keeps workers around to boost output by investing in their workers' well-being and increasing the quality of their jobs. In this connection, it is observed that turnover intention in the banking industry has not been studied extensively concerning employees' perceptions of organizational support, psychological contracts, and turnover intention.

In a nutshell, the banking sector is one of the essential economic components of any country. The overall performance of banks affects the country's economic situation. Due to its large and scattered financial operationalization, the banking sector gives hundreds of employment opportunities to fresh and old graduates. On the other side, the nature of a bank's job is adamant, with long stuck working hours on chairs and needing the best mind presence and active skills. Therefore, the employee turnover ratio, especially in the banking sector, is very high. The bank's HR department is frequently involved in recruitment and selection. However, it increases the cost for banks. Employee turnover was expected to be high in Sindh's private commercial banks. Still, the research has proposed a theoretical model in which the three factors of perceived organizational support, psychological contract, and organizational nostalgia are prioritized in order to reduce employee turnover. The suggested research outlined POS as the independent variable (IV), psychological contract as the mediating variable (MV), organizational nostalgia as the moderating variable (MV), and turnover intention as the outcome variable (IV).

### **POS and Turnover Intention**

The research has evaluated the effects of perceived organizational support on various outcomes. One particularly pertinent to this investigation is the association between perceived support and intention to leave the organization (Rhoades & Eisenberger, 2002; Wayne et al., 1997). Among the variables of withdrawal behavior examined in studies of perceived organizational support, Rhoades and Eisenberger (2002) showed the most substantial connection between perceived organizational support and the desire to leave. There is an inverse correlation between the feeling of being supported by the company and the desire to leave. When workers are appreciated at work, they are more invested in their work and less inclined to seek other employment (Allen et al., 2003). Workers who feel strongly supported by their employers are less likely to go elsewhere for work, as shown by Eisenberger et al. (1990). Employees' sense of organizational support grows out of several interactions with their employers over time, and it indicates the extent to which they believe their organization loves and respects them as individuals and cares about their well-being. Trust, loyalty, and a sense of belonging to one's employer are supposed to flourish when workers experience what they perceive to be high levels of organizational support (Rhoades & Eisenberger, 2002). When workers feel unsupported, however, they are more prone to show withdrawal symptoms, such as talk of leaving the company (Wayne et al., 1997).

According to specific research, the relationship between perceived organizational support (POS) and employee turnover may be mediated. Chinese research into the link between POS and TI finds a negative correlation, with work satisfaction as a partial mediator. POS can best explain knowledge worker advancement in an organization. Employee turnover intention (TI) can be influenced directly by the promotion, dissemination of information, and emphasis on training in organizational career management, and POS can mediate this effect. In addition, some research has found that POS acts as a go-between for OC and turnover patterns. Allen et al. (2003) built a theoretical model addressing the mediating role of Psychological contract and the moderating impact of organizational nostalgia between POS and TI, discussing links between a sense of fairness, POS, AC, and TI.

*Hypothesis 1 (H1): There is a significant and negative impact of POS on TI among employees of commercial banks in Sindh.*

### **Mediation of Psychological Contract between POS and TI**

Any time employees feel like their "psychological contract" has been broken, they are more likely to exhibit a wide range of new behaviors and perspectives (Kickul and Lester, 2001). It can cause employees to misbehave while at work. Employees feel deceived when they give their all to a company but aren't rewarded. Psychological contracts

have been shown to strongly affect workers' intentions to leave their current employer (Umar and Ringim, 2015; Zhao et al., 2007). "Social exchange theory" (SET) is the hypothesis that connects employees' level of involvement to their frequency of psychological contracts and their' breaches. This idea argues that a person's motivations for entering into a working relationship include not just financial considerations (for example, salary) but also considerations of social value (for example, respect and concern) (Mael and Ashforth, 1992). Trust, loyalty, and dedication are essential tenets of this theoretical framework. And that connection lasts as long as both sides adhere to the terms of trade. As the name implies, it describes a connection in which one person's behavior affects the reaction of another (Cropanzano and Mitchell, 2005). Thus, it may be concluded that psychological contracts are a social transaction between a firm and its employees. Therefore, greater work engagement occurs when workers believe their psychological contract is being honored. The job demands and resources (JD-R) model explains the connection between turnover intent and antecedent factors (Bakker and Demerouti, 2007). The article provides reasonable explanations for why workers quit their jobs. According to the Job Demands and Burnout (JD-R) Model, stress brought on by one's work significantly contributes to the decision to leave one's current position (Bothma and Roodt, 2013).

