THE MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT ON THE RELATIONSHIP BETWEEN MONETARY AND NON-MONETARY COMPENSATION ON INTENTION TURNOVER.

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ABSTRACT

Due to excessive competition in the banking sector, employee performance is a key development factor. The major issue faced by mostly firms is turnover about 35% companies faced this problem due to different issues such as job satisfaction, organizational culture, and monetary, non-monetary rewards and effects organizational commitment and turnover towards organization. According to (Dania farheen; Aisha Moten, 2019). The turnover intention will have developed when workers are less committed to their firms, not focused and feeling dissatisfied in organization termed as turnover intention. It has become more complex for organizations to improve employee's commitment in today's workforce. High turnover rate may influence different companies' performance and productivity. Several factors effect employee's turnover intentions such as organizational reputation, communication, organizational commitment. This study addresses organizational commitment as a (mediator) role towards turnover intention (dependent variable) while monetary, non-monetary rewards and compensation are (independent variables). Cross-sectional questionnaire was used to collect all measures to gather the data analysis with the help of using SmartPLS, this study is deductive in nature with the aim to test hypothesis. This study used non-probability to recruits the participants & convenient sampling were used as non-probability because it is not possible for the researcher to access all the employees. The sample size of this study is 275 which was calculated by Roasoft.

INTRODUCTION

The phenomena of turnover of employees has become one of the major concern of employers as it indicates an ongoing challenge for researchers and practitioners. Employees hold a significant role in supporting the business continuity so that the firm could be successful (Rintis Sukma Dewi;Nurhayati , 2021). Turnover intention (TI) influence towards the decrease of work quality they produce whether in the form of cost, time quality and the entire distraction of performance. According to the (Tantri Yanuar,Rahmat Syah , 2018) study classify the

maximum standard employee turnover rate is 10 % per year and if the rate is more than 10% the firm needs to interfere to prevent the decrease of quality of the products. (Nurita Juhdi, Fatimah Pa'wan, 2011) examined factors influencing turnover intention which indicated several major variables such as satisfaction, demographics, organizational commitment and practices of HRM i.e. compensation, performance management, and employee development. Moreover, mostly employee leave their existing firm by voluntary reasons and can

be categorized as avoidable voluntary turnover & unavoidable voluntary turnover (Tantri Yanuar,Rahmat Syah, 2018). Organizational commitment has a significant effect on behavior of employee and it is highly correlated with turnover intentions of the employees. (Ferit, 2015). While the organization success is usually determined by utilization and the management of the human resources (M. Havidz Aima,Solihin , 2019). By providing benefits or incentives to al employees for their doing job well, most employers can expect a respect level from their employees (Caitlin Jaworski, 2018). Organizational commitment refers to the emotional attachment of the workers, desire and the involvement to be in the organization (Putu Shinta Agustinningtya , 2020). Although it has been argued that some level of turnover is required in the organization in to bring techniques, energy, ideas which can be transform the firm to higher level of success; turnover is the key employees which are highly productive is costly (Mahendra Sharma , 2019). Capable human resource, can give optimal contribution to firm, sometimes can be hard to be achieve. Every organization is expected to be able to accomplish, organize their human resource the best they can (Normariati Silaban, 2018). The term turnover intention can seen as a movement of work force to leave their existing company it is the resignation discharge of member in an organization (Daryoto Mulyadi , 2018). Some empirical studies have found that dissatisfaction on compensation monetary and non-monetary reward is a major factor that dominate employee turnover intention. Renowned scholar (Man-LingChen,Ya-Han, 2014) determine that compensation can be interpreted as the entire remuneration received by employees for performing their work, and then firm provides it in the form of money, awards or allowance which motivate employees to participate in the activities of development and growth and also build employee commitment (Ali Raoofi,Sanaz Vatankhah, 2017). This study determines the turnover intentions of employees which effect their commitment, monetary and non-monetary rewards towards organization and their performance.

