

The Impact Of Job Characteristics On Employee Turnover Intention Through Psychological Contract In The Pharmaceutical Industry Of Pakistan

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Abstract

Introduction: The purpose of this research work is to examine the effect of job characteristics on intended turnover in the pharmaceutical industry of Pakistan with the 'Psychological contract' as a mediator amidst specialized knowledge that is pertinent to the sector's growth. The characteristics included in this paper are autonomy, task identity, and skill variety, whereby studies were done to determine the effects of these characteristics on employee turnover intentions. Thus, the psychological contract acts as a pivotal link to breach, thereby increasing dissatisfaction and emergence of turnover.

Objective: The study aims at establishing correlation between job content and turnover intention, Leader Member Exchange (LMX) as the moderator and psychological contract as mediator. Therefore, this research aims at filling this knowledge gap in relation to strategies of employee retention within the pharmaceutical industry of Pakistan and the way through which workforce stability could be boosted.

Methods: The quantitative method was adopted, and based on the PLS-SEM technique to assess the hypothesis regarding the interaction¹ of job characteristics, psychological contract, LMX and turnover intention. The data were collected from 328 full time employees of pharmaceutical industries established in Pakistan. Recording of overall fit indices also supported these results.

Results: The results show that among the job characteristics, autonomy was statistically significant and positive with $\beta = 0.058$ and $p < 0.05$ with corresponding tests showing significance for the-job skill variety ($\beta = 0.184$, $p < 0.01$) and feedback ($\beta = 0.166$, $p < 0.01$) to positively influence the psychological contract, thus translating to reduced turnover intention. LMX mitigates this relationship with high-quality LMX being particularly beneficial in enhancing the effect of the psychological contract on retention; ($\beta = 0.329$, $t < 0.001$).

Conclusion: Consequently, the study shown that job characteristics should be encouraged and leader member relations should be promoted in order to minimize turnover intention in the context of Pakistan's pharmaceutical industry. These findings are relevant to the organizational leaders who wish to enhance the retention rates of their employees and increase productivity through the effective job design and leadership practices. This is an important step

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in the validation of the model and has implications for the discussion on workforce stability within growing high demand sectors for application across the industries.

Keywords: *job Characteristics, Job Autonomy, psychological contract, Leader Member Exchange, Pharma industry, Skill discretion, Performance feedback, Task Identification, Task Significance , Turnover intention.*

Introduction

Pakistan's pharmaceutical industry has a large staff turnover, which leads to reduced efficiency and increased expenses (Khan et al., 2023). Failure to meet the expectations concerning the nature of jobs leads to violation of psychological contracts and intended turnover (Nguyen & Tran, 2022). However, there are very few studies available so far that establish these dynamics in the context of Pakistan, therefore, lacking the ways best approach to turnover (Ahmad et al., 2022). This study fills this gap by examining the influence of job characteristics on turnover intention in the Pharma industry with view of getting insight into ways of curtailing turnover.

The factor that needs to be addressed in the case of Pakistan especially in the context of the Pharma industry is the analysis of the antecedent of employee turnover as it forms a critical part of sustainability given the fact that depth of knowledge is vital for growth in this field. Job dimensions; for example, autonomy, task identity, and skill variety matter to the employees' satisfaction and commitment and their desire to quit their jobs (Zhao et al., 2023). Arising from this perception is the psychological contract conceived here as mediating variable that affirms employees' self-perceived obligation to their employers. Contracts breach in this instance results to dissatisfaction and higher turnover rates (Rousseau, 2022).

Autonomy and feedback aspects of the job are considered vital as they determine the level of motivation and satisfaction among the employees and in turn retention. The positive job features help in lowering turnover through promoting quality and pleasant working conditions (Wan et al., 2018; Rubenstein et al., 2019).

A number of models have been established to assess the global work characteristics globally, however, the most popularized model is the Job Characteristics Model (JCM) by Hackman & Oldham (1976). This model explains the connection between anticipating job components such as job autonomy and job variety with employee outcomes such as satisfaction, motivation and well-being. Thus, for the JCM, it is essential that some characteristics of jobs affect people's psychological states so that they can determine their psychological attitudes and behavior in workplaces. Such psychological responses impact on key decisions such as whether employees remain in their organizations or seek other employment. The model categorizes five core job characteristics, skill variety, task identity, task significance, autonomy and feedback for explaining the picture of the subject and its experiencing.

The findings of this study are beneficial to stakeholders operating in the pharmaceutical industry in Pakistan and scholars in the related field. It provides an important suggestion of potential causes which pharmaceutical companies can utilise for formulating retention approaches that helps to lessen turnover and maintain a stable cadre of employees. These findings enable the managers and employees to grasp how job characteristics, meaningful work as well as the LMX affects decisions to either remain or leave and consequently the job satisfaction and career developmental decisions (Park, 2017). In this research, the findings argue the present understanding of turnover intention, job characteristics and LMX with special reference to the cultivated pharmaceutical company in Lahore and Karachi, Pakistan.

This work examines the interaction between the variables and whether LMX has a moderating influence on turnover intention among the employees of the pharmaceutical industries in Pakistan. To investigate the relationship, it measured job design attributes like personal discretion, feedback and meaningful work which includes; skill variety, task identity and task importance and intended turnover was used as dependent variable. This research also examined LMX as the moderator of the relationship between job resources and meaningful work which in turn affect turnover intention according to Hackman and Oldham (1976).

Literature Review:

The purpose of this research is to analyze the effects of job characteristics on turnover intention in pharmaceutical industry of Pakistan. It also examines the moderating impact of LMX and the mediating function of the psychological contract. Among the job characteristics, autonomy, task variety and task significance have been observed to affect turnover intention, through mediating factors known as psychological contracts (Podolsky et al., 2000).

Job Characteristics

Job characteristics, which have been described by the Job Characteristics Model or JCM formulated by Hackman and Oldham (1976), refers to particular features of a job that affect the employees' attitudes and behaviors. The model revealed five primary work dimensions, namely skill variety, task identity, task importance, autonomy, and feedback and they influence three valuable psychological states in the form of experienced meaningfulness, responsibility, and knowledge of results. These psychological states relate to training outcomes like job satisfaction, motivation at work and turnover intention (Hackman & Oldham, 1976).

Another concept of work design is job autonomy and it is defined as the freedom that employees have in organizing their work and developing procedures on how to perform their tasks and it was determined by Hackman & Oldham (1976) that it is positively correlated with job satisfaction, turnover intention and the level of productivity. On the other hand, job demands are the physical, psychological and social requirements for the job and are related to stress and burnout which mean higher turnover intention (Kurniawaty & Ramly, 2023).

Skill variety is where individuals undertake different activities that require the application of many skills and task identity corresponds to the completion of a whole work and improves on job satisfaction reducing on turnover intention (Hackman & Oldham 1976). Another two factors include Task significance, which determines how the job affects others and feedback which offers information concerning performance; these also significantly affect engagement and turnover intentions of the employees (Hackman & Oldham, 1976).

