

# EFFECT OF WORKPLACE CULTURE ON SUPPLY CHAIN PROFESSIONALS

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## Abstract

*Workplace culture refers to the collective values, beliefs, and standards that exist inside a business and influence the social and psychological atmosphere in which employees operate. These aspects have a direct impact on organizational efficiency, productivity, and competitiveness. Therefore, this study develops a unique framework consisting of three direct relationships to analyze the interaction of Job Satisfaction, Job Commitment, and Turnover Intention with Workplace Culture. The data was collected through questionnaires distributed among employees working in several supply chain companies of Pakistan. A total of 192 useable responses were available for statistical analysis with SPSS and Smart PLS software. It was discovered that workplace culture has a big effect on how happy supply chain workers are with their jobs. Employees are happier with their jobs when their company values open communication, teamwork, and praise.*

**Keywords:** Job Satisfaction, Job Commitment, Turnover Intention, Workplace Culture, Supply Chain

## INTRODUCTION

The organizational culture has a substantial impact on employee conduct, drive, and overall productivity (Paais and Pattiruhu, 2020). Workplace culture refers to the collective values, beliefs, and standards that exist inside a business and influence the social and psychological atmosphere in which employees operate. These aspects have a direct impact on organizational efficiency, productivity, and competitiveness (Zacharias et al., 2021). The link between workplace culture and employee results is especially important in the supply chain industry because it is so complicated and always changing. Concerns about security, legal issues, infrastructure, and high running costs are some of the problems that supply chain experts in Karachi, Pakistan have to deal with. Because of these worries, the workplace may need to be friendly and united, which can help people get over hard times, come up with new ideas, and show their dedication. Therefore, looking into how workplace culture affects job happiness, job commitment, and desire to leave in this setting is not only important for academics but also for people who work in the industry (Shaikh et al., 2020).

Studies that look at workplace culture have shown over and over that it has a big effect on how employees act and think. A positive work setting based on trust, teamwork, and support can make people happier and more committed to their jobs, which can make them less likely to quit. Another type of bad workplace culture includes disagreements, poor help, and bad communication, which can lead to dissatisfaction, loss of connection, and high turnover rates (Hassan et al., 2019). The supply chain business, which is known for being complicated and hard, is an interesting place to look at how workplace culture affects work and in supply chain operations, there are a lot of people involved, the logistics and organization are complicated, and teams must work together perfectly. To get past these problems while maintaining high levels of competence and efficiency, people working in this business are needed. These results show that the culture in which people work can have a big effect on their job happiness, commitment, and likelihood to stay with or leave the company (Hassan et al., 2021).

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### ***Supply Chain Industry of Karachi, Pakistan***

It is the largest city and industrial hub of Pakistan. Karachi is an important part of Pakistan's supply chain economy. The city has important seaports, like the Port of Karachi and Port Qasim, which are very important for foreign trade. Karachi's supply chain sector is made up of many different businesses, such as manufacturing, textiles, pharmaceuticals, consumer items, and logistics. The transportation industry is very important to Pakistan's economy because it allows goods to be moved within the country and across borders (Deng and Xiang, 2021). Because supply chain workers have a lot to do and face problems from outside sources, it's important to look closely at how workplace culture affects their job satisfaction, dedication, and plans to leave their present job. Knowing about these factors can help Karachi supply chain companies come up with plans that will create a good work environment, which will help them keep employees and improve overall performance (Khan, 2024).

### ***Research Problem***

The research problem centers on comprehending the impact of workplace culture on job satisfaction, job commitment, and turnover intention among supply chain specialists in Karachi, Pakistan. Although the significance of workplace culture in impacting employee outcomes has been extensively studied, there is a want for more focused research that investigates these connections within certain industries and geographical areas. The supply chain business in Karachi offers a distinctive environment characterized by its strategic significance and the particular obstacles it encounters. This study seeks to address this deficiency by offering empirical insights into the influence of workplace culture on significant employee outcomes in this particular setting.

### ***Research Questions***

The following questions developed based on above content discussion.

1. How Workplace Culture effects on the Job Satisfaction during work?
2. What is the effect of Workplace Culture on Job Commitment of an employee?
3. Discuss the effect of Workplace Culture on Turnover Intention!