Moreover, an increase in job engagement and a decrease in the desire to leave the company are signs that employees feel their "psychological contract" with the company is being honored. The positive correlation between satisfied psychological contracts and dedication to one's job can be understood via social exchange. When people connect, they do so because they want to gain benefits in return from that other person (Blau, 1964). When one party repeats an action done by another, it creates a reciprocal obligation. From what has been said above, it can be deduced that employees' good attitudes and behaviors in the workplace stem from an expectation that their employers would keep their promises. Consequently, more satisfaction with one's psychological contract leads to more significant commitment to one's job and less desire (Turnley et al., 2003).

The following are some of how this study, informed by the literature above, hopes to contribute: 1. Previous research on psychological contracts has looked at how it relates to feelings of contentment in one's job and loyalty to one's organization. This study adds to the literature by examining the link between point-of-sale (POS) satisfaction and employees' intentions to leave their current employer. This research may contribute by shedding light on the relationship between POS, psychological contracts, and turnover intentions. The study was also conducted in Pakistan's banking industry. Mergers and acquisitions, among other problems, have harmed Pakistan's banking industry, causing many people to lose jobs and worsen job conditions. Given the growing appreciation for the role of human resources in accomplishing business goals and boosting performance, this research makes a significant contribution to the service industry.

*Hypothesis 2 (H2): Psychological contracts mediate the relationship between POS and TI among employees working in commercial banks of Sindh.*

### **Moderation of Organizational Nostalgia**

This study analyzed the relationship between POS and TI, considering organizational nostalgia as a moderating variable. This research focuses on how these changes might affect future intentions to leave the organization. There may be a knock-on effect in the form of reduced plans for future turnover if high-turnover workers experience POS benefits from organizational nostalgia (Steger et al., 2012). Such workers may show less definite intent to leave the company. The POS system can affect an organization's results (Rosso et al., 2010). This article focuses on one extremely pricey consequence: employee turnover. When people leave a firm, valuable human capital investments, such as training or knowledge, are wasted. In addition, individuals still at the company feel the effects of turnover in the form of lower team productivity and job satisfaction. Business declines as employees leave. That's why it's crucial to your company's well-being to learn how to prevent employee turnover and keep your best people around. Nostalgia is "a sentimental longing or wistful regard for the past," as defined by The New Oxford Dictionary of English (1998).

Traditions, relationships, and cultural rituals are common themes in people's nostalgic recollections of formative times (Wildschut et al., 2006). One tends to look back on the memory with rose-colored glasses, miss the person or moment, and even wish one could return in time. So, it's natural to experience sentimentality, happiness, and a touch of melancholy (Hepper et al., 2012). Most people think nostalgia is a positive and negative social feeling focused on the past (Hepper et al., 2012). Common to all civilizations are these simplistic interpretations of nostalgia (Hepper et al., 2014). We call this feeling "organizational nostalgia," a nostalgic yearning or wistful affection for times and places in one's organizational history (e.g., buildings, colleagues, leaders, technology). Several types of nostalgia have been recognized so far, but organizational nostalgia stands out from the crowd.

Separating one's personal life from one's professional life is the dividing line between organizational nostalgia and private nostalgia. Workers separate their professional lives from their own. These spheres of influence are split between the workweek and the weekend and between indoor and outdoor spaces (e.g., office vs. home). For our purposes, we refer to "organizational nostalgia" as a form of nostalgia that is uniquely focused on one's prior

experiences in the workplace (e.g., remembering fondly a company picnic or achieving a professional goal). "Collective nostalgia... depends on thinking of oneself regarding a particular social identity or as a member of a specific group (i.e., self-categorization at the collective level) and concerns related events or objects. These authors defined collective nostalgia as an emotion felt by a group, and they argued that it is rooted in memories of times spent with one's own in-group (e.g., waxing nostalgic about a vacation with a group of friends or graduation celebrations with other students).