The Effects of Compensation and Turnover Intention

Compensation is a form of reward or payment which is given to employees as a result that person employment (Tantri Yanuar; Rahmat Syah , 2018). Turnover Intention is the level or intensity of the desire to get out of the company, many of the reasons that cause the onset of this intention and turnover among them is the desire to get a better job, this could be related to job satisfaction of the employee's compensation or income of the company (Priscila Kristanti,Helga Hrönn, 2019). The study conducted by Yin-Fah (2010) discussed organizational commitment, job stress, job satisfaction, and turnover intention among private sector employees in Petaling. The results showed that there was a significant negative relationship between organizational commitment and turnover intention. In addition, there were also positive relationship between job stress and turnover intention and negative relationship between job satisfaction and turnover intention

H1: There is a positive relationship between compensation and turnover intention.

The Effects of Monetary Reward on Turnover Intention

Although monetary rewards have been used for recognizing scientific achievement since the eighteen centuries, it is not regarded as the major reward system in science (Robert King Merton, 1973), in which scientists try to publish their works and receive the recognition of their peers as the reward. Since academic prizes consisting of cash rewards are awarded only to very few scientific elites, they are considered as the metaphors of prestige rather than simply large sums of money (Zuckerman, 1992). However, the reward system in science changed when the monetary reward incentive for publication was introduced in 1980s. It is reported that this incentive can promote research productivity

H2: There is a positive relationship between monetary reward and turnover intention

The Effects of Non- Monetary Reward on Turnover Intention

Even though the difference of monetary and non-monetary rewards can be distinguished easily, their impact on employee performance and motivation is

somewhat difficult to be measured. These rewards can include salary increments, cash bonuses, stock options, profit sharing and several other types, which would increase employee's compensation. Research have found out that people in the organizations are motivated by both monetary and non-monetary rewards. For example, explained that total remuneration consists of financial rewards and non-monetary rewards. Some are motivated by money while others are motivated by recognition, career advancement or even by job security.

H3: There is a positive relationship between non-monetary reward and turnover intention.

Mediating effect of organizational commitment on the relationship between monetary and non-monetary compensation on intention turnover.

The non-monetary benefits for the employees directly and indirectly effect on organizational commitment (Ridwan, & Anik, 2020; Suhardi, Huda, Mulyadi & Nazopah, 2020 ; Paramita, Lumbanraja, & Absah, 2020 ; Patra & Aima, 2018). The range of non-monetary benefits include are salary increments increments, cash bonuses, stock options, profit sharing etc. consequently these non-monetary and monetary benefits effects on the organizational turnover(Yücel, 2012 Ariawan, Tarigan,Mardiah & Siahaan, 2023); Martins, Nascimento, & Moreira, 2023; Nurtjahjono, Setyono,, Sugiastuti & Fisabilillah, 2023).

H4: Mediating effect of organizational commitment on the relationship between non-monetary compensation on intention turnover.

H5: Mediating effect of organizational commitment on the relationship between monetary compensation on intention turnover.

H6: Mediating effect of organizational commitment on the relationship between monetary and compensation on intention turnover.

Research Methodology

This section covers a comprehensive underlined methodology following significant headings, first we develop conceptual framework in this study according to the aligned questions and objectives with the help pf mediator, dependent and independent variable also a designed diagram shows how all variables are related with each other through the directions. Further, we will define all stages of research onion in which first stage is research philosophy (Positivism, Realism, Pragmatism and Interpretivism) will be suitable then research design whether the study is quantitative or qualitative, inductive or deductive discuss through research approach and in the last strategy will broadly discuss in it. Moreover, a detail discussion on study population, sample size, where we will collect data in the umbrella of sources of data and sampling technique. Measurements of variables in which we will defined measure and scales of all constructs using in this study through the questionnaire, or websites will be helpful to gather the data. The analysis of statistical tools (Descriptive, Reliability, Correlation, Multiple Regression) with the help of Smart Pls software. However, to check the impact between variables descriptive analysis is helpful in reliability we consider that how much your research is reliable along with the selected constructs, to find out the relationship the Correlation analysis is very accommodating whereas regression analysis exhibits the significant values. The last heading is to summarize our all working in the summary.