### ***Objectives of the Study***

The fundamental aim of this research is to reveal:

1. To assess effect of Workplace Culture on Job Satisfaction.
2. To assess effect of Workplace Culture on Job Commitment.
3. To assess effect of Workplace Culture on Turnover Intention.

### ***Justification***

The rationale for this research resides in its capacity to tackle substantial challenges encountered by the supply chain industry in Karachi. Employee attrition, diminished job contentment, and absence of dedication can erode the effectiveness and competitiveness of supply chain operations. Organizations can adopt focused actions to cultivate a positive cultural environment by comprehending how workplace culture impacts these results. Consequently, this can result in increased employee contentment, heightened dedication, and reduced employee attrition, thus improving organizational effectiveness. Furthermore, this study enhances the existing body of knowledge on organizational behavior by offering valuable insights from a developing market environment. The results can enhance both scholarly and

practical comprehension of how work environment culture functions in high-stress sectors in emerging nations. Furthermore, considering the strategic significance of the supply chain industry in Karachi, the knowledge acquired from this study can have substantial ramifications for policymakers and business leaders aiming to enhance the sector's efficiency and efficacy.

### ***Limitations***

The study has some limitations that might affect what it finds and how it can be used. First, the focus on Karachi's supply chain industry means that the results might not be easily applied to other places or industries that have different cultural, economic, and operating conditions. Using self-reported data from employees may also be biased, since people may be more likely to give answers that are socially acceptable than ones that are true to their own experiences and views. The cross-sectional design of the study also makes it harder to prove a link between workplace culture and the dependent factors, since data was only collected at one point in time.

### ***Scope***

This study's main goal is to look at how workplace culture affects supply chain workers in Karachi, Pakistan's job happiness, commitment, and plans to leave their jobs. The study gives a full picture of this effect. People who work in transportation, manufacturing, marketing, and other parts of the supply chain are being asked to give information for the study. Culture at work (independent variable) and job happiness, job commitment, and desire to leave (dependent variables) are the major things being studied. Both quantitative and qualitative methods are used in the study to gather a lot of information and provide a thorough analysis of how these factors are connected.

## **LITERATURE REVIEW**

People usually think of workplace culture as the overall social and mental environment in a company, but different studies may use different terms and methods to describe it. The idea includes things like how leaders set up conversation routines, how workers are rewarded, and the rules that everyone has to follow in the company. People often say that faith, support, teamwork, and clear principles make up a good working atmosphere. An unhealthy culture, on the other hand, can include disagreements, bad communication, and not enough help, which can have bad effects on employees (Piwowar-Sulej, 2020).

Workplace culture is one of many things that can affect job satisfaction, which is a key sign of how happy an employee is with their job generally. Researchers have found a link between being happy at work and being more productive, less likely to miss work, and more likely to act like a good corporate citizen. A worker's emotional connection to their company is called job commitment. There are three types of job commitment: affective, continuation, and normative. Strong job commitment is linked to less likely to want to quit and more likely to go above and beyond in one's job (Judge et al., 2020). Companies worry a lot about turnover purpose, which is the chance that someone will leave their job. This is especially true in industries with a lot of job openings, like supply chain management. High rates of employee change can lead to higher costs for hiring and teaching new workers, loss of institutional knowledge, and problems with how things work. To keep a stable and effective staff, it's important to understand the factors that affect employees' plans to leave, like the atmosphere of the workplace (Borg and Scott-Young, 2022).

Studies have shown that workplace culture is a strong predictor of job satisfaction, job commitment, and plans to leave the job. By creating an environment where workers feel valued and

appreciated, a positive and encouraging business culture can make people happier at work. This also makes people more committed to their jobs because they are more likely to feel emotionally connected to a company that cares about their well-being. A bad workplace culture, on the other hand, can make people unhappy, less likely to participate, and more likely to want to leave the company (Načinović et al., 2020).