In contrast, "organizational nostalgia" might refer to memories of the workplace that were unique to the individual and not shared with coworkers (e.g., a nurse who develops an exceptional emotional bond with a particular patient). In conclusion, organizational nostalgia is distinct from personal and collective nostalgia because (1) it focuses on the workplace (rather than private life, as in personal nostalgia) and (2) it includes the employee's recounting of personal, organizational events, a recounting which may not necessarily be shared with other organizational members (as would be the case with collective nostalgia). Our term does not limit itself to any one business category. Rather than measuring turnover, we used turnover intentions as a surrogate. Theoretical statements and correlational findings suggest a negative association between organizational nostalgia and turnover intention. Still, there is no research on the moderating effects of organizational nostalgia on the relationship between POS and TI (Steger et al., 2012). Consistent with a previous study, we hypothesized that the interplay between organizational nostalgia and perceived organizational support would further mitigate the adverse effects of POS and TI. So far, we have theorized that a middle ground exists between POS and TI in the form of organizational nostalgia. Historical evidence suggests that POS is linked to lessened intent to leave or turnover intention. We expect organizational nostalgia may decrease turnover intentions among workers in commercial banks of Sindh because of its capacity to increase perceived organizational support.

*Hypothesis 3 (H3): Organizational nostalgia moderates the relationship between perceived organizational support and turnover intention among employees of commercial banks in Sindh.*

## **METHODOLOGY**

### **Design and Nature of Research**

The study is cross-sectional and quantitative. The employees of commercial private banks in Sindh constitute the population of the proposed research. According to the 2017 census, the four most prominent cities of Sindh were considered in the study. Keeping in line with the above-mentioned largest cities, this study has chosen branches of the top four private commercial banks (MCB, Meezan Bank, Bank Al-Habib, HBL) located in Karachi, Hyderabad, Sukkur, and Larkana. Therefore, this research has selected five branches of each commercial bank located in the Cities mentioned above in Sindh. Hence, the population for the proposed study is unknown due to the large banking system operation. The selection of employees was done based on *convenience* and *facilitated* through a questionnaire to collect the data. Hence, a *convenience sampling technique* was used, and 360 questionnaires were distributed among Sindh employees of the chosen commercial banks. Moreover, only employees with work experience ranging from 5 years and above were included in the study. This is because organizational nostalgia can be judged when employees experience a little more time in the organization.

## **DATA ANALYSIS & RESULTS**

### **Respondents' Profile**

Age is taken as the first demographic factor. It is taken as a categorical variable; the age is classified into three groups. The respondents' ages fell under 25 to 35 years were the most from the data collected. The frequency shows 207 respondents for this group and 57.5 in percentage. Ninety-nine responses were taken from the age group below 25 years, and 52 were taken from the age group 36 to 45 years. Gender was a demographic factor that was categorized as male and female. The male respondents in the commercial banking sectors were mainly observed in the workplace setting. A frequency of 253 respondents belonged to the male, and 107 were for female respondents. Therefore, it can be concluded, based on the bar chart, that 70.28% of respondents were male and 29.72% were female. Experience as a demographic factor is significant in this study to understand respondents' nostalgic emotions. Hence, it is categorized into 5-10 years, 10-15 years, 15-20 years, and 20 and above. A minimum of 5 years of experience was necessary for respondents. It is observed that most responses fall under the experience of 15 to 20 years.

A frequency of 193 shows that the experience group falls under 15-20 years. The second most experienced group was those who served 5-10 years in commercial banking; the bar chart shows 17.50 percent of this group. Therefore, most respondents' responses fall under the experience level of 15 to 20 years. The designation of employees working in commercial banks of Sindh, Pakistan. This demographic factor is classified as credit officers, remittance officers, branch managers, and operational managers working in these banks. A high percentage (40.28%) of respondents are

credit officers working in the commercial banks of Sindh. Moreover, 25.28% of the rate belonged to branch managers, 19.72% of operational managers, and 14.72% of remittance officers.

**Summary for Reliability Statistics**

Table 1: Reliability Summary

Factors	No. of Items	Reliability Score
Perceived Organizational Support	10	.826
Turnover Intention	6	.713
Psychological Contract	5	.720
Organizational Nostalgia	3	.869

Table 1 shows the summary of alpha value for Perceived organizational support (POS), Turnover intention (TI), Psychological contract (PC), and organizational nostalgia (ON). The POS was taken as the independent variable and measured using ten items. The reliability analysis shows an alpha score of .82. The statistics show that these ten items firmly explain the responses for perceived organizational support. The turnover intention was considered a dependent variable and measured with six items. The reliability analysis shows an alpha score of .713. The statistics show that these six items firmly explain the turnover intention responses. The psychological contract was considered a mediating variable and measured with five items. The reliability analysis shows an alpha score of .720. The statistics show that these six items powerfully explain the responses to psychological contracts. Organizational nostalgia was considered a moderating variable and measured with three items. The reliability analysis shows an alpha score of .869. The statistics show that these three items firmly explain the responses to organizational nostalgia.