Conceptual Framework

The propose framework of this study is based on three independent variables i.e. compensation, monetary and non-monetary reward, while the dependent variable is turnover intention with the mediating effect of organizational commitment. The given below figure shows the conceptual framework of this research:
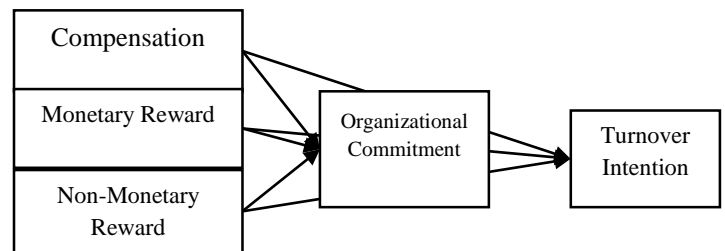
Compensation

Compensation refers to the benefits that actually employees obtain from their existing organization in order to compensate the incurred loss by them in sacrificing their resources (time, knowledge and effort) for the organization gain's (Daisy Mui Hung Kee , 2015).

Monetary Reward
(Chin-Shan Lu , 2018) study concluded that monetary or extrinsic rewards are used to cater the individual's expectations in order to keep them motivated.

Mon-Monetary Reward
Non-Monetary rewards are generally related to non-financial or non-cash rewards which include success sharing stories, recognizing employee of the month of the year (Monica Aniela, 2018)

Organizational Commitment
It is the commitment of the workers towards the organization where they are working. Employees commitment is one of the guarantee to keep the employees to continue (Yanuar Rahmat Syah , 2018).

Turnover Intention
(Faizuniah Pangil , 2016) classify turnover intention when employees permanent leave or discontinuation of employment association of an employee with the organization.

The term "philosophy" refers to the belief system and assumptions about the knowledge development (A. Thornhill;Mark NK Saunders, 2009). In this study positivism approach is as a research philosophy to evaluate he objective of and independent relationship, along with mediating variable, would be applicable in measuring and establishing causal connection, as the study is based on quantitative data and existing theories. Renowned scholar (Vinh Q. Nguyen, 2015) define this term as an vital part of the research methodology this which help the researchers which approach should be adopted and why & which is derived from research questions (Saunders;Lewis & Thornhill, 2015) positivism approach is the natural observation of scientist that is based on social entity as the hypothesis will be developed along with data collection, then these hypothesis will bested and then confirmed for the further research procedure (Yuosre F. Badir;Bilal Afsar, 2016.).

This study is deductive (quantitative) in nature as the survey method is being used to evaluate the relationship between the dependent and independent variables. And the findings and conclusion of this study will depend on the utilization of data collected statistical and analyze by using Smart PLS

(Decha;Vinh Q. Nguyen, 2015). Consequently (Zerihun Ayalew, 2015) identified that the aimed of deductive approach is testing the proposed theory scientific and formulated hypothesis. Based on the theoretical framework in sections 2, this study will adopt the deductive research approach. Furthermore, deductive approach is concerned on developing a hypothesis that are based on current theory, and then moving towards research strategy to test the following hypothesis. It refers that overall strategy utilized to carry out research it is considered as the research structure it is the arrangements of conditions for the analyzing and collection of the data in a manner that aims to combine relevance to the purpose of the study with procedure It is an imperative part of research that guides the researcher what methods should be taken in the study there are following types of research design such as quantitative, qualitative & mixed research (Hilal Gümüş;Mahmoud A. Darrat, 2016). This study is based on quantitative approach as the objective theories are examining the relationship among variables. (Morgan;Yuserrie Zainuddin & Ayesha Noor, 2016) Suggests that quantitative research is directly linked to testing the theory through clear pre-arranged research design.

Research strategy has an aim to gain the acceptable knowledge through research process, research strategy is chosen to derive, analysis the meaningful results in order to gain objectives and aims of the study. It is also known as the foundation of a research (Decha Dechawatanapaisal, 2018) this stage is divided into four parts i.e. Case study, Quantitive survey, Interviews and others. The strategy of this study is survey based as the data is collected and then analyzed to produce a useful results, as the existing study is Quantitive methods that emphasize the measurements instruments, numerical analysis of data collected through questionnaire, surveys or pre-existing statistical data by using the computational techniques (Dr. Sushila Pareek;Divya Sharma, 2019).