### ***Workplace Culture***

A positive workplace culture encourages trust, self-worth, and teamwork among workers. On the other hand, a negative culture can cause disagreements, bad mood, and more people leaving their jobs. Creating and maintaining a positive workplace culture is important for the success of a business because it has a direct effect on how happy and productive employees are (Canning et al., 2020). A company's culture is comprised of its collective values, beliefs, attitudes, and actions, all of which contribute to the formation of the organization's collective social and psychological environment. It includes the norms and expectations that are held in common by employees, which serve as a guide for how they interact with one another, how they approach their work, and how they match with the aims of the organization. Organizations that have a culture that is hierarchical and strict, on the other hand, may inhibit innovation but favor efficiency and consistency. In order to determine how engaged and committed an employee will be during the course of their employment, it is essential to ensure that their personal beliefs and the culture of the firm are compatible with one another (Pathiranage et al., 2020).

Additionally, the way in which employees experience and react to organizational change is influenced by the culture of the workplace. Employees can be assisted in more effectively navigating changes by a culture that encourages adaptation, learning, and openness to new ideas. This culture can also reduce resistance to change and lead to increased innovation. On the other hand, employees may experience a sense of threat when organizational transformations occur in cultures that are resistant to change or that prioritize stability over flexibility.

### ***Job Satisfaction***

Job satisfaction is a measure of how happy and satisfied workers are with their work and the place where they work. It covers a lot of different things, like the type of work, pay, benefits, opportunities for growth, help from management, and the balance between work and personal life. Higher levels of job happiness are linked to higher staff confidence, higher output, and fewer absences (Judge et al., 2020). According to Judge et al.'s research from 2020, employees who have the perception that they are respected and supported are more likely to create a good emotional attachment to their place of employment, which in turn improves their entire job experience. Additionally, possibilities for professional development and career advancement are a significant factor in determining degree of job satisfaction. Those workers who believe that their employer provides them with prospects for advancement that are relevant to them are more likely to be content with their respective occupations. Furthermore, wages and perks can have an impact on job satisfaction; nevertheless, research indicates that monetary rewards alone do not ensure contentment in the workplace. A more significant influence on long-term job satisfaction is typically exerted by elements such as meaningful work, a healthy balance between work and personal life, and an environment that is supportive. It is possible for businesses to cultivate higher levels of job satisfaction among their employees by placing an emphasis on their well-being, development, and recognition (Judge et al., 2020). This, in turn, can lead to increased performance and a reduction in employee turnover.

### ***Job Commitment***

A worker's job commitment shows how attached they are to their company and how long they want to stay there. Affective commitment means having an emotional connection to the group, continuance commitment means being aware of the costs of quitting, and normative commitment means feeling like you have to stay (Mahmood Aziz et al., 2021). When it comes to job commitment, there are a number of aspects that play a role. These factors include job satisfaction, the culture of the workplace, leadership, and the possibilities for growth and development that the company offers. There is a correlation between employees who find purpose in their work, who feel valued by their employers, and who perceive prospects for career advancement and the likelihood that they will demonstrate a strong dedication to their employment. According to Mahmood Aziz et al. (2021), a supportive work environment that is defined by positive interactions with supervisors and colleagues can further boost job commitment by generating a sense of belonging and loyalty among employees.

### ***Turnover Intention***

The likelihood that an employee will leave their present job within a certain amount of time is called their turnover plan. Companies have to deal with bad things when workers really want to leave their jobs. This is called "high turnover intention." This includes having to pay more to hire and train new workers, losing useful information about the company, and having problems with how work gets done. Job happiness, company loyalty, workplace culture, and outside options are some of the things that affect someone's decision to leave their job (Khan et al., 2020). There are a number of factors that contribute to individuals exploring alternate employment possibilities, including stress related to their work, an excessive amount of work, and lacking appreciation for their accomplishments. Employees who are content with their jobs are more likely to remain committed to their organization (Xiong & Wen, 2020). As a result, job satisfaction plays a significant influence in reducing the likelihood that employees will leave their current position. There is also a significant impact played by leadership; leaders who exhibit empathy, justice, and transparency have the ability to create trust, which in turn reduces the possibility that people may desire to leave their positions. Furthermore, employees' intentions to leave their current jobs can be exacerbated by external circumstances such as the availability of alternative employment options. When the work market is competitive, employees may feel the temptation to look into alternative opportunities, particularly if they believe that they will receive greater salary or have better career possibilities elsewhere. Therefore, it is crucial for businesses that want to keep their top talent and keep their workforce productive to understand the elements that contribute to turnover intention and to take action to address those concerns (Hassan and Jagirani, 2019).

