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Enhancing Employee Retention in Supervisory Support context: role of Person-Organizations Fit and Career Commitment

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ABSTRACT

By using Social exchange theory (Blau, 1964) the current study examined the mediating effect of Career commitment in the relationship between Supervisory support (SS) and Employee Retention (EE) and the moderating role of Person Organization Fit in the relationship between Supervisory Support and Career Commitment. Data was collected from 264 respondents from Banking and Telecom sector (Rawalpindi and Islamabad) of Pakistan. Banking and telecom were the new areas for the current study. Supervisory support and career commitment is the most important thing in banking and telecom. The main and for the most important object of current is to find out how the supervisor helps the employee to retain in origination. The second objective is how career commitment and person-organization fit helps to employee in retention.

The results show that supervisory support has a positive effect on employee retention and career commitment. The study further reveals that career commitment mediates the relationship between supervisory support and Employee Retention and Person Organization Fit moderates the relationship between Supervisory support and Career Commitment.

The current study suggests that supervisors of banking and telecom sectors should support their subordinates to achieve their organizational goals effectively and efficiently. Person organization Fit is necessary for subordinates in organizations to complete their work and compete with their competitors.

Key Words: Supervisory support, Career commitment, Person-organization fit, Employee retention.

1. INTRODUCTION

Support and assistance is needed for all social exchange (Blau, 1964). Supervisors mostly have control at workplace to retain employees in the interest of

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organization It is imperative for an organization to hire qualified and experienced employees to run the organizations as they spend huge investment in capacity and skill development of their employees (Suifan et. al., 2018 ; Sok et. al., 2018). For enhancing and improving employee productivity, working environment plays a seminal role (Iqbal., et. al., 2018).

Hiring of new employee is very costly and very difficult as compared to retaining employee who are already working in organization (Alhmoud & Rjoub., 2019). Organizations take certain measures like increasing salaries, providing amicable organizational environment, opportunities to develop career of employees and support of organization to retain employee for longer period of time (Ali et. al., 2018). Supports like supervisory and co-workers are conducive for developing working environment to retain employee (Iqbal., et. al., 2018).

Some of the significant components of support are working environment and healthy work climate that encourage employee engagement with organization are co-worker and supervisory support, policies and procedures of organization also play a vital role (Shuck et. al., 2018). Lancaster and Di Millia (2015) Managerial supportive environment encourages exchange ideas among employees to bring necessary changes like building good relationship among workers for improving productivity. Supportive work environment has a positive effect on employee productivity which shows their satisfaction and loyalty with the organization (Hasyim & Mangundjaya., 2019).

Satardien (2019) Supervisory and organizational support help reducing the level of employee's quitting their jobs. An organization having a supportive culture for employees is an inevitable measure to retain the potential employee in it (Lan., 2019). Perceived supervisor support reduces quitting intentions and enhances organizational loyalty (Hall, 2019). Support extends by supervisor positively affect job contentment and reduces turnover intention (Zhang. 2019).

Support from an organization like supervisory support leads cementing employee engagement (Rai et al., 2017). Those employees who are satisfied of the incentives provided by the employers hardly leave their jobs and want to continue their jobs (Ghosh et. al., 2013). Employee retention in organization can be ensured through

reward, recognition, respect, better earning opportunities and working environment (Thoiba. 2018). Employee retention is defined that it is a technique to retain employees in an organization for a good longer time than any other organization where such supports are not common (Reina et. al., 2018).

P O-fit is defined as “Like-mindedness between personnel and organizations becomes reality when employees provide what is needed for an organization and vice versa (Kristof et. al., 2018). Person-Organization fit of employee leads to job satisfaction (Rayton., et. al., 2019). Innovative behavior of employees comes from person-organization fit. Perceived social organizational supports help employee for innovative behavior (Wojtczuk & Turek, 2016).

Career Commitment can be described as attitudes of individual towards their career (Jehanzeb & Mohanty. 2018). Career commitment leads to career success (Lee & Eissenstat., 2018). Career commitment, a part of commitment that shows ones career, Career commitment leads to positive career outcomes (Weng., 2018). Career commitment leads to success and satisfaction of individuals who have high level of self-efficacy (Singhal & Rastogi., 2018). Career commitment positively effects career satisfaction in case of IT professions (Lo Presti et. al., 2018).