**Correlation Analysis**

Table 2: Correlation Analysis

	1	2	3	4
Perceived Organizational Support	1	.524**	.238**	-.288**
		.000	.000	.000
		360	360	360
Psychological Contract			.426**	-.510**
			.000	.000
			360	360
Organizational Nostalgia			1	-.566**
				.000
				360
Turnover Intention				1

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

Table 2 shows the correlation analysis for study constructs. Correlation estimates the level of association among study variables. This research considered four variables: perceived organizational support (POS), psychological contract (PS), organizational nostalgia (ON), and turnover intention (TI). The table shows a positive and significant correlation between perceived organizational support (POS) and psychological contract (PS), with the correlation statistics reported as (r=.52, p<.001). Furthermore, POS has a positive association with organizational nostalgia (r=.23, p<.001) and a negative correlation with Turnover intention (r=-.28, p<.001). Moreover, the statistics illustrate that psychological contract and organizational nostalgia are positively associated (r=.42, p<.001). In addition, psychological contract and turnover intention are negatively associated, the statistics illustrate (r=-.52, p<.001). Lastly, organizational nostalgia and turnover intention have a -.56 negative association at a 0.001 significance level. The correlation analysis reports that the degree of association among variables is consistent with the hypotheses of this research. The correlation movement shows no issue of multicollinearity among study variables.

**STRUCTURAL EQUATION MODELLING**

It is impossible to directly see many crucial characteristics in social, behavioral, and health sciences. Some factors that fall under this category are an individual's level of happiness, sadness, anxiety, intellectual and social ability, etc. Most of the time, they are evaluated using a combination of signs that can be pretty variable. Relationships among latent qualities are a common topic of study, and structural equation modeling (SEM) has emerged as a powerful technique. The advent of SEM has provided researchers in the social sciences field with potent analytic tools to probe intricate causal theories. Analyzing a more significant number of variables concurrently and accounting for hidden factors provides a more accurate assessment of relationships than traditional correlational methods like regression. Information on the multifaceted nature of disease and health behavior can be gleaned from its usage as either an exploratory or confirmatory method within a well-designed study. This is done by investigating associations between observable and hidden factors. Though SEM has made significant strides in research methodology, a researcher must keep several things in mind to create a reliable model. The use of a sufficient sample size, relevant metrics, and a well-thought-out research methodology all fall under this category. However, the theory and practice of SEM and its significance for grasping human phenomena are well-established. With further model development and refining, this might be used to improve our research capacities in social sciences. In addition, while attempting to quantify factors,

confirmatory factor analysis (CFA) is the standard method. Using this method, the latent construct is isolated from the other variables, and the most significant variance is shared with the linked variables. As an illustration, soil changes can be used to assess abiotic stress, a latent variable (i.e., soil salinity, organic matter, flooding height). The data dimensions can be reduced, the scale of multiple indicators can be standardized, and the correlations in the dataset can be taken into account with confirmatory factor analysis because it estimates latent variables based on the correlated variations of the dataset (e.g., association, causal relationship). The conceptualization of SEM includes both measurement and structural parts of the model. Initially, this research tends to observe the measurement part of the model, where the research estimate, identify, and improves the model's fitness. Furthermore, the research assessed the hypotheses with the help of structural models. This is the only robustness of SEM that performs simultaneous model outcomes; it is one of the reasons that it is called a multivariate statistical approach.

**Confirmatory Factor Analysis (CFA)**

Table 3: Confirmatory factor analysis (Measurement Modified Model)