### ***Workplace Culture and its Relation with Job Satisfaction, Job Commitment, and Turnover Intention***

The culture of the workplace has a big effect on how happy and committed workers are with their jobs and how likely they are to leave, especially for people who work in the supply chain. An affirmative and encouraging workplace environment has the potential to enhance job contentment through the facilitation of transparent communication, cooperation, and acknowledgment. When employees perceive that they are esteemed, and their efforts are recognized, they are more likely to experience elevated levels of job satisfaction, resulting in enhanced productivity and engagement (Pathan, 2022). The propensity of individuals, including supply chain specialists, to leave their job is frequently impacted by the dominant workplace culture. An affirmative work environment characterized by growth prospects, a harmonious work-life equilibrium, and equitable treatment of employees can substantially diminish turnover rates.

According to Bentley et al. (2021), supply chain professionals who perceive themselves as appreciated, assisted, and provided with well-defined opportunities for advancement within their firm are less inclined to search for employment elsewhere.

In supply chain management, it is essential to cultivate a favorable workplace culture that is in line with supply chain goals in order to attract and retain highly competent individuals. Efficient methods, problem-solving mindsets, and collaborative efforts are frequently necessary in supply chain operations. A corporate culture that fosters innovation, collaboration, and ongoing enhancement can bolster the achievement of supply chain objectives and elevate the job happiness and dedication of supply chain experts (Birou and Hoek, 2022). By tackling cultural issues inside the business and establishing a workplace environment that fosters support and empowerment for supply chain professionals, it is possible to alleviate job discontent and minimize expensive employee turnover. Organizations may enhance supply chain performance, retain important individuals, and sustain a competitive advantage in the industry by fostering a pleasant workplace culture (Stein, 2021).

### ***Variables***

Dependent Variables are: Job Satisfaction, Job Commitment and Turnover Intention.

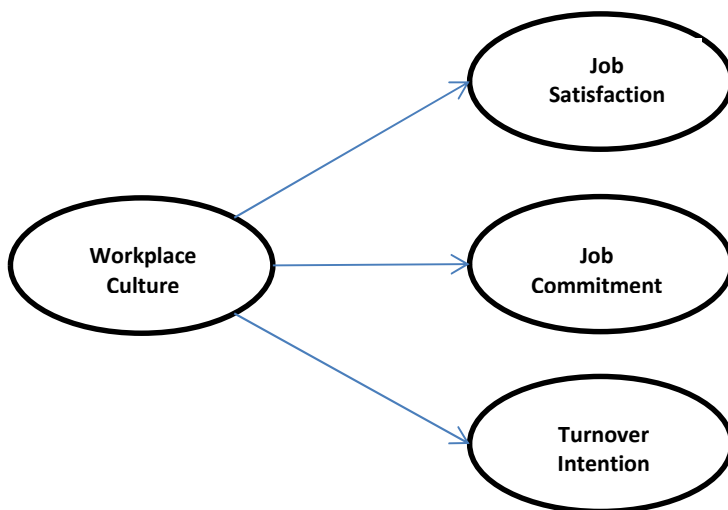
Independent Variable is Workplace Culture.

### ***Hypotheses***

*H1: Relationship between Workplace Culture and Job Satisfaction is significant.*

*H2: Relationship between Workplace Culture and Job Commitment is significant.*

*H3: Relationship between Workplace Culture and Turnover Intention is significant.*



*Figure 1: Conceptual Framework*

## RESEARCH METHODOLOGY

The primary purpose of this section is to provide the reader with an accurate grasp of the methodological approaches that were utilized in the course of this research.

### *Research Design*

According to Gregor et al. (2020), the primary purpose of a design in research is to determine whether or not the information that we collect is sufficient to address the research argument in a logical manner. On account of the fact that it offers precise measurements, observations that are connected to the objective, and truthful verification through the examination of statics, we have chosen to conduct this study using the quantitative approach. The hypotheses that were produced through the literature review, were analyzed. For the purpose of this study, primary sources were used to obtain data.