Previous research shows that supervisory support leads to employee retention through organizational engagement (Kundu & lata, 2017). Both supervisor and peer support enhance employee retention by taking certain measures which result improvement in their performance (Boakye et. al., 2019).

The ongoing study unearths the effect made by a supervisor on employee retention with the mediating role of Career Commitment and moderating role person-organization fit in Pakistani context. Social exchange theory supports the current study (Blau, 1964). Social exchange generally takes place when Supervisor provides support to the employee then the employee wants to stay with the organization with their career commitment. Different researchers have studied social exchanges in different ways. The exchange occurs between supervisor and employee is called supervisory relationship (Eisenbergeretal. 1986; Rhoadesetal., 2001). If it is between employee and employees then it is known as Peer group interaction (Ghosh and Sahney, 2011). Reciprocity of

employees and organization is called Perceived Organizational Support (Rhoades et al. 2001; Ghosh and Sahney, 2011).

1.1. Research Objectives

The major objectives of the study are as under:

- To explore the impact of Supervisory support on Employee retention
- To explore the impact of Supervisory support on Career Commitment
- To explore the impact of Career Commitment on Employee retention
- To explore the mediating effect of Career Commitment between Supervisory support and Employee retention
- To explore the moderating effect of Person Organization fit between Supervisory support and Career Commitment

2. LITERATURE REVIEW

2.1. Supervisor Support and Employee Retention

The support provided by a supervisor makes a person aware of the literature of an organization which results good outcomes for it (Neves et. al., 2018). “Human faces of an organization are the Supervisors” (Dhanpat et. al., 2018). Supervisory support guarantees good and amicable relationship between organizations and their employee. The better relationship between them leads to good image of the organization (Eisenberger et. al., 2019). The workers who enjoy good relationship with supervisors hardly think to quit their job and organization (Crane, 2019).

Employee’s learning and training is strongly affected by the support of the manager (Ellstrom & Ellstrom., 2014). Support provided by an organization and a supervisor have strong impact on employee engagement (Rai et. al., 2017). Supervisory support reduces job quitting intention and enhances job satisfaction (Chummar et. al., 2019). Job retention and satisfaction is influenced by work experience (Taylor et. al., 2017). Social support reduces intention of quitting of an organization and promotes adaptability with one’s job (Karatepe & Olugbage., 2017). The factors which effect employee retention is empowerment (Batra, 2017). Compensation, benefits and activities to develop an employee’s skill and ability lead to employee retention (Renaud et. al.,

2015). Organizational, supervisor and co-worker support discourage job quitting intention (Duffy, 2019). Supervisory support and organizational support have a positive effect on job commitment and negative effect on turnover intention (Huyghebaert et al., 2019).

Satisfaction with job is increased while anxiety is reduced by supervisory support provided by a supervisor (Conrad, 2019). Compensation, Opportunity for career, support by supervisor are important factors for employee retention (Shibiti, 2019). Supervisory support has direct relationship with the factors which contribute job retention (Potipiroon, 2019). Supervisory support encourages an employee to retain his job while it discourages turnover intention (Rhoades et. al., 2001).

An employee in an organization loves to work efficiently with a supervisor who is friendly, trustful and treats him respectfully (Chi et. al., 2019). An employee in an organization does not rage and work amicably if social support is offered by supervisors and other senior colleagues (Salamah, et al 2018). In most cases employees leave their jobs because of not getting proper supervisory support (Bolino, 2018) so, in the light of the above discussion following hypothesis can be developed:

H₁. *“Supervisory support is positively and significantly related to Employee Retention”*

2.2. Supervisory Support and Career Commitment.

A supervisor communicates the goals, value and objective to employees. His major and prime work is to evaluate the performance of employees (Yang, 2018). Employees feel them their true supporters and take them unbiased and active (Rahman, et. al., 2019). Supervisory support lessens the feeling of anxiety of an employee (Senreich, et. al., 2018). Supervisory support enhances awareness among employees about the literature of an organization which is significant for the outcomes (Dai et. al., 2018). “Human faces of an organization are the Supervisors” (Gebre, et. al., 2019).

Employee commitment towards their career is affected by the supportive supervisor (Zheng & Wu., 2018). Supervisory support establishes strong relationship between an organization and its employee (Dhanpat., 2018). The better relationship between employee and supervisor is good image of the organization (Jadon & Upadhyay, 2018). If an employer is true to his employees, the commitment of employees goes up

(Naidoo, 2018). An employee likes his or her career due to support of their supervisor through their motivation (De Vito et. al., 2018).