Population and Sample Size
This research is particular focus on banking sector as it states above around 960 sums up the total population size that concerned on following banks bank Al Habib, UBL, HBL with the sample size 275 which was calculated by Roasoft, the confidence

internal 90% to 10% of the margin error. And convenient sampling will be used in this study which is the component of non-probability sampling. Thus this sampling technique will have considered as one of the beneficial in terms of cost and time.

Sampling Technique

It is the method that allows researchers to interfere information about population which is based on results from a subset of population, without having to investigate every individual (Sanjoy Datta, 2018). This paper used non-probability to recruit participants and convenient sampling which is the component of non-probability sampling because it was not possible for author to access all banking sector employees. Consequently, this sampling technique will consider as one of the beneficial in terms of cost and time.

Scales and Measurements

Constructs	Sources	Items
Compensation	Invalid source specified.	5
Monetary Reward	(Noorina Ali , 2019)	4
Non-Monetary Reward	(Soon-Ho Kim;Minseong Kim , 2019)	4
Organizational Commitment	Invalid source specified.	5
Turnover Intention	(Gege Pan, 2017)	6

Diagnostics Analysis

The stability & consistency test was established in order to test the reliability. The term consistency define the degree of the items determine a concept hang together as entire; formally Cronbach Coefficients Alpha were used as reliability which directly indicate that all the items are significantly related to each other. (Lee Kha Lim;Yap May yan & Yao Yi Lin, 2014).

Robustness Analysis

The whole concept of validity test concerned that the variables measure is reliable in right the concept as well as the measurement stability & consistency. Thus variables accuracy is determining in this test. (Lee Kha Lim;Yap May yan & Yao Yi Lin, 2014). Subsequently, the validity of DV (turnover intention)

has to be assessed through the major concept and the questions are set within the scope.

In this sections, the researcher identified the relationship between the constructs which is gathered through an online survey questionnaire was comprised included close-ended questions and was designed on 5-point Likert Scale. This study to determine compensation, monetary and non-monetary rewards on the turnover intention with the mediator effect of organizational commitment with the sample size of 243 respondents. The results are analyzed and interpreted to explain their significance and relevance. Furthermore, through the use of Smart Pls analysis data gathered from the questionnaire was analyzed. This research utilized PLS-SEM path modeling to examine the data pertinent to the investigation due to the constructs' nature involving the reflective collection and formative construct in the same model (Hair et al.,2016).

This study is conducted in Karachi; a sample of 300 convenient sampling techniques was selected for the respondents. A survey questionnaire was used for the collection of the respondents with a Five-Likert scale, in the questionnaire, it is analyzed that 34% of employees are females whereas 55% are males. In terms of their marital status and their age along with their education level. Furthermore, the above tables demonstrate the number of respondents.

Validity and Reliability of Construct

Constructs	Items	Loadings	AVE	CR	Rho A
Compensation	Compensation1	0.873	0.705	0.904	0.873
	Compensation2	0.661			
	Compensation3	0.888			
	Compensation4	0.912			
Monetary Reward	Monetary1	0.774	0.906	0.936	0.908
	Monetary2	0.878			
	Monetary3	0.941			
	Monetary4	0.940			
Non-Monetary Reward	Non-Monetary1	0.916	0.735	0.917	0.879
	Non-Monetary2	0.905			
	Non-Monetary3	0.817			
	Non-Monetary4	0.783			
Organizational commitment	OC1	0.864	0.769	0.936	0.936
	OC2	0.911			
	OC3	0.909			
	OC4	0.865			
	OC5	0.909			
Turnover Intention	TI1	0.826	0.670	0.909	0.890
	TI2	0.896			
	TI3	0.887			
	TI4	0.690			
	TI5	0.773			

Discriminant Validity

It defines the assessment, ensuring that a reflective construct has the most significant relationships with other relative constructs in the path model (Hair et al; 2022). We have examined the "uniqueness and distinctiveness of the constructs" based on Fornell and Larcker (1981). The following table summarizes the results.