### *Procedure*

In the current research investigation, we utilized the deductive method of methodological inquiry. In order to find a solution to the problem that the research study is currently dealing with, it is essential for the researcher to collect data from the population that has been chosen and is easily accessible.

### *Population*

A population is typically a collection of persons, and because that group is typically quite vast in number, it is difficult to collect their responses. As a result, a sample is derived in order to collect data through the use of a questionnaire (Lakens, 2022). For the purpose of this research study; we have chosen to focus on the population of workers who are employed in supply chain departments of private firms located in Karachi, Pakistan.

### *Sample and Sampling Methods*

#### **Sample Size**

The sample size selected for this study was 200. Attained surveys were 192.

#### **Sampling Technique**

The method of sampling that was utilized for this investigation was known as probability sampling. When we collect samples, we do so in a manner that ensures every individual has an equal chance of being chosen. This method is considered to be more equitable and according to Baltes and Ralph (2022), this is a simple method for obtaining a sample.

#### *Instrument Selection*

This research will be quantitative in character, and it will be carried out through the use of questionnaire method. The survey questions and demographic questions that are included in the questionnaire will be evaluated using a Likert scale that ranges from 1 to 5. A number of the items and questions that are included in the survey have been adapted from earlier studies.

#### *Plan of Analysis*

For the purpose of data analysis, the data that was collected will be analyzed using SPSS and Smart PLS Software with a number of different tests in order to conduct an analysis of the available data.

**DATA ANALYSIS AND FINDINGS*****Demographic Analysis***

Table 1

***Respondents' Profile***

<b>Variables</b>		<b>Number</b>	<b>Percentage (%)</b>
Gender	Male	180	94
	Female	12	6
Age	18 to 20 years	0	0
	21 to 30 Years	60	31
	31 to 40 Years	65	34
	41 to 50 Years	65	34
	51 and above	2	0
Income	Up to Rs. 25k	0	0
	Rs.26k to Rs.35K	10	5
	Rs.36K to Rs.45K	65	34
	Rs.46K to 55K	65	34
	56K and above	52	27
Education	Up to Intermediate	32	17
	Graduation	100	52
	Masters	60	31
	M.S/M.Phil	0	0
	Doctoral	0	0
Total		192	100.0

In terms of gender 180 (94%) were male and 12 (6%) were female and their age ranged from below 21 till above 51. In terms of Income, 10 (5%) were in between Rs.26K to Rs.35K, 65 (34%) were in between Rs.36K to Rs.45K, 65 (34%) were in between Rs.46K to Rs.55K and 52 (27%) were Rs.56K or above. In terms of education, 32 (17%) had education up to Intermediate, 100 (52%) had education up to Graduation and 60 (31%) had at least master's degree. Survey was included to only those persons who were relevant to supply chain profession.

***Reliability Analysis***

The study used tools including concepts that Jung (2009) and Ling, Piew & Chai (2010) had already used and validated. Reliabilities were confirmed in connection to the present study and the current subjects. Table 2 shows the test results taken all together.

Table 2  
*Reliability Analysis*

	<b>Cronbach's Alpha</b>	<b>Std. Cronbach's Alpha</b>
Workplace Culture	.921	.922
Job Satisfaction	.700	.700
Job Commitment	.770	.771
Turnover Intention	.722	.723

The above Table 2 shows that the reliability of Workplace Culture is the highest ( $\alpha=0.921$ ) while the reliability for Job Satisfaction is the lowest ( $\alpha=0.700$ ).

### ***Correlation Analysis***

Examining the link between variables and identifying multicollinearity among them using correlation analysis helps one understand them (Bryman & Bell, 2005). Regression analysis requires one to look for correlation. Bryman underlines that the range of 0.20 to 0.90 should define the relationship between the constructions. The item ought to be eliminated if the correlation coefficient falls below 0.20. Table 3 succinctly summarizes the results.