A supervisor plays the role of bridge between an organization and its employees through psychological contact (Dhanpat et. al., 2018). It is imperative to get supervisory support so that the employees may have long-term and psychological link with their organization (Ren et. al., 2019). Job commitment is the outcomes of a supervisory support and employee gets stronger when supervisory support is offered with letter and spirit (Heffernan, 2018). Supervisory support reduces stress at workplace and improves performance of an organization (Yang et. al., 2018).

An employee wants to work with his current career for long term due to support of his supervisor at work place (Nagy et al., 2019). An employee wants to get success in his career which leads to organizational success due the support of ethical supervisor (Fehr et al., 2019). An ethical supervisor plays a vital role to enhance employee career in organizational through career development counseling (Blokker et al., 2019). Career commitment of employee is effected by rewards system given by supervisors (Quadri, 2019). On the basis of above discussion we can come up with the following hypothesis:

H₂. “Supervisory support is positively and significantly related to Career Commitment”

2.3. Career Commitment and Employee Retention

An employee's leaving an organization does not only increase organizational cost but also reduces the standard of employee services (Olsen et. al., 2019). The past researches show that employees leave their jobs due to low career development and opportunities (Haldorai, et. al., 2019). Turnover intention is affected negatively by career commitment (Masud, et. al., 2019). Career commitment has a strong and positive effect on employee retention because employees want to stay long term with the organization (Haque et. al., 2019).

The more committed an employee is with his job, the lower is the possibility of turnover (Haque et. al., 2019). One of the most important factors of career commitment is career development which ultimately reduces job quitting intention (Van der Heijden et. al., 2019). Lower career development results high turnover intention and high career development results higher employee retention (Haldorai et. al., 2019; Yu et. al., 2019).

Career commitment is referred as professional commitment, occupational commitment or career motivation (Lapointe et. al., 2019). A professionally committed employee also wants to retain with organization for long term (Glazer et al., 2019). An employee occupationally committed with their career wants to retain with an organization for a longer period (Redditt et. al., 2019). Employee retention is enhanced through career motivation (Koskey et. al., 2019). Turnover intention is low when an employee is committed with his job (Asghar et. al., 2018).

Most organizations do not provide job security to employees therefore career commitment is lower than that of employee friendly organization. (Yu et. al., 2019). Career commitment builds good and strong bonding between employees and organization which leads to employee retention (Obiekwe et. al., 2019). Employee retention is affected by employee commitment. Thus they retain in the organization happily (Yu et. al., 2019). Job quitting intention is low when employees are full motivated towards their job (Lin et. al., 2018). Keeping in the view the above discussion following hypothesis can be developed:

H₃. “Career commitment is positively and significantly related to Employee Retention”

2.4. Mediation.

“Mediating effect of Career Commitment in the relationship between Supervisory support and Employee retention”:

The two important antecedents of career commitment are perceived religious and social support (Huyghebaert et. al., 2019). Committed to career leads to success and satisfaction of employee (Li et al., 2019). The more a person involved with his job, the lower is quitting intention (Lo Presti et. al., 2018). An individual does lots of efforts for career development by developing certain qualities like cognitive and intentional development (Afsar et. al., 2019).

The individuals who are ready to be effective in their organization are indeed committed to their professions thus they bear all kinds of difficulties to fit themselves to their careers (Redondo et al., 2019). An employee commitment with an organization does not only affected by individual identification but the specific career a person is seeking in that organization (Duffy et. al., 2011). Affective Commitment was

demonstrated a valid mechanism to explain the relationship between employees' work experiences on the one hand, and their turnover intentions as well as their well-being (Lapointe et. al., 2013). Indeed, previous research shows workplace commitment to have a positive effect on workers' attitudes, behavior and work performance (Perreira et al., 2018). Affective commitment to the organization is known to associate negatively with intended and actual turnover (Meyer et. al., 2002).

