INVESTIGATING THE ROLE OF COWORKERS' RELATIONSHIP ON JOB TURNOVER INTENTION WITH MEDIATING EFFECTS OF JOB SATISFACTION FOR CITY TRAFFIC POLICE

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ABSTRACT: *The focal point of this research was to study the effect of relationship of coworkers on the intentions towards job turnover. It was also aimed to study the mediating role of job satisfaction on the relationship of coworkers' relationship and job turnover intention. This study was conducted on city traffic police Lahore. Research was quantitative and cross-sectional in method; questionnaire was used as tool of data collection. Casual steps method and correlation method was used to test the hypotheses of research with help of SPSS. Findings have shown that there is a significant negative effect of coworkers' relationship on job turnover intention and there was a significant mediation of Job Satisfaction between Coworkers' Relationship and Job Turnover Intention. This research will contribute to help human resource managers to focus on the relationship of coworkers so that job turnover can be reduced.*

Key words: Job satisfaction, Coworkers' relationship, Job turn over intention

INTRODUCTION

Research in the aspect of social support and its positive outcomes has become popular in the last two decades [1]. High productivity of the organizations cannot be studied completely without understanding the effect of team work and relations of coworkers because the achievement of goals and strategies is directly dependent upon the employees of an organization [2]. Relationships at work are considered a strong component at work places worldwide. Many researchers have argued that employees having good relations among them are more satisfied towards their job and less intended to leave it [3].

Coworkers are the persons interacting at same place for achieving similar job goals. Workplace allows them to develop positive or negative employee relationship. The relation of coworkers make environment of the firm pleasant or unpleasant. Part of satisfaction of employees is dependent on the time of socialization as well. Interpersonal roles of employees directly can change the social / job satisfaction among coworkers [4]. Job satisfaction is defined as the total feelings and attitude of a person towards his job [5]. Job turnover intension is thefeeling of an employee which forces a person to quit a job.Turnover intension is also defined as the probability or chances to which an employee will prefer to work at one's organization [2].

This study is focusing on the City Traffic Police Lahore because in this kind of job a constant support of coworkers is required for a satisfactory job. Traffic police officers play a very significant role in controlling the traffic system in Lahore. It is a study

to identify the factor effecting intention of turnover in them. The traffic police system have very high job demands e.g. imposing fine to the rules violators, work in severe weather and political conditions, VIP and VVIP route duties, work in high stress etc. and they receive very little support from higher authorities in all this [6]. The reason to focus on traffic police is that the job turnover intention in traffic police officers is increasing day by day, there is a strong need to identify the reason of this increasing turnover*.

If an organization wants to reduce its turnover and to raise the satisfaction of its employees, managers should focus on building strong relationships among the employees present at work [7].There is a strong need to promote the workplace friendship in an organization. It involves mutual trust, values, understanding and helping nature among employees. There are also some risk involved with the workplace friendship in case of misunderstandings like conflicts, privacy concerns etc [8]. Job satisfaction can be intrinsic and extrinsic in nature. Rewards related to a task are considered as intrinsic, they include challenging tasks, self-direction and responsibility [9]. On the other hand extrinsic variables of satisfaction are organization rewards which include pay, tassel benefits, comfortable work environment and security of job etc. these intrinsic and extrinsic level of job satisfaction were found to affect job turn over intension inverse. It means as job satisfaction increases and a person has less intension to quit a specific job [10].It is explored that there is a negative correlation among job satisfaction and turnover intentions [11]. A research on career management to check the effect of job satisfaction on turnover intention was conducted. It found an inverse relationship between job satisfaction and turnover intention [12].

* Source: Radio CTPL station: FM88.6, CTO office and Educational wing of CTPL.

MATERIALS AND METHODS
Research Design

The research design for this realistic study is descriptive.Burns (2008) suggested that the quantitative research method was inspire with positivism and was rely on an assortment of quantifiable measurements, which allowedassumptions of the laws and the development of relationships [13]. In extension, [14] also found that if an issue termed for the description of variables that determined results, the efficacy of mediation andperception of clear results, then a quantitative access would be most relevant and suitable. It is quantitative research and with respect to time shot it is cross-sectional research.
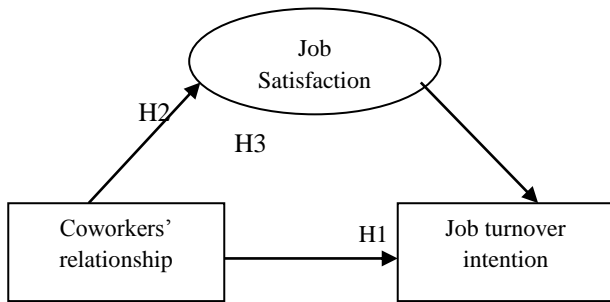
Theoretical framework

Figure 1: Theoretical Framework

On the base of this theoretical framework and past researches, research hypotheses are supposed as

H1: Coworkers' relationship has a significant effect on the job turnover intention.