Constructs and Measures	Coefficients Standardized	Standard Error	Prob:	SMCC
Perceived Organizational Support		CR=.873, AVE=.583		
POS1← POS	.92	.069	N/A	.356
POS2← POS	.94	.072	***	.400
POS3← POS	.78	.072	***	.367
POS5← POS	.88	.066	***	.387
POS7← POS	.94	.074	***	.346
POS8← POS	.86	.071	***	.430
POS9← POS	.81	.062	***	.387
Turnover Intention		CR=.872, AVE=.699		
TI1← TI	.96	.041	***	.377
TI2← TI	.91	N/A	N/A	.407
TI4← TI	.82	.031	***	.344
TI5← TI	.90	.022	***	.387
TI6← TI	.85	.038	***	.327
Psychological Contract		CR=.837, AVE=.562		
PC2← PC	.89	.066	***	.456
PC3← PC	.96	.074	***	.401
PC4← PC	.84	.071	***	.456
PC5← PC	.79	N/A	N/A	.390
Organizational Nostalgia		CR=.800, AVE=.761		
ON1← ON	.98	.040	***	.294
ON2← ON	.86	N/A	N/A	.345
ON3← ON	.81	.041	***	.367
Model Fit Indices				
CMIN/DF=1.31, GFI=.961, AGFI=.952, CFI=.940, TLI=.934, RMSEA=0.022				

This research has five latent constructs in the measurement model: perceived organizational support (POS), turnover intention (TI), psychological contract (PC), and organizational nostalgia (see Figure 4-8). Table 3 shows the item loadings of each construct after model modifications. POS (independent variable) is measured with seven items on a 5-point Likert scale. Turnover intention (outcome variable) is explained with five questions, psychological contract (mediator) is estimated with four items, and organizational nostalgia (moderator) is measured and explained with three items/questions. After model modifications, the item loadings were observed for each latent construct. In this connection, POS1, POS2, POS3, POS5, POS7, POS8, and POS9, their respective standardized loadings were .92, .94, .78, .88, .94 and .86. It is seen that POS4, POS6, and POS10 have low item loadings were removed. The item loadings for turnover intention were .96, .91, .82, .90 and .85 for TI1, TI2, TI4, TI5, and TI6. Regarding turnover intention, only TI3 had low item loading, which was removed to improve model GoF. The mediating variable, the psychological contract, has standardized loadings of .89, .96, .84, and .79. Only PC1 has a low item weight and was removed. The organizational nostalgia (moderating variable) has item loading of .98, .86, and .81. After model modifications, the validities like convergent validity (CR) and average variance extracted (AVE) were checked. The Perceived Organizational Support has CR=.873 and AVE=.583. The outcomes variable, Turnover Intention, has CR=.872 and

AVE= .699. The mediating factor Psychological Contract CR=.837 and AVE= .562. The moderating factor Organizational Nostalgia Convergent validity=.800 and average variance extracted=.761. In addition, the squared multiple correlation coefficient (SMCC) is assessed for discriminant validity. In establishing discriminant validity, each construct's SMCC should not be greater than the AVE of the respective construct. In addition, the covariance statistics illustrated that each latent construct can explain itself with their respective items, meaning that the constructs are not overlapping. In the very last, Model Fit Indices have been observed with CMIN/DF=1.31, GFI=.961, AGFI=.952, CFI=.940, TLI=.934, RMSEA=0.022. The GoF has been improved after model modification.

**Perceived Organizational Support and Turnover Intention (H1)**

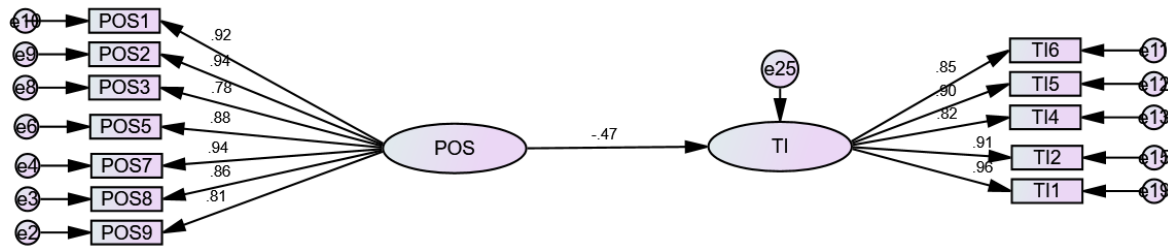


Figure 1: Path-C for Hypothesis 1 (H1)

Table 4: POS → TI (H1)