Professional and organizational commitment mediates the relationship between recognition and professional employees intention to stay (Valeau et. al., 2019). Career commitment performs the role of mediator between training of employees and their job quitting intention (Kooij & Boon, 2018). Career commitment mediates motivation, training and job quitting intention (Safavi & Karatepe 2018). The relationship between career commitment and core self-evaluation are mediated by career commitment (Singhal & Rastogi 2018). Career commitment mediates the relationship between training and job satisfaction (Duffy et al., 2011). Professional and organizational commitment mediates the relationship between training and professional employees intention to stay (Valeau et. al., 2019). Keeping in view the above arguments the following hypothesis can be propounded:

H₄. "Career Commitment mediates the relationship between Supervisory support and Employee retention"

2.5. Moderation

P O-Fit is defined as the compatibility between an organization and its employees becomes reality when the needs of one entity fulfill the needs of another entity (Kristof., 1996). Person-organization fit positively influences salesperson's commitment and trust in manager (Schwepker, 2018).

Intention to stay with organization is supported by ethical Person organizational fit and positive attitude (Boon, 2017). Person-Organization fit of employee leads to job satisfaction. Supervisor support can minimize job stress of employee (Chen et. al., 2016). Innovative behavior of employee comes from person-organization fit. Perceived social organizational climate supports employee for innovative behavior (Wojtczuk & Turek, 2016). Nurse person-organization fit leads to innovative behavior with doctor if she has

high knowledge sharing behavior (Afsar, 2016). Employee person-organization fit leads to innovative behavior with supervisor in the organization (Afsar & Badir, 2016).

Person-organization fit has positive effects on employee creativity (Sarac et. al., 2014). Person-organization fit has positive effect on job satisfaction and organizational commitment and negative effects on intention to leave (Sarac et. al., 2017). Person-organization fit is positively related to innovative behavior (Afsar & Badir, 2017). Organizational ethical work environment has positively effects on person-organization fit (Ruiz-Palomino et. al., 2014).

Different variables like organizational citizenship behavior, teaching and research productivity are positively affected by P O-fit (Akhtar, 2019). Job performance and job satisfaction also affected by P O-fit (Bogan & Dedeoglu., 2019). The general concept of Person organization fit emphasis on commonality of organizational and personal qualities (Liu et. al., 2010).

P O-fit moderates organizational commitment and turnover intention (Alniacik et. al., 2013). The relationship between job satisfaction and public service motivation is moderated by person organization fit (Liu et al., 2015). Job characteristic and reward are moderated by P O-fit (Jin et. al., 2011). The relationship between ethical intent and ethical culture is moderated by P-O-Fit (Homberg & Costello., 2019). Keeping in view the aforementioned facts, the following hypothesis can be determined

H₅. “Person-organization fit moderates the relationship between Supervisory support and Career Commitment”

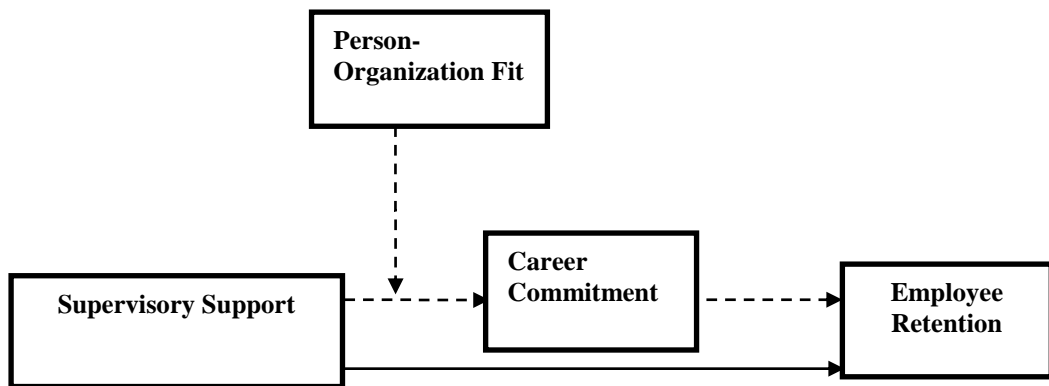


Figure 1. Research Model

3. RESEARCH METHODOLOGY

The current study is empirical and quantitative based study. Data was collected by Convenience non-probability sampling technique through personal and professional contacts and collected from service organization (Banking and telecom) in Pakistan.

Time horizon of this research is cross sectional as collected data in one-time frame from the respondent at different management level from banking and telecom sector. We have used cross sectional data in one time from respondents at different management level from banking and telecom sector because data of employee retention is taken at one time frame work normally.