	Compensation	Monetary Reward	Non-Monetary Reward	Organizational Commitment	Turnover Intention
Compensation	0.871				
Monetary Reward	0.319	0.790			
Non-Monetary Reward	0.006	-0.146	0.710		
Organizational Commitment	0.148	-0.173	0.784	0.870	
Turnover Intention	0.199	-0.028	0.536	0.532	0.809

The above table indicates the values of the square root of the AVE of each variable should be > the correlations among other variables. In other words, the latent constructs examine in this study research are distinct and unique (Fornell and Larcker, 1981). The value of the first construct as per the table is 0.319, while, the monetary reward value is 0.006, the monetary reward value is 0.319 while the mediator value is 0.148 and the turnover intention value is 0.199.

Discriminant Validity and the Heterotrait-Monotrait (HTMT) Criterion

Several studies found that the HTMT has higher sensitivity to the Fornell and Larcker (1981) criteria and have recommended analyzing discriminant validity based on the HTMT criteria. We have depicted the results in Table 3.

	Compensation	Monetary Reward	Non-Monetary Reward	Organizational Commitment	Turnover Intention
Compensation					
Monetary Reward	0.684				
Non-Monetary Reward	0.162	0.172			
Organizational Commitment	0.173	0.293	0.183		
Turnover Intention	0.292	0.299	0.892	0.588	

Cross Loading

	Compensation	Monetary Reward	Non-Monetary Reward	Organizational Commitment	Turnover Intention
Compensation1	0.805	0.679	0.532	0.659	0.546
Compensation2	0.690	0.662	0.042	0.081	0.141
Compensation3	0.953	0.226	-0.020	0.149	0.182
Compensation4	0.945	0.134	0.012	0.144	0.193
Monetary1	0.870	0.684	0.709	0.709	0.608
Monetary2	0.305	0.772	-0.053	-0.132	0.020
Monetary3	0.703	0.842	0.753	0.715	0.590
Monetary4	0.203	0.807	-0.173	-0.142	-0.060
NonMonetary1	0.020	0.156	0.219	0.155	-0.199
NonMonetary2	0.651	0.559	0.732	0.782	0.721
NonMonetary3	0.769	0.727	0.777	0.836	0.734

NonMonetary4	0.003	-0.181	0.981	0.772	0.590
OC1	0.338	0.220	0.228	0.516	0.357
OC2	0.082	-0.194	0.793	0.870	0.537
OC3	0.146	-0.139	0.617	0.861	0.255
OC4	0.170	-0.111	0.610	0.881	0.548
TI2	0.308	-0.028	0.255	0.209	0.587
TI3	0.071	0.006	0.357	0.396	0.866
TI4	0.186	-0.042	0.595	0.578	0.933
TI5	0.702	0.599	0.813	0.603	0.565

Predictive Power of the Model

We have tested the predictive power table 5 & 6 show the R-squared and Q-square model values, which suggested the model has significant predictive power (Yves Y. Prairie, 1996).

Path Coefficients

The study has proposed three hypotheses, including three direct hypotheses. These hypotheses were empirically tested using Smart Pls. The table indicates the summary of results, while figures 2 and 3 show the measurement and structural model.

Table 5

R-squared value

Variables	R square	R square Adjusted	Q square
Compensation	0.431	0.430	0.302
Monetary reward	0.271	0.270	0.249
Non-monetary reward	0.327	0.326	0.217
Organizational commitment	0.648	0.644	0.474
Turnover intention	0.284	0.281	0.169

	Beta	T-Stats	Decision	P-Val	F Square
Direct Hypotheses					
Compensation -> Turnover Intention (H1)	3.827	4.086	Supported	0.000	0.323
Monetary Reward -> Turnover Intention (H2)	0.001	0.092	Supported	0.000	0.180
Non-Monetary Reward -> Turnover Intention (H3)	15.692	16.276	Supported	0.000	0.436
Indirect Hypotheses					
Compensation -> organizational commitment -> Turnover intention (H4)	4.567	1.555	Not supported	0.121	1.992
Monetary reward -> organizational commitment -> Turnover intention (H5)	2.796	4.356	Supported	0.011	0.353
Non-Monetary reward -> organizational commitment -> Turnover intention (H6)	32.683	5.768	Supported	0.000	1.625
organizational commitment -> Turnover intention (H7)	12.974	36.428	Supported	0.000	0.297