Table 3  
*Summarized Correlation Results*

	<b>Workplace Culture</b>	<b>Job Satisfaction</b>	<b>Job Commitment</b>	<b>Turnover Intention</b>
Workplace Culture	1.00			
Job Satisfaction	0.81	1.00		
Job Commitment	0.79	0.77	1.00	
Turnover Intention	0.78	0.75	0.76	1.00

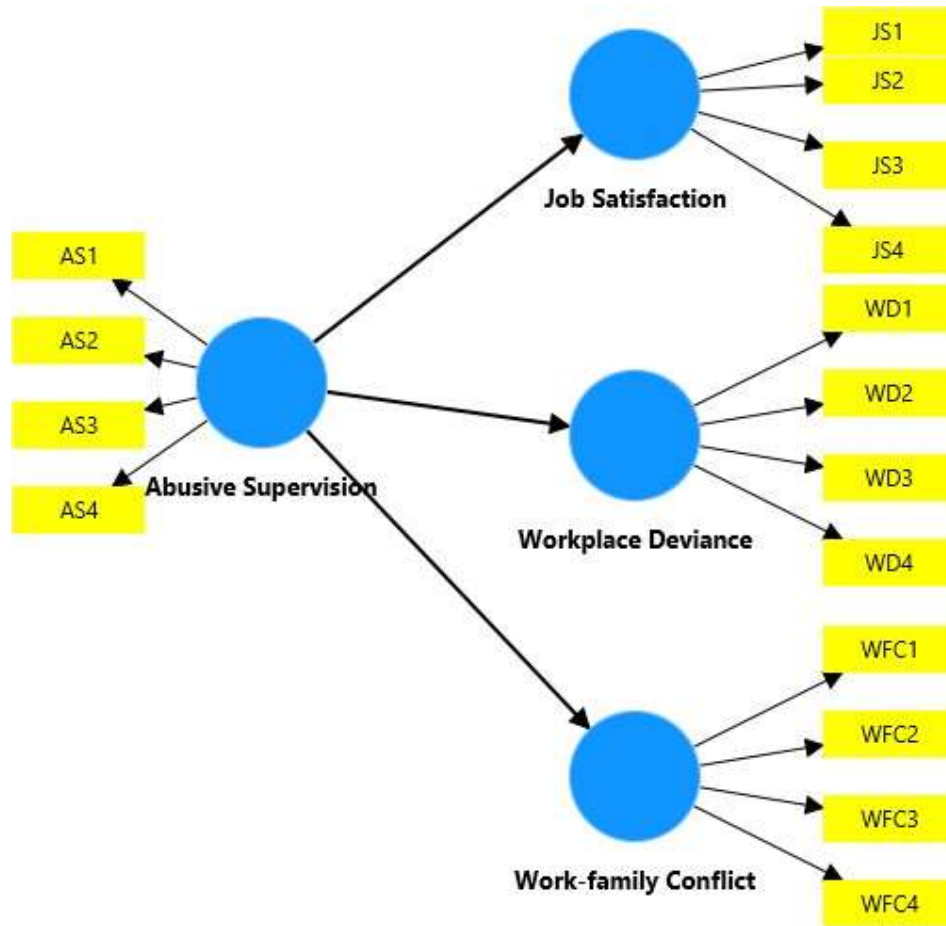


Figure 2: Smart PLS Framework

**Outer loadings**

The strength of the association between the indicators and the latent variable is evaluated using outer loadings in SmartPLS. This helps to check the reliability of the indicators and the construct validity of the hypothesis.

Table 4  
Outer loadings

	<b>Abusive Supervision</b>	<b>Job Satisfaction</b>	<b>Work-family Conflict</b>	<b>Workplace Deviance</b>
AS1	0.79			
AS2	0.801			
AS3	0.861			
AS4	0.845			
JS1		0.757		
JS2		0.708		
JS3		0.783		
JS4		0.811		

WD1		0.775
WD2		0.744
WD3		0.73
WD4		0.783
WFC1	0.832	
WFC2	0.826	
WFC3	0.861	
WFC4	0.872	

**R-Square**

The R-square statistic in SmartPLS is a measure that indicates the extent to which the latent variables are responsible for the variance in the endogenous constructs that are contained within the model.