H2: Coworkers' relationship has significant effect on job satisfaction.

H3: Job satisfaction has significant effect on job turnover intention.

H4: Job satisfaction significantly mediates the relationship of coworkers' relationship and job turnover intention.

Research Questionnaire

Personally, a survey was conducted with help of questionnaire based on the dimensions mentioned by [15] and [16]. Questionnaire had 55 items in the Likert scale having values from 1-5. 1 for strongly disagree and 5 for strongly agree. To measure the coworkers' relationship 11 items were taken from the paper of[16],for job satisfaction 36 questions developed by [17], were included in the questionnaire. For measuring job turnover intension 8 items were included developed by [18].

Population and Sample size

Population of the research was city traffic police of Lahore (CTPL). Almost 4000 employees are working in CTPL* [6]. The sample of this study consisted on 172 traffic wardens of different sectors of city traffic police Lahore Pakistan. Convenient sampling technique was used to gather the data. Total 250 questionnaires were distributed, out of which 172 questionnaires were returned, making a response rate of 68%.

Demographics of the Respondents

The ratio of male and female was 74.4% and 25.6% respectively. Majority traffic wardens were found singles in dimension of status. In years of police service 47 respondents lied in 1-3 years, making 27.3% of total respondents. 56 respondents lied in 4-6 years and they were 32.6% total respondents. 69 respondents lied in 7-9 years and they were 40.1% of total respondents. In the dimension of "age" 50 respondents were found of the age 20-25, which was 29.1% of total respondents. 88 respondents were of 26-30, which was 51.2% of total respondents. 33 respondents were of 31-35 and were 19.2% of total respondents. There was 1 respondent whose age was 36 and above and that was 0.6% of total respondents.

Exploratory Factor Analysis

First of all principle component factor analysis was used to calculate the adequacy of sample size by measuring Kaiser Meyer-Olkin's (KMO) value. It also measures the suitability of variables for further analysis. In current research the value of KMO has scored 0.854, which shows a very good sample adequacy and suitability of variables [19]. An extraction has been made through the varimax method to obtain the construct validity. In the dimension of "coworkers' relationship" the cumulative variance is 29.29%. Among which, the eigenvalue is 8.49 and total variance is 29.29%. In the dimension of "job satisfaction" the cumulative variance is 42.76%. Among which, the eigenvalue is 3.90 and total variance is 13.46%. In the dimension of "job turnover intention" the cumulative variance is 50.75%. Among which, the eigenvalue is 2.31 and total variance is 7.98%. It helped to reduce the unnecessary dimensions.

Reliability Statistics

To check the consistency of data, reliability test is performed.Cronbach'sα value for coworkers' relationship was 0.907. Cronbach's α value for job satisfaction variable was 0.863 and Cronbach's α value for job turnover intention variable was 0.748. It shows the internal consistency of the scale, overall reliability of the scale was 0.7.

RESULTS AND DISCUSSION

Descriptive of the data

There were no missing values in data. The mean values of variables were calculated in descriptive. Mean value for coworkers' relationship is 4.203, 4 were ranked for agreed. It shows mostly people agreed to the statements of the scale. The value ofmean for Job satisfaction was 2 that shows mostly people disagreed to statement and for JTI the value of mean was 1 showing strongly negative attitude of respondents.

After checking the reliability of the questionnaire, correlation and casual step method (regression mediation) have been used to find out the results.

Correlation Test

Firstly correlation was performed. Table no 1, represents the values for partial correlation. It shows that value of correlation between job satisfaction and coworkers' relationship is 0.366 and P value is less than 0.01. It shows significant positive relationship between coworkers' relationship and job satisfaction (r = .366, p<.01). The value of the correlation between job turnover intension and coworkers' relationship is -.323. It shows the significant negative relationship between coworkers' relationship and job turnover intention (r = -.323, p<.01). The value of r for job turnover intension and job satisfaction is -.359. It shows a significant negative relation between job satisfaction and job turnover intention (r = -.359, p<.01).