Data was collected from different level employees of Banking and telecom sector of Rawalpindi and Islamabad .These two sectors were taken as a study population because in the previous studies the effects of supervisory support on employee retention were not examined. The total 400 questioners were distributed, Out of which 284 questioners were received, 264 responses were useable which shows 71% response rate. Convenience non-probability sampling method was used.

Data was collect from the managerial and non-managerial employees of HBL , Bank al-falah, NBP, MCB, Faisal Bank, PTCL, Telenor, Jazz and Zong Pakistan. The educational level include bachelors and above. Both male and female were included.

3.1.Measures

Five-point Likert scales ranging from 1 (strongly disagree) to 5 (Strongly agree) used for measurement of data.

Supervisory Support was measured by using a 9 items scale by (Nixon, 1985).The sample item is “My supervisor takes the time to learn about my career goals and aspirations”. The value of Cornbach alpha is 0.79. Career Commitment has been measured by using a 3 items scale by (Blau, 1985). The sample item is “I definitely want a career for myself in my current vocation”. The value of Cornbach alpha is 0.76. Person-Organization Fit was measured by using a 3 items scale by (Jin, 2016). The sample item is “I am not very comfortable within the culture of my organization”. The value of Cornbach alpha is 0.732. Employee Retention measured by using a 3 items scale by

(Seashore et. al., 1982).The sample item is “I am likely to stay in this organization for next five years” The value of Cornbach alpha is 0.86.

4. RESULTS

Below table shows the demographic data of current study. Majority of respondents are male while female respondents are lesser. Majority of responded are married (66%). Majority of respondent's age falls above 26 year.

Table 1.			
Variables	Categories	Numbers	(%)
Gender	Male	213	80.7
	Female	51	19.3
	Total	264	100
Marital Status	Signal	89	33.7
	Married	175	66.3
	Total	264	100
Age	18-25	100	37.9
	26-40	139	52.7
	41-60	25	9.5
	Over 60	0	0
	Total	264	100
Work status	Full time	230	87.1
	Part time	34	12.7
	Total	264	100
Position	Supervisor/Management	90	34.1
	Maintenance Section	49	18.6
	Customer Service Sec	98	37.1
	Clerical Staff	27	10.2
	Total	264	100
Experience	0-5	194	73.5
	6-10	46	17.5
	11-20	18	6.8
	21-30	6	2.3
	Over 30	0	0
	Total	264	100

One- way ANOVA was run in SPSS to gauge the amount of variation in dependent variable (Employee Retention) due to demographic variable like (Age, Gender and Experience). Having performed one-way ANOVA no any significant difference was

recorded in Employee Retention by Gender, Age and Experience of employee. Below (Table 2) shows the numerical value of One-way ANOVA.

Table 2. One-way ANOVA		
	ER	
Sources of variation	F statistics	p-value
Gender	.212	.646
Age	1.877	.134
Experience	.934	.425

*ER= Employee Retention

4.1. Correction Analysis

The table 3 shows the positive correlation between supervisory support and employee retention (0.503, $p = .000$) so after finding, hypothesis 1 is supported. The correlation between career commitment and supervisory support have positive and significant relationship (0.426, $p = .000$) this positive finding supports to hypothesis 2. Career commitment and employee retention have significant and positive correlation (0.503, $p = .000$) therefore hypothesis 3 is supported.

Table 3. Correlation Analysis						
	Mean	SD	1	2	3	4
SS	3.67	0.61	(0.871)			
CC	3.60	0.95	0.426**	(0.732)		
PO-F	3.74	0.940	0.604**	0.458**	(0.792)	
ER	3.42	0.98	0.503**	0.416**	0.512**	(0.808)

**SS: Supervisory Support, CC: Career Commitment, PO-F: Person Organization Fit, EE: Employee Retention

4.2. Mediation Regression Analysis

Mediation condition of (Baron & Kenny, 1986) is used in current study to find out the mediating role of Career commitment. To find out the main effect as well as the mediating effect in current study, we used regression analysis. The finding shows that employee retention is effected positively and significantly by supervisory support ($\beta = 0.746$, $p < .001$), so Hypothesis 1 is accepted.

Results shows that Supervisory support is positively and significantly effect on career commitment ($\beta = 0.617$, $p < .001$) so, Hypothesis 2 is accepted. In addition the

results shows the Employee retention is effected positively and significantly by career commitment ($\beta = 0.933$, $p < .001$) therefore hypothesis 3 is accepted.