Zhao et al. (2007) detected that autonomy, skill variety and task significance has positive impact on turnover intention through increasing job satisfaction and organizational commitment. Likewise, earlier studies by Kanchana and Jayathilaka (2023) found that job characteristics have a positive impact on employees' engagement level and on their turnover intention rates irrespective of the sector. These characteristics define exceptionally the psychological contracts and determine the directions of working employees' decisions in the context of the pharmaceutical industry of Pakistan (Kompas, 2022).

Still, other investigations in other sectors support these observations. Positive Job characteristics such as task autonomy and significance influenced the turnover intention of the IT personnel as indicated by Poole et al., (2022). Bright (2020) highlighted findings, which also brought out the fact that Pharma industry practitioners reported that the improvement in core job characteristics lead to decrease in turnover intentions. Finally, job demands include high workload which makes the employees emotionally exhausted and less committed to their organizations hence promoting turnover (Maghsoud et al., 2022).

Therefore, enhancing the job content including the amount of autonomy one can exercise at the workplace, feedback one receives at work, and the level of task significance can lead to a positive organization work environment, improved employee well-being and a decrease in turnover, while increasing organizational comity and commitment (Chen, 2019; Vui-Yee & Yen-Hwa, 2020). Another area that is focused on in the model is the dimensions of Job Characteristics which are presented below.

Job Autonomy

Job autonomy is the extent to which employees have the opportunity to regulate and plan their work and decision-making in organizing the work, and in determining how the tasks are to be performed (Hackman & Oldham, 1976). This means that the employees are able to monitor their working processes, schedule and even decide on methods and procedures to be used. Low voluntary turnover intentions and job satisfaction have been positively attributed with high levels of job self-management (Hackman and Oldham, 1975; Bowie, 1998).

According to Iqbal et al., (2017), employees' autonomy allows them to be responsible for their work and fosters creativity, innovation and skill enhancement. As such it is argued to be a key element in job design since it enhances job contentment, drive, and health. Mileto and Penprase (2014) revealed that lower level of autonomy decreases the level of job satisfaction, on the other hand, Meng and Han (2014) described that autonomy leads to the self-efficacy or job satisfaction.

Another study shows that autonomy enhances the performance of the employee through risk taking, innovative and creative thinking (Audenaert et al., 2019). However, there was an inverse relation between autonomy and turnover intention as evidenced by Dysvik and Kuvaas (2013) and Rooney et al. (2009). The significance of psychological contracts is that they act as the bridge between autonomy and job outcomes such as organizational commitment that in return dictates turnover intention (Azim et al., 2012; Heyns et al. , 2022). Hence, it is posited that autonomy diminishes turnover intention through aspects of psychological contract and, job satisfaction.

Feedback

Job feedback may be defined as the information which is passed to the employees regarding their performance. Feedback is one of the five job characteristics dimensions of the Hackman and Oldham's JCM, and has a direct influence in job satisfaction, employee engagement, and intention to turnover. This is either explicit and unambiguous and include feedback on the degree of completion of the tasks by the employees, others and or self-generated feedback by employees.

High feedback intensity means that high frequency and details of job performance information are given to the employees and helps to boost motivation and satisfaction. While feedback can be in a form of performance appraisal in organizations and feedback from other employees, co-workers that the former contributes significantly to the positive understanding and change of behavior pattern and self- development of the employees, the latter (Steelman et al., 2004). Positive feedback makes the employee to feel competent while on the other hand negative feedback provides an opportunity to change. This feedback makes employees to be committed to engage on their work (Bakker, 2015).

The JCM links feedback to three psychological states that influence job motivation: employees' autonomy or decision-making, ownership for the results, relevance of tasks, and visibility of the outcomes. They help other achieve positive job attitudes and generate other positive outcomes such as motivation and performance (Johari et al., 2019). In addition, feedback also has an interface with psychological contract; they may be fulfilled or breached, which leads to the notion of turnover intention (Yacoub, 2018). Therefore, feedback is expected

to have a direct positive relationship with psychological contract obligations as well as a negative relationship with turnover intentions.

Task Identity

Task identity is the level of discretion the worker has by being able to work from start to finish on an entire identifiable object that has observable work outcomes (Morgeson & Humphrey, 2006). Task identity is among the five core job dimensions as postulated by Hackman and Oldham in the Job Characteristics Model (JCM). This enables the staff to appreciate the outcome of their work thus motivating them to be proud of their work (Choge et al., 2014). For instance, an assembly line worker who individually or as part of his team assembles a product from raw materials to the end results, experiences high levels of task identity.

Accordingly, self-rated task identity is positively related to job satisfaction and negatively related to turnover intentions (Hackman & Oldham, 1976). There is a direct relationship between task identity and job satisfaction because high task identity will make the employee to feel satisfied and motivated because they can see what they have produced out of it (Shirom, 2010). This is because when workers are able to see the entire process and output of their work and efforts then their desire and motivation to work increase hence leading to decreased turnover intentions (Iqbal et al., 2017). Therefore, task identity defines an important job characteristic which improves motivation, satisfaction and retention

Task Significance

Wider significance of a task can be defined as the importance that a job holds for the lives of organizational members as well as people outside the organization (Morgeson & Humphrey, 2006). Hackman and Oldham's Job Characteristics Model (JCM) is one of the five core job dimensions which is measured by the degree to which a job impacts the mechanistic well-being of other. That is why professions with a high level of task significance, including healthcare professionals, social workers, and educators, affect others' success, well-being, and happiness (Xu et al., 2023). The existence of something which is done for the general welfare can enhance satisfaction with one's job and self-generated motivation (Lambert, 1991).

Task importance leads to sense of responsibility and endogenous feelings of obtaining the results, positive effects on job motivation, meaningfulness, and decreased withdrawal behaviors (Hackman & Oldham, 1980). The improvement of task significance will also lead to enhancement of job performance and health of the employees as indicated in the findings of Johari et al. (2019). A satisfied psychological contract is directly linked to turnover intention and employees' perceptions of high job task significance most likely to lead to psychological contract fulfillment (Yacoub, 2018; Heyns et al., 2022). Therefore, it is apparent that task significance helps in increasing motivation, job satisfaction and employee turnover.

Skill Variety

Skill variety according to JCM of the work alludes to the degree to which a job involves utilizing many distinctive activities and calling for the application of different skills and abilities. Work that has high levels of skill variety implies that the employee has to perform many tasks that demand different skills and abilities hence makes the work more interesting and challenging thus overcoming a reason for job boredom and lack of motivation (Loher et al., 1985). This core job dimension is an important factor for increasing the level of employee's motivation and decreasing turnover intention (Hackman & Oldham, 1976).

Another dimension of skill, Ravi safeguards is the 'skill variety' where the employees need to employ distinct competencies in order to complete tasks and, therefore, influence the accumulated job knowledge positively (Morgesson & Humphrey, 2006). Research also reveals that skill variety has positive effect on job satisfaction, a negative effect on burns out and a negative effect on turnover intention (Mahoney et al., 2020; Van der Heijden, 2018).