## Findings and Results
Measurement Model

The measurement model is used to analyze the convergent validity at the initial stage which is evaluated by CR (composite reliability), factors loading, and AVE (average variance extracted). The value of composite reliability indicates the extent to which the construct measures demonstrate the unrevealed construct. The recommended value of composite reliability is 0.7. On the other hand, the average variance extracted determines the overall degree of variance to which the measures interpret through an unrevealed construct. The recommended value of AVE is 0.5 (Hair et al., 2013). The highest value of AVE is for compensation 0.759, while the lowest AVE value is for non-monetary reward 0.505. Hence it is recommended that all latent values are greater than 0.5 and (Hair et al., 2013). The CR for monetary reward is interpreted in Table as 0.903 which is quite higher than the recommended value of 0.7. However, for non-monetary rewards, this measure provides a CR value of 0.692 which is significantly lower than the recommended value. Moreover, the table also demonstrates that the factors loading all items surpass the recommended value i.e., 0.6. Since the value of CR also exceeds the recommended value; therefore, as a result, AVE reflects the complete degree of variance in the measure.

Multitrait-multimethod matrix is another method recommended by Henseler et al. (2015) to be employed as an alternate in measuring discriminant validity i.e., heterotrait-monotrait (HTMT) ratio of correlations. The traditional measure of Fornell and Lacker (1981) could not provide a reliable measure for discriminant validity in common research investigations; therefore, Henseler et al. (2015) alternate approach is proposed.

All variables have Rho A value greater than 0.7 which indicates acceptable indicator reliability (Ronald S. Burt, 1988). The study by Voorhees et al. (2016) also suggests using HTMT as a robust measure for testing discriminate validity. Table 3 suggested that HTMT values of all constructs are ≥ 0.85. Table 2 measures the discriminant validity which is the descriptive coefficients that summarize a given set of data representative of a whole or sample population (Wiwuk et al., 2020). The mean, median, standard deviation, minimum, and maximum values of each independent, mediator, and dependent variable.

A brief description of descriptive statistics findings is summarized in the below table. Reliability testing is very significant as it refers to the consistency across the parts of the instrument's measurements. This study is exploratory; thus it is suggested that the reliability of all constructs should be equal to or above 0.60.
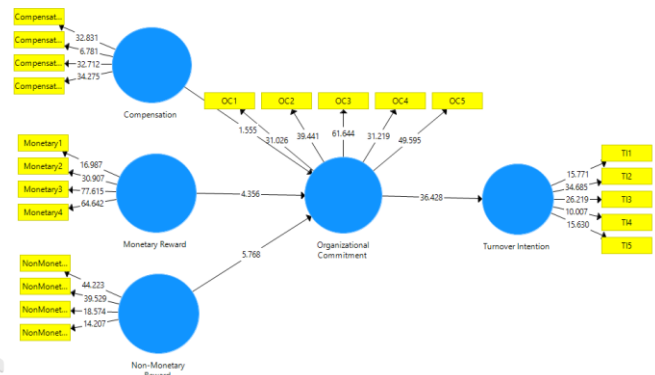
Structural Model

According to (George G. Lendris, 1980) in order to examine the structural model R2, β, t- statistics values are accessed by the bootstrapping procedure The resample is of 300. They also recommended that authors report predictive relevance (Q2) and the effect of (f2) in addition to these basic measures. Compensation β= 3.827; p ≤ 0.01) hypotheses accepted; monetary reward (β=0.001; p≥0.01) hypotheses rejected while all constructs are taken only monetary reward relationship with turnover is shows the adverse effect. In other words, in the different future, authors can study monetary rewards with various mediators or dependent variables with huge sample size. Next, we assessed the effect size (f2). As a result, the value of p shows the relationship significance, but it does not show the size of an effect. Therefore, both substantive significance (f2) and statistical significance (p) must be reported.
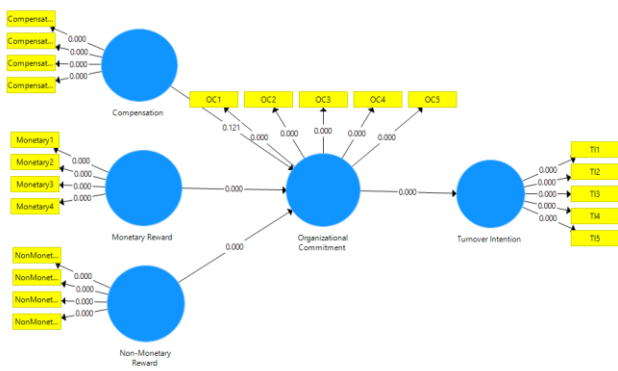
DISCUSSION