Constructs and Measures	Coefficients Standardized	Standard Error	Prob:	SMCC
<i>Perceived Organizational Support</i>				
POS1← POS	.92	.069	N/A	.356
POS2← POS	.94	.072	***	.400
POS3← POS	.78	.072	***	.367
POS5← POS	.88	.066	***	.387
POS7← POS	.94	.074	***	.346
POS8← POS	.86	.071	***	.430
POS9← POS	.81	.062	***	.387
<i>Turnover Intention</i>				
TI1← TI	.96	0.041	***	.377
TI2← TI	.91	N/A	N/A	.407
TI4← TI	.82	.031	***	.344
TI5← TI	.90	.022	***	.387
TI6← TI	.85	.038	***	.327
<i>Path Outcomes</i>				
POS→ TOI	-.47	.012	***	
<i>Model Fit Indices</i>				
CMIN/DF=2.41, GFI=.953, AGFI=.940, CFI=.932, TLI=.944, RMSEA=0.032				

The figure shows the structural model's result for assessing the independent variable's direct impact on the dependent variable. Perceived organizational support is the independent variable, and turnover intention is the dependent factor. The path coefficient shows that POS has a negative -.47 or -47% impact on turnover intention among Sindh employees working in private commercial banks. It means that by a 1% change in POS, the turnover intention can be influenced -by 47%. The contribution of POS is to reduce the turnover intention in the workplace of commercial banks of Sindh. Hence, the formulated hypothesis 1 (H1) has been retained. In addition, the factor loadings are suitable enough to reflect the main constructs (POS and TI). It should be noted that the items for POS and TI are taken from the identified CFA model because these items have the best loadings and prove to be good enough to fit (GoF). In examining the GoF of the structural model, the model fit indices illustrate CMIN/DF=2.41, GFI=.953, AGFI=.940, CFI=.932, TLI=.944, and RMSEA=0.032.

**Complete Model Assessment**

The figure illustrates the complete model outcome using structural equation modeling (SEM). The perceived organizational support (POS) shown in the model is treated as an independent variable: psychological contract (mediator), organizational nostalgia (moderator), turnover intention (dependent variable), and interacting observed factor (POS\*ON). All constructs were reflective and estimated with measured items. Figure 4-12 shows that POS has



a significant and positive impact on psychological contract ( $b=.49, p<.001$ ) and Psychological contract has a significant negative impact on turnover intention ( $b=-.52, p<.001$ ). The indirect effect through a mediator (psychological contract) shows  $b=-.16, p<.05$ . Furthermore, the indirect impact was assessed through an online calculator called <https://www.danielsoper.com/statcalc/calculator.aspx?id=31>.

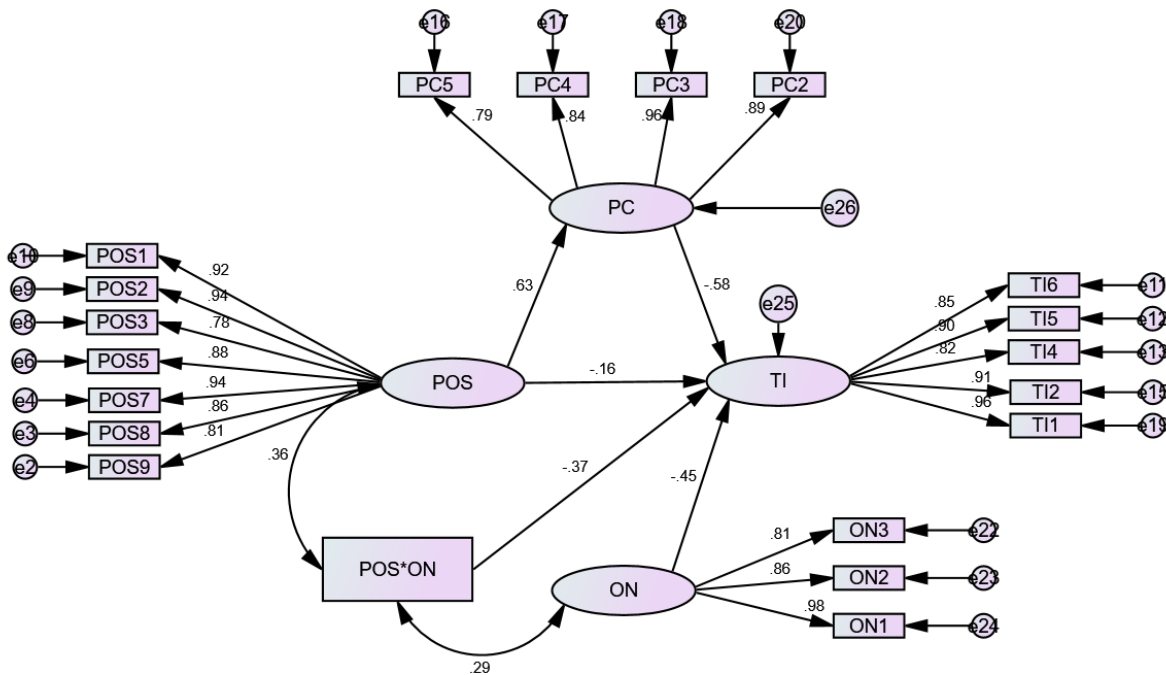


Figure 2: Structural Equation Modelling (SEM)