Furthermore, the level of skill variety can impact the psychological contracts, more so when the employees believe that they will be provided for with skills as a part of the work with an organization, thus affecting their working decision in the organization or otherwise (Yacoub, 2018). Hence, skill variety correlates positively with job satisfaction, motivation and fulfilment of psychological contracts.

Psychological Contract

Psychological contract is defined as an implicit social bond between employees and employers that outlines the implicit and explicit commitment of the workers within an organization (Rousseau, 1989). Unlike legal contracts that are written down and are enforceable, psychological contract is rather non-written and pertains to beliefs about aspects like career growth, remunerations, tenure, and organizational support. Employees feel that their employer is meeting these expectations – be it fair treatment, availability of growth prospects, a favorable organizational climate – then the psychological contract is positively reinforced, and other important outcomes, including job satisfaction, employers' commitment, and low turnover inclinations, result (Blau, 1964).

There are three main types of psychological contracts: where, transactional which is contractual and utilitarian in nature as it is founded on the perceived exchange of tangible gains such as; monetary rewards, bonuses and well-defined work outputs; relational which, on the other hand, is affective and erotic in nature relying on factors such as; job security, career progression, and personal support besides those of a transactional nature; and mixed contracts which are a combination of both the transactional and the relational contract. These contracts have a big part to play in the management of employee attitudes and behavior; whereas relational and hybrid contracts often give rise to higher level of commitment and organizational enlistment owing to rising crises of relationship and dependability.

For the work environment to be healthy there must be satisfaction of the psychological contract. When employees think about the dream being accomplished, the expectations of the organization are met, the employees feel valued and thus increase their commitment towards the work they do. This leads to enhanced job contentment and decreased turnover attitude since the workers are in a position to work for the company that they feel has accorded them a chance to grow to the fullest (Blau, 1964).

Though, the following are negative outcomes that are likely to emanate from a breach in the psychological contract should employees be of the perception that the organization has not met its part of bargain. Some potential psychological contract breach includes but not limited to provision of career development and/or promotion that have not being fulfilled, organizational reward or recognition that are not commensurate with the contributions of the employee, lack of management support among others. Any of such breaches may lead to decreased job satisfaction, stress and increased turnover intentions, (Zhao et al., 2007). When people feel that the organization has breached its latent contract, their work attitudes and behaviours are likely to suffer reducing their commitment to the organization especially where job opportunities are easy to come by as is the case with many industries.

This phenomenon is most typical for the pharmaceutical division where people are highly skilled professionals who are free to switch from one company to the other. In such settings, psychological contract breach leads to a high turnover because people search for employers that align more with their career anxiety and where they find better resources to support them (Cortez & Johnston, 2020). For instance, if there is a promise of career growth within a pharmaceutical company and these are not delivered; employees will feel let down and they look for job opportunities in other organizations. In such a competitive environment the staff turnover has its price, as it means loss of expertise, higher costs on recruitments and trainings.

Psychological contract also has an interaction with job characteristics in the turnover intentions. Employees who perceive the nature of their work as providing meaning to their job

and their ability to develop new skills and expertise while having the freedom to make decisions to the way they do their work with feedback from the management also enhance the possibility of developing a positive psychological contract. Saleem et al. (2021) notes that the characteristics of jobs determine the psychological contract to be filled when they meet the set employees' expectation hence enhancing organizational commitment and reducing turnover. On the other hand, where characteristics of jobs fail to meet expectations like lack of autonomy or feedback employees may perceive this as a violation of psychological contract and hence dis-engage and more inclined to leave the organization.

Any organization that wants to address turnover or the lack of improved employee retention, has to address the issue of the psychological contract and the manner in which the job is designed to entice the employees. This covers aspects such as reasonable remuneration, promotion recognition, staff development, and encouraging a culture of trust to the employees and the organization. Organizations can help employees develop a positive perception about themselves that makes them appreciate the organization, be encouraged and committed to increase the chances of success of the organization (Shoaib et al., 2023). Not only is the satisfaction level of the employees enhanced here, but turn over costs are also lowered within this scheme, especially for industries which require skilled personnel.

Therefore, it can be said that psychological contract is of significant importance in understanding the nature of the employer-employee relationship. This, in turn, results to increased, satisfaction, commitment to the organization and decreased turnover intention. Nevertheless, in competitive organizations such as pharmaceutical industries the failure in meeting the psychological contracts negatively affects the organization by leading to high turnover rates. Hence, organizations must ensure that they meet the expectations of the employees besides developing roles that enable them to deliver meaningful work, autonomy and growth so as to create a positive and long-term psychological contract (Athar et al., 2022; Saleem et al., 2021).

Turnover Intention

Turnover intention is an important concept in the subjects of organizational psychology and human resource management as this factor has a strong prediction to employee turnover (Cohen et al., 2016). It means the level of willingness of an employee to quit his or her job on their own accord in a particular period of time (Emberland & Rundmo, 2010). This concept is important because turnover intention reflects a level or inner thinking where the employee considers, or thinks about, leaving his/her job and/or searching for another job. The high turnover intention that most employees showcase will sometime influence the results of their current performance and engagement on the job hence reducing organizational efficiency.

Turnover can manifest in two forms: There is the first type which is the voluntary turnover; this is when employees on their own terminate their contracts of employment most probably through resignation and the other one is the mandatory turnover; this is when the employer terminates the contract of employment most probably through dismissal. This research work concentrated more on voluntary turnover since it is more relevant with job satisfaction and organizational commitment which required important area to explore and to enhance workforce retention (Cao et al., 2013; Memon et al., 2016).

There are a number of causes that lead the employees to have turnover intention. Job satisfaction is very essential since those who are in a position to like their jobs are rarely likely to quit. On the other hand, job dissatisfaction, poor working conditions, organizational culture, ineffective leadership, perception of better opportunities elsewhere would increase turnover intention (Kamau et al., 2020 & Ozkan et al., 2020). For instance, if the employees perceives that their current job is not satisfying their career growth requirements or lack of workstation flexibility and support of employees outside work responsibilities, the employees are likely to look for employment in other organizations. As such, where organizations do not create a great

work environment, they are likely to post higher turnover rates in their employee turnovers and thus undermine the stability and expense of their business.

The consequence, therefore, of turnover intention is grave for the management of organizational health. This is because the employees who have intention to turn over are usually unmotivated to work for the organization in the optimum way. Moreover, the actual turnover that comes with it is not cheap for organizations in terms of cost arising from recruitment, hiring and training of new staff. Moreover, turnover impacts the cooperative team structures, reduces customer loyalty and leads to loss of necessary expertise which is highly disadvantageous for industries that require certain scopes of skills and knowledge, for instance, pharmaceutical industry (Chen et al., 2011; Lee et al., 2017). Specifically, many changing of the workers especially in the pharmaceutical industry requires specialized knowledge in order for drug companies to thrive. Talented people are likely to bring competitive advantages in terms of innovative solutions when they abandon the organization and can hamper innovation, disrupt the research and development operations and necessitate expensive recruitment campaigns (Deery & Jago, 2015). In such industries, turnover is not only a monetary loss; it can significantly affect the competitiveness of an organization and stay open continuously. Thus, knowing turnover intention in this respect is crucial to maintaining business performance and real long-term growth.