Table 4. Regression Analysis

Predictor	Career Commitment			Employee retention		
	B	R ²	▲R ²	B	R ²	▲R ²
Direct effect						
SS	0.617***	0.181	0.178***	0.746***	0.253	0.250***
CC				0.933***	0.832	0.831***
Indirect effect						
SS				0.208***	0.848	0.847***

N = 264. SS = Supervisory Support, CC = Career Commitment

*= $p < .05$. **= $p < .01$. ***= $p < .001$. ns = not significant

Table 3 shows the positive and significant relationship between Supervisory support and employee retention is mediated by career commitment find out through mediating regression analysis ($\beta = 0.208$, $p = .000$; $\Delta R^2 = 0.848$, $p < .001$) and thus Hypothesis 4 is accepted.

4.3. Moderation Regression Analysis

Moderation regression analysis was run to test the moderating effect of PO-Fit in the relationship between supervisory support and employee retention. Moderated regression analysis was used in current study to find out the interactive effects of supervisory support and person organization fit on employee retention. First the control variable were drop due to insignificant effect of control variable on employee retention , secondly supervisory support along with person organization fit was entered , lastly interaction term of Supervisory support and P-O-Fit was entered.

After a finding we can say that Person organization fit moderate the relationship between supervisory support and Employee Retention. ($\beta = 0.204$, $p < .001$; $\Delta R^2 = 0.613$, $p < .001$) which means 1% change in interaction term of supervisory support and Person organization Fit causes to effect Employee retention by 61%.

So in the light of above finding we can say that hypothesis 5 is accepted

Table 5. Moderated Regression Analysis

	B	R ²	▲R ²
Step 1			
SS	0.746***		

POF	0.834***		
Step 2			
SS x POF	0.204***	0.613	0.539***

N = 264. SS = Supervisory Support,

CC = Career Commitment, POF

*=p < .05. **= p < .01. ***= p < .001. ns = not significant

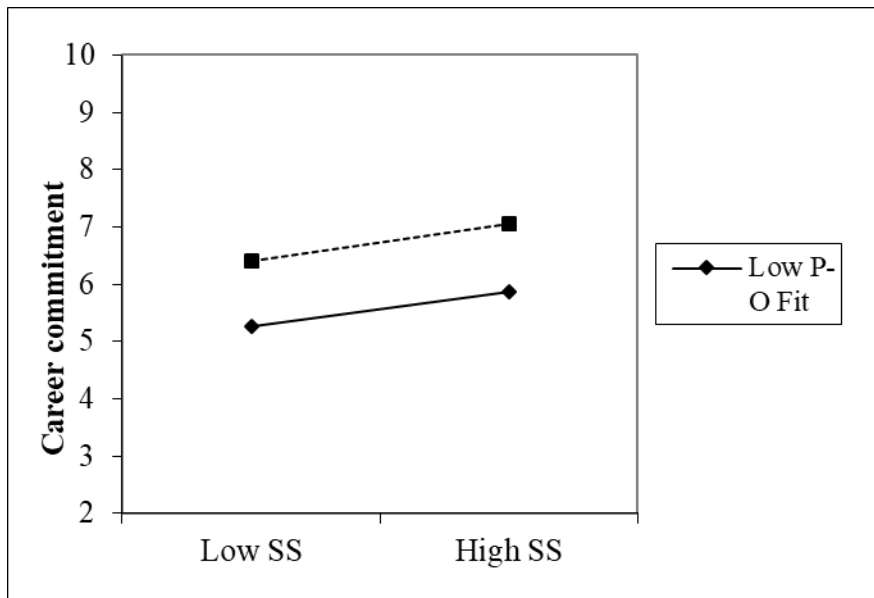


Figure 2. Plot of interaction between Supervisory support and Person- Organization fit on Employee Retention

Figure 1 show that the relation between supervisory support and career commitment was powerful in the case of high person organization fit and weakest in the case of low person organization fit. In case of high person organization fit interaction plot shows positive relation between supervisory support and career commitment and in case of low person organization fit interaction plot shows negative relation between supervisory support and career commitment.

Result also shows that all hypothesis were accepted which is shown in table 5.