Table 5  
*R-Square*

	<b>R-square</b>	<b>R-square adjusted</b>
Job Satisfaction	0.523	0.52
Work-family Conflict	0.922	0.922
Workplace Deviance	0.757	0.755

**F-Square**

Using SmartPLS, the F-square statistic evaluates the change in R-square that occurs when a particular predictor is added or deleted, demonstrating the influence that this predictor has on the model's ability to explain phenomena.

Table 6  
*F-Square*

<b>F-Square</b>	
Abusive Supervision-> Job Satisfaction	1.096
Abusive Supervision-> Work-family Conflict	11.9
Abusive Supervision-> Workplace Deviance	3.111

**Direct Effect**

Table 7  
*Direct Effect*

<b>Path</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Decision</b>
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Abusive Supervision -> Job Satisfaction	0.723	0.729	0.037	19.734	0	Approved
Abusive Supervision -> Work-family Conflict	0.96	0.961	0.005	176.759	0	Approved
Abusive Supervision -> Workplace Deviance	0.87	0.871	0.022	39.57	0	Approved

Thus,

- It has been proved that there is a significant effect of Abusive Supervision on the Job Satisfaction.
- It has been proved that there is a significant effect of Abusive Supervision on the Work-family Conflict.
- It has been proved that there is a significant effect of Abusive Supervision on the Workplace Deviance.

### CONCLUSION

This in-depth study looked at the complicated link between workplace culture and how it affects supply chain workers, focusing on how it affects job happiness, career commitment, and plans to leave the company. The study's results help us understand how important company culture is in shaping the actions and experiences of people who work in Karachi's supply chain industry. The supply chain industry is known for its complex networks, global reach, and constantly evolving technology. It also gives workers a wide range of challenges and opportunities. As companies learn more about how important it is for them to have good supply chain management, it's important to know what makes supply chain pros work well and stay with the company. It has been found that workplace culture is an important factor in this study and has a big effect on important employee results. It was discovered that workplace culture has a big effect on how happy supply chain workers are with their jobs. Employees are happier with their jobs when their company values open communication, teamwork, and praise. More satisfied supply chain workers said they were with their jobs when they thought it was a good place to learn and grow professionally and when they thought their efforts were noticed and appreciated. This fits with larger theories of organizational behavior that stress how important internal motivators are for keeping employees happy at work. However, workplace cultures that don't communicate well, aren't open, or don't acknowledge employees enough are linked to supply chain workers being less satisfied with their jobs. This shows how important it is for companies to have a culture that not only values business speed but also puts a high value on the health and happiness of its workers. There are a lot of challenges in the supply chain business, like having to constantly adapt to changes in the market and deal with complicated processes. These challenges show how important a caring culture is for keeping employees happy at work.

The study found an interesting thing: how the size and structure of a company affect the culture of the workplace and the effects of that culture. It can be hard for big companies to keep a consistent mindset across all of their different supply chain businesses that are spread out geographically. The study found that supply chain experts who worked for smaller or medium-sized businesses were more likely to

be dedicated and happy with their jobs. This could be because the societies are more united and the ways of communicating are more open. These findings suggest that bigger companies should focus on keeping their cultures in sync and using good communication tools to get similar good results.

### **Recommendations**

The results of this in-depth study on the effect of workplace culture on supply chain workers in Karachi show that there are a number of important reasons why their supply chain staff is less likely to leave. Setting up and maintaining a good working culture that fits the needs and standards of supply chain professionals should be a top concern for companies. This includes creating an environment that understands the strategic importance of supply chain management and builds it into basic business plans. Leaders should actively communicate how important supply chain operations are to the general success of the business. This will give supply chain workers a feeling of purpose and importance. In order to make people happier at work, companies should put a high priority on creating an atmosphere that encourages open conversation and teamwork. Using organized ways to get feedback, like town hall meetings, suggestion boxes, or online places where people can share their ideas, can help make sure that supply chain experts feel like their opinions are valued and taken into account.

### **Future Research**

Future study should examine the efficacy of targeted interventions designed to enhance workplace culture and their influence on job satisfaction, commitment, and turnover intention. Experimental or quasi-experimental research can evaluate the effects of certain cultural efforts, like as leadership training, diversity and inclusion programs, or staff wellness initiatives. This study has the potential to offer evidence-based suggestions for firms seeking to strengthen their workplace culture and improve employee outcomes.

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