In addition, turnover intention does not always equate to turnover. "Some of the workers may indicate their desire to quit while others do not always stick to the decision. While some break contracts without signaling dissatisfaction in any way, others will make their dissatisfaction known repeatedly before terminating the contract. For this reason, knowledge of turnover intention is crucial because it offers organizations a sign that could be early enough to facilitate the identification of issues that may lead to the employees' desire to leave (Kanchana & Jayathilaka, 2023). Organizations can prevent turnover by recurring to surveys, exit interviews, and performance appraisals where the organization assesses the level of turnover intentions and take appropriate measures to increase employees' job satisfaction and reduce their level of workplace justice, thus reducing the level of turnover inclination.

Some of the approaches have been highlighted throughout the research as effective ways of reducing turnover intention and promoting employee retention. With regards to turnover intentions, it has been evidence that organizational investments in leadership, career growth and organizational culture enhance job satisfaction which in the long run reduces turnover intentions. Establishing a sound leadership that can effectively communicate with the employees and offer good and steady promotion plans for the employees will foster and promote constructive employee employment relationship. Moreover, if organizations prioritize work-life balance policies or other methods of valuing employees, then they are going to motivate their workers, and provide them with reasons not to look for a new job. Reduction of turnover can be achieved when employers ensure that employees are valued especially by offering them employment opportunities that assist in enhancing their career progress (Karani et al., 2023).

Voluntary turnover tendency is an interpersonal factor that includes employee's characteristics, including self-interests and growth, and organizational factors, which includes working conditions, and promotion. As employee retention is gradually turning out to be a concern for several industries and especially in sectors like the pharmaceutical industries, it is very important for organizations to come up with the proper methods that will enable them to retain their employees. These should include the degree of satisfaction in the employees' job, their pay, their promotion opportunities and all such related aspects. It is to be pointed out that organizations that estimate and control turnover intentions will also be able to reduce the tendencies towards actual turnover and thus they will be able to maintain a stable, motivated, and productive staff.

Therefore, turnover intention is an essential variable through which employees' behavior and its influence on organizational performance might be comprehended. Through understanding the determinants of employee turnover intentions, the aspects of job dissatisfaction, poor working conditions and low career growth that cause turnover in an organization can be eradicated hence reducing the costs of turnover. Overtime pharmaceutical industries whose operations rely on the human expertise of their employees, it is crucial that turnover intention is well understood and controlled to avoid unnecessary disruptions to business and subsequently, market competitiveness. Reducing turnover intention therefore should be actively practiced through the enhancement of job satisfaction, leadership, and organizational culture, which in turn promotes an increased retention rate, increased employee participation and organizational performance (Chen et al., 2011; Deery & Jago, 2015; Kanchana & Jayathilaka, 2023).

Leader-Member Exchange (LMX)

Leader-Member Exchange (LMX) theory aims at the quality of the leaders' relationships with subordinates during deferential apprehending; the organizational results of good LMX are trust, respect, and obligation. Proposed by Graen and his co-authors, LMX strengthens the understanding of the fact that a leader establishes different graduated CONNECTIONS with team members (Graen & Uhl-Bien, 1995). LMX quality is made of trust, respect, and support; this contributes positively to work satisfaction, motivation, job performance, and organizational commitment as noted by Stringer (2006). workers in such relationships tend to have higher levels of commitment, more effective communication and increased organizational performance hence have lower intent to quit the company (Hassan, 2023).

On the other hand, LMX quality can be low indicating a relatively short end user dyadic transactional oriented relationship with low level of emotionality. Such relationships produce disengagement, negative attitude and turnover intentions among employees (Aggarwal et al., 2020). For instance, employees who are in low-quality LMX relationship, may not be considered as part of the "inner circle," and as a result, their leaders may not extend their trust and support towards them in a way that would ensure that the employees remain committed to the organization (Graen & F. Uhl-Bien, 1995).

LMX also help in moderating the relationship between job characteristics and the employee outcome. For example, high quality LMX with employees can enhance the positive impacts of the perceived organization support and the psychological contract congruence on the work characteristics like autonomy, task importance and feedback. The above alignment helps in increasing the satisfaction level among the employees, organizational commitment, and finally decreasing turnover intention (Peotz & Volmer, 2022). However, in the low-quality LMX relationships, positive job characteristics do not yield positive outcome since leaders do not provide trust and satisfactory support leading to unfulfilled psychological contracts and strong urge for turnover (Hassan, 2023).

This study demonstrates that the quality of the leader-member relationship can act as a moderator to counter adverse job characteristics and workplace stressors. The positive aspects arising from high quality LMX relationships include emotional and instrumental support that enables the employees to cope with job stress and also to decrease burn out. This support enhances loyalty to the organization hence reducing the effect of negative job characteristics on turnover intention (Rahman & Karim, 2022). Therefore, it can be stated that the overall job embeddedness will be higher among the employees that have more developed LMX; however, this is not entirely unique to competitive industries such as the pharmaceutical ones, in which the employees with weak LMX may be even more prone to turnover (Harris et al., 2009).

LMX has also been widely researched upon and with a particular focus as a moderator of the relationships within many organizational environments. For example, Stewart and Johnson (2009) have revealed that the relationship of workgroup diversity and the performance of the

team is being moderated by LMX, whereas Tubay (2019) revealed that the existence of LMX can also act as moderator between the job satisfaction and turnover intention of accounting professionals. It has also been established that high-quality LMX can buffer the effects of job characteristics on turnover intention through satisfying the psychological contracts of the employees and thus decreasing their probability of exiting the firm (Nugroho et al., 2020). In stressful organizations particularly those in the health sector and manufactures like the production of pharmaceutical products, LMX increases employees' ability to cope with the various demands of the job consequently reducing turnover (Shoaib et al., 2023).

Therefore, the Leader-Member Exchange theory laid focus on the cordiality of the interaction between leaders and subordinates dictating the overall attitudinal, behavioral, and output response of the employee. LMX quality enhances trust, voice and organizational support which results in job satisfaction and performance, and reduced turnover intentions. On the other hand, low quality LMX relationship results in Work withdrawal, organizational commitment, job satisfaction, Turnover intention. As a moderating factor, LMX can mediate the impact of poor job characteristics and workplace stressors; therefore, serves as a key player in enhancing the organizational commitment and tenure of employees, especially in such competitive and growing sectors as the pharmaceutical industry.

Moderating Role of LMX

LMX is equally essential in enhancing a stronger psychological contract between the employers and employees primarily where job characteristics are deteriorated. In Pakistan's pharmaceutical industry, increasing the ethical and high quality LMX relationships which are based on the trust and respect can minimize the turnover intention of employees through the enhancement of psychological contracts. As indicated, LMX acts as a mediator that helps in enhancing the quality of exchange between the supervisor and employees thus having a positive influence on the effects of challenging job conditions on employee performance. Elaborating on this premise in the high-stress setting like pharmaceuticals, it has been found that favorable LMX relationships can attenuate the impact of the cascading effects arising from the organization's unfavorable job attributes; they can capture, retain the attention of the employees and avert employee turnover intentions (Wu et al., 2021).