Table 1: The Results of the Correlation

Variables	Coworkers' relationship	Job satisfaction	Job turnover intention
Coworkers' relationship	1		
Job Satisfaction	0.366	1	
Job turnover intention	-0.323	-o.359	1

These aforementioned values of correlation between all variables supported the first three hypotheses. Results showed that the coworkers' relationship is negatively affecting job turnover intention, which is in support of H1. Result also showed that coworkers' relationship is positively effecting job satisfaction, which supports H2 and job satisfaction negatively influence job turnover intention, which supports H3. For more significance check of model and testing the mediation effect regression casual method is checked.

Mediation effect through Regression

Table 2: Mediated Regression Method for JS (CWR-JTI)

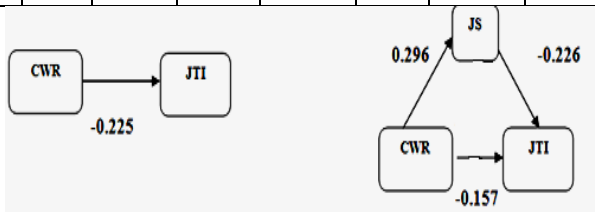| No.	DV	IV	Beta	T	Sig.	F	Sig.	Adjusted R^2
1	JTI	CWR	-.225	-4.584	.000	21.012	.000	0.105
2	JS	CWR	.296	5.132	.000	26.340	.000	0.129
3	JTI	JS CWR	-.226 -.157	-3.075 -3.581	.000 .002	17.654	.000	0.164

Figure 2: Mediation effect

The table no 2, represents the value of unstandardized beta for coworkers' relationship (CWR) and job turnover intension (JTI) as -0.225 having significant P value <0.05. The value of β for CWR and job satisfaction (JS) is 0.296 with P value < 0.05. In model 3, relationship between JS and JTI has scored -0.226 for β and relationship between CWR and JTI has scored β as -0.157. Both of them have P < 0.05.These values also supported first three hypotheses of research showing significant relationships between variables. The indirect effect of CWR and JTI was equal to the product of CWR→JS path and the JS→JTI path i.e. (.296) (-.226) = -.067 [20]. So the effect was significantly different from zero, therefore it was concluded that JS partially mediated the relationship between CWR and JTI (see Figure 2). The value of adjusted R^2 is also increasing by adding job satisfaction in the model; it also shows that more Independent variables explain the dependent one in more good way. It is also proof of mediation effect [21].

In this respect all four hypotheses of research can be accepted it is shown in the table no 3. In past [22], have also proven that coworkers support decrease the intension to quit from job. It means CWR has a negative relationship with job turnover. It supports H1. More friendly and supportive environment (caused by CWR) will eventually cause a strong job satisfaction. It means there is a positive relation between CWR and JS [19]. It supports H2 [23].

It has also identified that job satisfaction has an inverse relation between job satisfaction and turnover intension it means more satisfied employees will have less tendency to leave the job. It is in support of H3 and partially supports H4 [10]. Mediation effect of job satisfaction has been researched on the relationship of leadership and job turnover intension [24]. It shows that job satisfaction can be a good mediator in support of H4.

Table no 3: Hypotheses Acceptance Results

HYPOTHESES	RELATION	ACCEPTED/ REJECTED
H1	CWR ⟶ JTI	Accepted
H2	CWR ⟶ JS	Accepted
H3	JS ⟶ JTI	Accepted
H4	CWR ⟶ JS ⟶ JTI	Accepted

CONCLUSION

In general, this research has discussed about the coworkers' relationship and job turnover intension in the city traffic police (employees). It has also viewed the mediation effect of job satisfaction on the relationship of CWR and JTI. After reviewingand calculating the value of coefficient and correlation it can be concluded; there is a direct relation between job satisfaction and CWR and negative relation between JS and job turnover intension. There is a negative and significant relationship between CWR and JTI. It means there is strong need to maintain employee relationship in CTPL for motivation at work. When they will be more satisfied and having supportive environment, they will tend to have least intension to quit a job. It means it is important for a firm to identify the antecedents of employee satisfaction and performance for gaining more stable work environment.This research will mainly contribute in the maximization of the employee job satisfaction. It draws attention of management towards the coworkers' relationship reducing turnover intensions. Managers can see the strategies raising the job satisfaction for fewer turnovers of employees. It is important during the plan of human resources of an organization.

The study also has few limitations. The sample size of the study was small because of limited time span and convenient sampling technique was used to collect the data. There is a chance of biasness in data which is undiscovered. Therefore, a large sample size would be essential to get a better result for future study.

A future study on the topic should be including these cities in the sample size so that a normal comparison can be made. This study was performed on CTPL; it should be re performed in different organizational environment.

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