H₁. Supervisory support is positively and significantly related to employee retention.	(Accepted)
H₂. Supervisory support is positively and significantly related to career commitment.	(Accepted)

H₃. Career commitment is positively and significantly related to employee retention.	(Accepted)
H₄. Career commitment mediates the relationship between Supervisory support and Employee retention.	(Accepted)
H₅. Person Organization fit moderates the relationship between supervisory support and career commitment	(Accepted)

5. DISCUSSION

All proposed hypothesis are supported and accepted by the current study. Employee Retention is positively affected by supervisory support. Employee retention is guaranteed by organizational support and friendly environment. Supervisory support builds up the sense of satisfaction in an employee with his job and convinced and motivated employees continue their services for the organization.

Supervisory support reduces turnover intention and enhances employee retention. Employee retention is influenced by the following supervisory mechanism like rewards. It may be financial as well as verbal. Promotion is another form of support which is based on appraisal of employee each year supportive supervisor follow 360 degree performance appraisal.

The findings of current study are supported by the previous researches done by (Batra, 2017 ; Renaud et al., 2015 ; Karatepe & Olugbage., 2017 ; Taylor et al., 2017 ; Rai et al., 2017 ; Ellstrom & Ellstrom., 2014; Dhanpat et al., 2018).

Career commitment is affected significantly and positively by supervisory support. Supervisory support plays a pivotal role in many organizations for career development or career success. Supervisory support helps an employee to develop his/her skills in his relevant field to cope with the challenges related to his/her profession.

Motivational tool is the most significant measures which a supervisor uses for achieving organizational goals. In this way career development of an employee is made. Thus he/she becomes well-rounded in his profession. The findings of current study is supported by the previous researches done by (Yang et al., 2018; Dhanpat et al., 2018; Naidoo, 2018; Jadon & Upadhyay., 2018; Dhanpat., 2018; Daiet al., 2018; Senreich et al.,

2018; Yang., 2018).

Employee retention is positively and significantly affected by career commitment. Career commitment of an employee is committed with his job in an organization. Employee retains in the firm happily which is considered success of that organization. In case of career commitment there will be low turnover intention.

The findings of current study are supported by the previous researches done by (Masud et. al., 2019; Haque et. al., 2019; Van der Heijden et. al., 2019; Haldorai et. al., 2019; Lapointe et. al., 2019; Obiekwe et. al., 2019).

The relationship between supervisory support and employee retention is moderated by P O-fit .The more higher P O-fit is in any organization, the more will be career commitment or professional commitment in case of supervisory support .The findings of current study is supported by the previous researches done by (Liu et. al., 2015; Jin et. al., 2011; Alniacik et. al., 2013; Liu et. al., 2010; Schwepker, 2018; Kristof ., 1996).

Social Exchange theory supported fully in the current study which shows that supervisory support leads to employee Retention with the organization till their retirement. Supervisory support also ensures career commitment and Person organization fit also enhance career commitment of employees if their supervisory are supportive. This finding is supported by pervious finding (Eisenbergeretal., 1986 ;Rhoadesetal., 2001; Ghosh and Sahney, 2011; Rhoadesetal 2001; Ghoshand and Sahney ,2011).

6. CONCLUSION

Managerial Implications

The research suggests to supervisor, managers and organizations specially HR departments to focus on supervisory support to retain employee in organization. A supervisor provides timely support and assistance to employees who need of help.

At the same time it provides resources to enables employees work without any obstacle. Following are the mechanism that supervisor should provide their employee to retain with organization

- Rewards System

- Training
- Promotion
- Health care
- Friendly Environment
- Career opportunities
- Salary Increment
- Get feedback about task

An organization especially in service sector that wants to achieve competitive advantages should make their supervisors of all departments like HR, Finance, Marketing, Operational Management and Supply chain management to support their subordinates.

Theoretical Implication

Theoretical implication of the study shows that positive supervisory support results employees retention in an organizations for longer period of time. It builds trust of employees in the organization which results career commitment of the employees with the organization. PO-Fit enhances career commitment of employee when their supervisors are more supportive in an organization.

Limitations and Future Research Directions

This study has been performed in service sector so future study may examine in manufacturing sector .Gender, age and experience have been taken as controlled variable so for future studies may use another demographic variable.

Current study results are based on banking and telecom sector as a whole. Future studies may conduct comparative research with in banking or telecom sector. Career commitment was taken as a mediator in current study while in future study proactive personality may be taken as mediator.

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