Pharmaceutical Industry of Pakistan

Currently, the Pakistan's pharmaceutical sector shows a high level of development, domestic pharmaceutical sales has grown with a compounded annual growth rate (CAGR) of 13.1%. From 2018 to 2021, it was only 1% while the global CAGR was recorded to be at 9.34% for multinational firms as at 2020 as suggested by Ahmed. Currently, most markets get their medications locally since about 70% of the industry focuses on manufacturing drugs locally while some of the markets rely on imports of drugs (Bhatti et al., 2021). However, this kind of growth also poses some hurdles that hinders professional workers, demanding nature of jobs, workers compensation and type of organizational culture which directly impacts on the overall satisfaction of the workers and their ability to stay with the industry (Shoaib et al., 2023).

In a study done on the employees' turnover in the pharma industry in Pakistan, it was found that job satisfaction, emotional commitment, supervisory feedback, and employee involvement can predict the turnover of the employees with the help of psychological contracts (Khan et al., 2022). Meta-analytic reports have revealed that high level of job satisfaction hails from favorable job characteristics including autonomy and task significance which in turns decreases turnover intention (Abbas & Iqbal, 2020). On the other hand, increased workload and lack of organizational support results to higher turnover intention that signifies the urgency for improved workload and organizational commitment (Kurniawaty & Ramly, 2023).

Another significant concept that has influence over moderating the relationship between Job characteristics and Turnover Intention is Leader-Member Exchange (LMX). Having a positive

LMX, where there is trust and support boosts the positive results in the features of the job and facilitates effective communication, trust and compliance with the psychological contract leading to the reduction of turnover intention (Graen & Uhl-Bien, 1995 Hassan, 2023). Elements such as job content and task digit personal-psychological contracts that enhance employee retention, thus supporting their positive characteristics including autonomy and task significance (Kanchana & Jayathilaka, 2023).

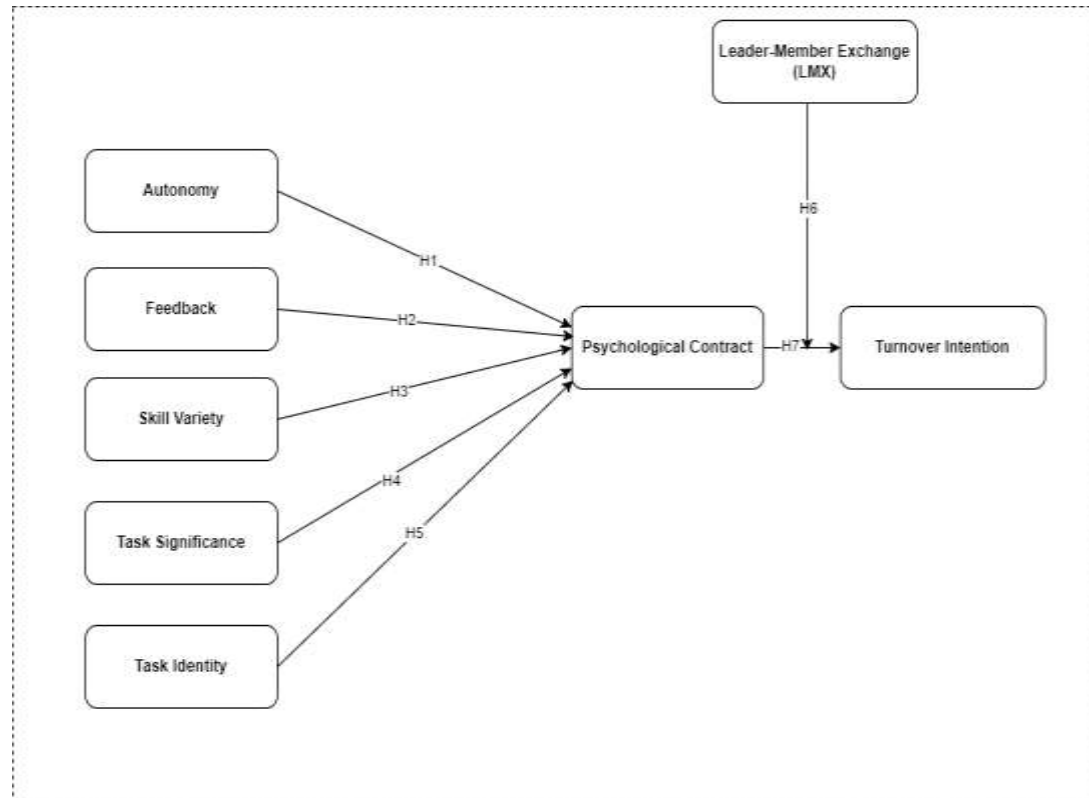


Figure 1: Proposed Research Model

Hypothesis Development:

Hypothesis 1 (H1): In the case of the present research, the results show that autonomy is positively related to psychological contracts. A major aspect of content is defined as the extent to which they can control parts of their jobs, for instance how they do it. This means that when employees experience more job autonomy, this is a sign that they are trusted and thereby valued, boosting their psychological contract. This feeling of empowering makes the employees feel that it is their duty to do what was expected out of them and this strengthens the employer-employee relationship (Kanchana & Jayathilaka, 2023). Self-employed workers and workers with high autonomy have higher perceived responsibility for the outcome of the work done and also have higher commitment levels to their jobs and as a result have higher job satisfaction and perceived psychological contract fulfillment.

Hypothesis 2 (H2): Psychological contract has a positive relationship with feedback. Feedback is one of the most valuable assets that are used in delivery of organizational goals and objectives as it assists employees in determining how they function and how they can act. Not only does proper and continuous feedback improve the performance at the workplace but also strengthens the psychological contract since the employees' expectations regarding recognition and support

by the organization are met (Atif et al., 2011). When workers are given regular and proper comments regarding their performance, they always feel important in the company, thus has positive aspect to contribute their best in the organization, and always has corresponding expectations from the employer.

Hypothesis 3 (H3): Skill Variety is positively associated with psychological contracts.

Skill variety can be defined as the degree of differentiation in tasks and skills people need to apply at the workplace. People who work on variety of interesting assignments appear to be more satisfied and presumably, they have the perception that their employers are committed to their personal development at workplace. It increases the psychological contract satisfaction because the variety of jobs offers the opportunity to realize goals connected with career development and job competencies (Business Perspectives, 2022). If employees think that their job enables them to develop and bring out various skills into practice, then they have a positive impression about the kind of psychological contract held and can enhance the commitment level towards the firm.

Hypothesis 4 (H4): Task Significance is positively associated with psychological contracts.

Task significance can be defined as how valuable the employee feels the job they are performing is to other people's lives. Jiang also mentioned that psychological contract can be improved when employees perceive meaning in the work they do in an organization (Jiang, 2023). The perception of task significance fulfills employees' psychological contract with regard to the meaning of the work they are assigned to do, which leads to decreased turnover intention. Promoters are employees that think that jobs they do make difference consequently, they would dedicate themselves to organizations they work for.