The aim of the following study is to understand the impact of compensation, monetary and non-monetary rewards on turnover intention. In order to test and evaluate, the researcher first reviewed multiple sources of literature review in order to review the information on the research topic, from the perspective of different scholars and researchers. Furthermore, information incubated with the literature review, the researcher also gathered information through primary data collection sources. Primary data was collected through a survey in the form of a questionnaire. Through the literature review, it was determined that fringe benefits, promotions, and Bonuses have an impact on organizational commitment. This study proved that monetary, non-monetary, and compensation are vital role as independent variables. Companies in developed countries are realizing the significance of employee recognition. If employees are well recognized for their efforts, then they feel satisfied and become willing to put more effort (Zafarullah Waqas, 2014). The reward can give deep satisfaction related to the inner desires of employees related to money and it can be helpful for employees to enhance themselves in their performance duties (Anna Mokhniuk, 2018).

CONCLUSION

It is concluded in the cultural context of Pakistan monetary, non-monetary and compensation rewards are much necessary for high organizational commitment and employee engagement. When employees are engaged the business return was high because highly engaged employees will put their proper efforts into the company and the firm will grow with the passage of time (Al-dalahmeh, 2018). Results showed that all latent constructs have a positive impact on the turnover intention with organizational commitment as a mediator. Inferential statistics supported the proposed hypothesis and rejected the null hypothesis. Consequently, the questionnaire is divided into two demographics including (Age, Gender, Education, and Employment) and another having several questions of independent, dependent, and mediator variables. Demographics describe the age category and in which the highest percentage belongs to the 25-30 age group along with (55%) and this means that these age group people are more involved. Male candidates are more involved (55%) as compared to females 34%. Consequently, master's degree-holding students are the highest involvement (43%), and 16% are bachelor's as per the educational wise distribution. Descriptive statistics exhibit the mean, median, standard deviation, skewness, and kurtosis values in which compensation has the highest value among other constructs and the lowest one defines mediator value. Convergent reliability posits that all instruments are measured reliable with the help of respondents and what they are thinking. Path Coefficients (Direct Effects) explain that monetary, non-monetary rewards, and compensation have a statistical relationship with the dependent variable (Turnover Intention) because P values are less than 0.05

Practical Implications

The results of the study provide a logical rationale for the following recommendations:

Organizations should plan proper non-monetary, monetary rewards, and compensation on the turnover intention with the mediator effect of organizational commitment.

Firms should determine the proper effect of these rewards and compensation on turnover intention.

Furthermore, the reward schedule could be made more frequent, thereby allowing the employees to experience more rewards and constant appraisal.

Rewards increase organizational productivity and employee job engagement depending upon the happiness of employees and wellbeing at the workplace.

Future Recommendations

The different framework will be used for further research; mediating variables will be selected as a different way along with the dependent construct. Different theories will be used according to variables and problem statements for future research. Different research philosophies, approaches, the design will be used in further and both qualitative and quantitative will be used for future research. Primary and secondary sources will be used through annual reports to conduct interviews and to fill out questionnaires. More sampling techniques will be used as per the nature of the research. Data collection methods will be changed as per requirements for further research. Population and sample size will be used differently according to the time horizon and different statistical tools will be used for further research. Different software will be used to analyze the data as also used EViews, SPSS, and many more.

Limitations

The main objective of this paper is to find out how entrepreneurs are working in the business world and what they have with new ideas. Different Dimensions were used as independent, mediating, moderating and dependent constructs to complete conceptual framework such as monetary, non-monetary reward, compensation, turnover intention on organizational commitment. Positivism research philosophy were used because of nature of paper, deductive approach was used because of using pre-existing theories and to test the pre- test hypothesis. The following study was restricted due to the time constraint and the convince of the researcher, however, future studies could double the number of respondents used within the research study and thereby incubate a more diverse feedback from the respondents increasing the overall validity of the research study

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