Table 5: Total Effect, Mediation and Moderation Analysis (H3)

Constructs and Measures	Coefficients Standardized	Standard Error	Prob:	SMCC
<i>Perceived Organizational Support</i>				
POS1 ← POS	.92	.069	N/A	.356
POS2 ← POS	.94	.072	***	.400
POS3 ← POS	.78	.072	***	.367
POS5 ← POS	.88	.066	***	.387
POS7 ← POS	.94	.074	***	.346
POS8 ← POS	.86	.071	***	.430
POS9 ← POS	.81	.062	***	.387
<i>Turnover Intention</i>				
TI1 ← TI	.96	0.041	***	.377
TI2 ← TI	.91	N/A	N/A	.407
TI4 ← TI	.82	0.031	***	.344
TI5 ← TI	.90	0.022	***	.387
TI6 ← TI	.85	0.038	***	.327
<i>Psychological Contract</i>				
PC2 ← PC	.89	.066	***	.456
PC3 ← PC	.96	.074	***	.401
PC4 ← PC	.84	.071	***	.456
PC5 ← PC	.79	N/A	N/A	.390
<i>Organizational Nostalgia</i>				
ON1 ← ON	.98	.040	***	.294
ON2 ← ON	.86	N/A	N/A	.345
ON3 ← ON	.81	.041	***	.367
<i>Path Outcomes</i>				

POS → TOI (Path-C)	-.47	.012	***
POS → PC (Path-A)	.49	.017	***
PC → TI (Path-B)	-.52	.013	***
POS → PC → TI (Path-C')	-.16	.019	.071
ON → TI	-.45	.022	***
POS*ON → TI	-.37	.018	***
Model Fit Indices			
CMIN/DF=1.85, GFI=.963, AGFI=.950, CFI=.942, TLI=.934, RMSEA=0.012			

The t-statistics show  $t=4.67$  and  $p<.001$ . Hence, it is confirmed that psychological contracts mediate between perceived organizational support and turnover intention among Sindh employees working in commercial banks. In addition, organizational nostalgia significantly negatively affects turnover intention ( $b=-.45$ ,  $p<.001$ ). Furthermore, the interacting factor (POS\*ON) also has a significant and negative impact on turnover intention ( $b=-.37$ ,  $p<.001$ ). Therefore, the statistical outcomes of structural equation modeling (SEM) confirmed the evidence of mediation and moderation effects. In addition, the factor loadings are suitable enough to reflect the primary constructs (POS, PC, ON, and TI). It should be noted that the items for POS, PC, ON, and TI are taken from the identified CFA model because these items have the best loadings and prove enough goodness of fit (GoF). In examining the GoF of the structural model, the model fit indices illustrate CMIN/DF=1.85, GFI=.963, AGFI=.950, CFI=.942, TLI=.934, RMSEA=0.012.

## CONCLUSION

The research sought to advance our understanding of perceived organizational support, psychological contracts, organizational nostalgia, and turnover intentions. This study has targeted employees of commercial banks in Sindh. A cross-sectional and quantitative research design was followed. The study was survey-based; hence, primary data was collected using adapted survey instruments (questionnaires). The statistical results revealed that perceived organizational support negatively impacts turnover intention among employees working in commercial banks in Sindh. In this regard, the psychological contract was treated as a mediating factor. The outcomes of the Sobel test reported that psychological contract mediates between perceived organizational support and turnover intention. Organizational nostalgia was assessed as a moderating factor, and it was reported that it moderates the relationship between perceived organizational support and turnover intention among employees working in commercial banks of Sindh. Therefore, the study concluded that commercial banks can reduce turnover intention by showing them organizational support, creating an emotional and psychological bond with employees, and providing them with a workplace environment that builds nostalgic emotions. This research benefits higher management/policymakers in strategizing against employees' intent to leave the organization.

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