Hypothesis 5 (H5): Task Identity is negatively associated with turnover intentions.

The last dimension, which is task identity is the extent to which an employee can work on a complete task starting from its initiation and having the feeling of finality of the work done. Hence, when employees observe the impact made or the consequences brought about by them in accomplishing the organizational work, they will perceive relatedness and get less likely to quit the place (Kompas, 2022). Task identity also helps reduce turnover intention because it makes work more fulfilling and rewarding since the employee understands the impact of his/her work to the bigger picture.

Hypothesis 6 (H6): Leader-Member Exchange (LMX) moderates the association between psychological contract and turnover intention.

According to the leader-member exchange (LMX) theory, the nature of the leadership in an organization determines how the aspects of job characteristics affect psychological contract. Well-developed LMX characterized by trust influence positively the impact of job features on psychological contract violation (Graen & Uhl-Bien, 1995). It is for this reason that; the employees who have favorable LMX have better psychological contract fulfillment hence lower turnover intention since leaders provide them better support, communication and recognition (Hassan, 2023). On the other hand, while it is possible that the presence of high-quality LMX may enhance the impact of job characteristics and improve employees' perceptions and attitudes that can reduce turnover intentions, low-quality LMX may destroy the positive influence of the job characteristics and create unrealistic expectations, thereby increasing turnover intentions.

Hypothesis 7 (H7): Psychological contract mediates the association between job characteristics and turnover intention. This hypothesis includes the following sub-hypotheses:

H7a: Through the analysis it is found that psychological contract partially explains the relationship between autonomy and turnover intention. Those employees realize that psychological contracts actually remain satisfactory and they do not feel that they are actually ready to turnover, they do not show any willingness to turnover, hence there will be a decrease in turnover intention (Kanchana & Jayathilaka, 2023).

H7b: A psychological contract thus acts as a moderator in the relation between feedback and turnover intention. Improve through constructive feedback also satisfies recognition and improvement expectations of the employee which is part of the psychological contract thus lowering turnover intention (Kurniawaty & Ramly, 2023).

H7c: Turnover intention is found to be moderated by psychological contract in the relationship between skill variety and the dependent variable. When employees are allowed to employ versatility at their workplace, it means that they are meeting the psychological contract that employers have and thus cannot easily leave the organization (Business Perspectives, 2022).

H7d: Task significance is positively related to turnover intention though psychological contracts work as a moderator between these variables. This is so because those who have a psychological contract that implies their work is meaningful are least likely to have ideas about turning over, thus reducing their turnover intention (Kompas, 2022).

H7e: The results show that psychological contract partially achieves the relationship between task identity and turnover intention. Task identity provides the employees with a sense of ownership and completion and hence positively influences psychological contract promoting the employees' intent to stay without wanting to leave (Kurniawaty & Ramly, 2023).

Methodology:

The research methodology to be applied in this study is Quantitative research employing Partial least squares Structural equation modelling (PLS-SEM). Such an approach facilitates analysis of correlations between job Characteristics dimensions, psychological contracts (PC), and intentions to turnover (TINT). The model generates several assumptions about organizational variables such as autonomy, feedback, skill variety, task significance, and identity as well as LMX with regards to psychological contract and turnover intention. Survey data have been gathered from fulltime employees working in different pharmaceutical organizations in Pakistan. Purposeful link selection also helped in achieving purposeful sample, where stratified random sampling was taking care of diversity in the job roles and the industries. All the respondents consisted of 328 participants who reported that they had been working for at least six months in their current jobs thus they have a good experience with the psychological contract.

Data Analysis Procedures

PLS-SEM Approach

Data analytics was conducted on Statistical Package for the Social Sciences (SPSS) and also Smart-PLS (Partial Least Squares). To analyze the respondent's demographic factors, descriptive statistic of statistical package for social science was employed. The Descriptive statistics feature is quite common in both qualitative research paradigms in the social sciences since it presents the demographic summaries of the respondent through figures and tables to analyze the data and the populations of the study (Hui, 2019). In order to test these hypothesized, PLS-SEM was employed. This method was chosen as it is efficient when working with large model with latent variables especially when dealing with small samples. To

establish the extent of association of the various constructs, path coefficients were estimated. Hypothesis testing analysis was performed to analyses the pattern between job attributes, psychological impressions, and turnover intent with the help of PLS-SEM. The use of this methodology provided a detailed examination of the direct, indirect, and mediating effects and provided answers to the important roles of feedback and skill variety on the formation of psychological contract and turnover intention. However, the results derived different variables which future studies can examine to build on this by incorporating other variables such as task identity and LMX to give further accrue between Job characteristics and Employee outcomes.

Sample Population

The target population for this research is employed in Pakistan's pharmaceutical industry, an important contributor to the country's economic development, improvement in health standards, and export business besides being strategic in the country's development. However, the industry has its challenges including high turnover rates amongst employees because of the competition that is experienced in the market and lack of skilled employees and poor working conditions. To this end, this study seeks to establish relationships between job characteristics, job performance and leader member exchange (LMX). The study is expected to give insight on how best organizations can retain their employees and enhance their performance leading to achievement of growth and success in the pharmaceutical industry in Pakistan.

Sample Size

Since the goal was to ensure that data gathered was as general as possible, the researchers resorted to the random sampling method, while the use of G Power software was used to determine sample size importance as it is key factor in arriving at a research conclusion (Kang, 2015). In an effort to provide for possible challenges like low response rate or incomplete data about 328 participants were administered paper and online based questionnaires. This also meant that there was an assurance of adequate number of completed responses that would be analyzed in a sample size that has been deemed adequate as per Comrey and Lee (2013) of the "good" sample size. The diversified and no demographic sampling technique increases the generalization of the results of the study to the pharmaceutical industry of Pakistan. The comprehensive approach to sampling and data collection enhances the assessment of the relationship between job characteristics, performance, and LMX from which insight and recommendations to enhance the management of employees and organizational performance in the sector can be derived.

Data Collection Instruments

In the current study, various existing scales were employed for assessing various constructs. To measure job characteristics, the job characteristics scale developed by Morgeson and Humphrey (2006) adapted with five selected scales of autonomy, feedback, skill variety, task identity and task significance with in total containing 26 items. LMX was assessed with the help of a standard questionnaire called LMX-7 developed by Graen and Uhl-Bien (1995) and containing seven items. To measure turnover intention the TI-6 scale proposed by Roodt in 2004 was used as it is a short and reliable scale. The Psychological Contract Scale by Milward and Hopkins (1998) was used to measure the psychological contract, which consists of 05 items.

Table 2: Measurement Scales

Constructs	No. of items	Citation
Job Characteristics	26	Morgeson and Humphrey (2006)

LMX-7	07	Graen and Uhl-Bien (1995)	Data Collection Procedure The data collection procedures described using
Turnover Intention (TIS-6)	06	Roodt (2004)	
Psychological Contract	5	Millward and Hopkins (1998)	
Total	44		

the model by Lakshman that consists of iterative data collection and analysis as well as concept development. Data will be gathered using two methods: hard copy questionnaires to organizations and industries that could be easily accessible and an online Google Form for the rest of the industries that we believed could be very time consuming and costly to access. The online form will be circulated via the various social media channels by sharing the link via WhatsApp, Facebook, and LinkedIn as these provide higher reply rates than emails (Cycyota & Harrison, 2006). Consequently, this research utilizes a quantitative survey research design in order to investigate cause and effects in line with Cresswell’s (2014) jurisdiction of survey research in the social science domain. The applicability of both the physical and online questionnaires helps to avoid the weaknesses of the focused interpersonal communication while reaching a large number of people in terms of geography. The above strategy helps in the analysis of diverse data by providing inclusiveness; the assessment of the job characteristics, job performance, and the LMX in Pakistan’s pharmaceutical industry can be obtained. Therefore, by following this well-coordinated approach, the researcher will be in a position to accruing considerable data that will enhance an understanding of these aspects and their interrelationships; information that may be useful in offering solutions in the field.

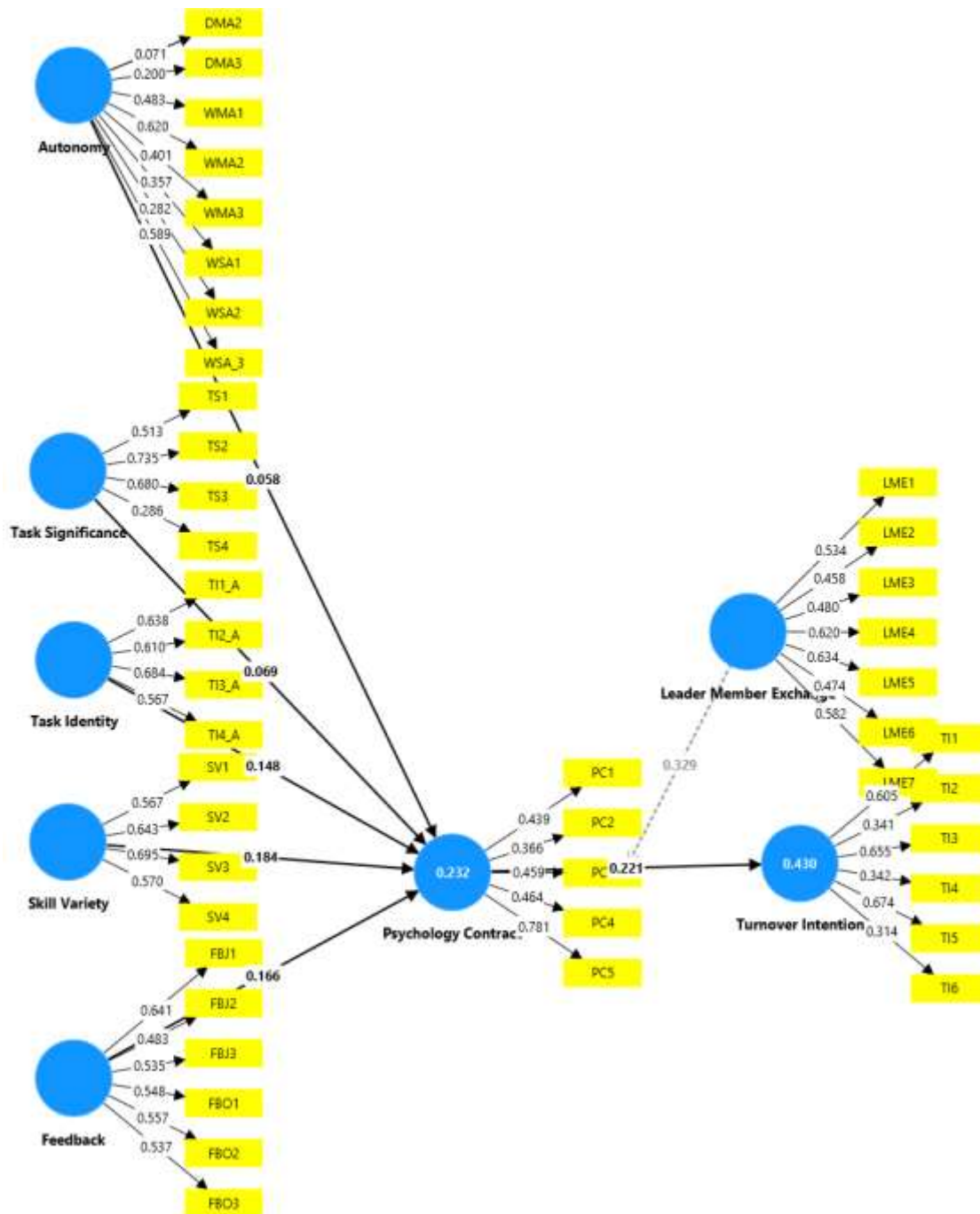


Figure 3: Path Diagram

Data Analysis

Table 3: Model Fit

	Saturated model	Estimated model
SRMR	0.078	0.078
d_ ULS	1.823	1.841
d_ G	0.569	0.574

Chi-square	930.093	030.392
NFI	0.953	0.953

The analysis of the fit indices of the saturated & estimated models demonstrated that the model had a better fit in relation to the data. The value of SRMR is equal to zero that indicates good model fit. 0.078 for both models were lower than the typical accepted level of 0.08, which is justifiable in view of the residuals between the observed and model projected correlations (Hu & Bentler, 1999). The low values d_ULS (1.823 and 1.841) showed that there is a little difference between observed and implied covariance matrices which means good fitness of the model (Dijkstra & Henseler, 2015). Likewise, d_G = 0.569 and d_G = 0.574 show geodesic distance of minor distance which clearly points towards the idea that the covariance structure of the particular model nearly imitates the analyzed data. When it comes to the goodness of fit, the Chi-square statistic though used in interpreting the results is sensitive to sample size and therefore even though the Chi-square statistic may be large this small value indicate that the model provides a good fit to the data (Bentler & Bonett 1980). Last, the values of NFI, weighted mean, and SR/ MR were 0, 0.953 and the rate 0 is the maximum recommended size for a cluster based on bibliographic coupling. This shows a very high complimentary value of 90 indicating that the model fits very well as to the criteria provided by Bentler (1990). The overall results indicate that the fit indices are greater than .80, which verifies the model's validity based upon the criteria that has been set.

Table 4: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Autonomy	0.714	0.720	0.750	0.570
Feedback	0.847	0.868	0.890	0.505
Leader Member Exchange	0.707	0.718	0.744	0.597
Psychology Contract	0.732	0.792	0.798	0.573
Skill Variety	0.868	0.875	0.897	0.586
Task Identity	0.888	0.895	0.899	0.593
Task Significance	0.725	0.750	0.765	0.537
Turnover Intention	0.780	0.789	0.795	0.563

According to the respective metrics all of the constructs in the model were enact high levels of reliability and validity. Cronbach's alpha values of all construct were greater than the acceptable limit of 0.70, which is satisfactory level according to Nunnally and Bernstein (1994). The composite reliability (rho_c) for all constructs ranged from 0.70, which accredits the reliability of the measurement model as the image is 0.70 in the analysis of structural equation modeling or confirmatory factor analysis to support the measurement model. Further, the average of total loadings squared was above 0.5 while the average of the variance extracted (AVE) was higher than the recommended figure of 0.50, indicating that all the constructs have adequate level of convergent validity (Fornell & Larcker, 1981). Thus, the validity of the constructs was confirmed as high, with Task Identity demonstrating the greatest accuracy

(AVE = 0. 593), and LMX following close behind (AVE = 0. 597); the lowest AVE value, Feedback, rated higher than the minimum necessary (AVE = 0. 505).

	Heterotrait-monotrait ratio (HTMT)
Feedback <-> Autonomy	0.875
Leader Member Exchange <-> Autonomy	0.870
Leader Member Exchange <-> Feedback	0.801
Psychology Contract <-> Autonomy	0.876
Psychology Contract <-> Feedback	0.880
Psychology Contract <-> Leader Member Exchange	0.858
Skill Variety <-> Autonomy	0.844
Skill Variety <-> Feedback	0.880
Skill Variety <-> Leader Member Exchange	0.887
Skill Variety <-> Psychology Contract	0.886
Task Identity <-> Autonomy	0.780
Task Identity <-> Feedback	0.887
Task Identity <-> Leader Member Exchange	0.701
Task Identity <-> Psychology Contract	0.838
Task Identity <-> Skill Variety	0.863
Task Significance <-> Autonomy	0.703
Task Significance <-> Feedback	0.880
Task Significance <-> Leader Member Exchange	0.719
Task Significance <-> Psychology Contract	0.868
Task Significance <-> Skill Variety	0.717
Task Significance <-> Task Identity	0.815
Turnover Intention <-> Autonomy	0.857
Turnover Intention <-> Feedback	0.728
Turnover Intention <-> Leader Member Exchange	0.769
Turnover Intention <-> Psychology Contract	0.885
Turnover Intention <-> Skill Variety	0.746
Turnover Intention <-> Task Identity	0.784
Turnover Intention <-> Task Significance	0.736

The values of the Heterotrait-Monotrait Ratio (HTMT) present in the table prove satisfactory discriminant validity for most of the construct couples, as most of the values are below the established limit of 0. 90 % (Henseler, Ringle, & Sarstedt, 2015). Co-efficient between primary pairs like Feedback and Autonomy (0. 875), Skill Variety and Autonomy (0. 844), Task Identity and Feedback (0. 887) were below acceptable limits, stressing that the said constructs are different from the others. Other pair of variables, LMX, Feedback (0. 801), and Task Significance, Autonomy (. 703) contribute equally in maintaining the discriminant validity of the model. Two sets of results, namely Feedback with Task Identity (0. 887) and psychological contract and feedback (0. 880) were very close to upper limit of 0. 90, they still shown the fairly good discriminant validity. By and large, these estimated HTMT values indicate that the constructs in the proposed model are sufficiently distinguished, therefore, supporting the measurement model's legitimacy.

Hypothesis Testing:

Hypothesis 1 (H1): Autonomy is positively associated with the psychological contract.

The path coefficient was 0.116 thus showing that the existence of a moderate positive correlation between Autonomy and the Psychological Contract. 0.058. This implies that while autonomy has the potential of enhancing the psychological fulfilment of the contract the results in this model are less affected. While there is an apparent association between autonomy and quality of employee relations and organizational commitment, this result highlights that other factors seem to have a more significant impact on psychological contract.

Hypothesis 2 (H2): Feedback is positively associated with the psychological contract.

The linkage between Feedback and the Psychological Contract is more significant with the path coefficient being 0.166. This implies that feedback contribute to meeting of psychological contract needs since frequent and constructive feedback seems to nurture the employer-employee bond.

Hypothesis 3 (H3): Skill Variety is positively associated with the psychological contract.

The significant, positive path coefficient of 0.552 was estimated between Skill Variety and the construct of Psychological Contract. 0.184. This suggests that people that perform a variety of tasks feel that their perceived psychological contract is being met. They concluded that it is possible to increase employees' level of professional engagement and satisfaction through providing them with the chance of utilizing different skills in their work.

Hypothesis 4 (H4): Task Significance is positively associated with the psychological contract.

Task Significance only had a moderate positive relationship with Psychological Contract as indicated by the path coefficient of 0.069. Whereas, the major influence of task significance is expected to positively influence the perceived meaningfulness of work, this is captured in the model as having a relatively moderate impact on the psychological contract which implies that other job characteristics may better explain this concept.

Hypothesis 5 (H5): Task Identity is negatively associated with turnover intention.

The direction of the path coefficient, a value of 0.148 Regarding the relationship between Task Identity and the Psychological Contract the hypothesis predicted negative relation between Task Identity and Turnover Intention but as per the findings the relationship is positive. This could suggest that although, task identity contributes positively to job satisfaction and fulfillment it does not have a direct effect of decreasing turnover intentions.

Hypothesis 6 (H6): Leader-Member Exchange (LMX) moderates the association between psychological contracts and turnover intention.

The estimated path coefficient with the LMX interaction with the Psychological Contract influences Turnover Intention to the extent of 0.329. This indicates that, indeed, the quality of the leader-employee relationship has a strong moderating effect on the impact of the psychological contract on turnover intentions: high quality leads to the perception that the psychological contract is being met and, therefore, turnover intentions are low. LMX relationship is an excellent predictor of a high-quality relationship and it enhances the positive impact of psychological contract fulfillment on turnover intentions.

Hypothesis 7 (H7): The psychological contract mediates the association between job characteristics and turnover intention.

H7a: Autonomy -> Psychological Contract -> Turnover Intention (indirect effect: 0.013)

The results did reveal a slight double mediation model of autonomy on psychological contract and turnover intention, thus indicating that even though autonomy is a way of fulfilling the psychological contract, its impact on the turnover intentions was rather small.

H7b: Feedback -> Psychological Contract -> Turnover Intention (indirect effect: 0.037)

Results revealed a small, but significant indirect impact of feedback on turnover intention through the psychological contract meaning more frequent feedback effectively reduce turnover intention by enhancing the psychological contract.

H7c: Skill Variety -> Psychological Contract -> Turnover Intention (indirect effect: 0.041)

Skill variety had a slightly higher indirect impact (0.041), meaning that there is evidence that supports the argument that skill variety enables the fulfilment of psychological contract and thus decreases turnover intention.

H7d: Task Significance -> Psychological Contract -> Turnover Intention (indirect effect: 0.015)

Filling the psychological contract has a relatively small indirect effect of task significance to turnover intention, meaning that endorses the earlier argument that while task significance has a positive relationship with the psychological contract fulfillment, it has a very small impact on the reducing of the turnover intention.

H7e: Task Identity -> Psychological Contract -> Turnover Intention (indirect effect: 0.033)

Hypothesized that task identity has a moderate that is supported by the current findings, also it has a small indirect effect with regard to turn over intention, it depicts that fulfillment of the psychological contract with a small influence.

Collectively, it can be concluded that feedback, skill variety and LMX contribute positively towards psychological contract fulfilment and have a negative effect on turnover intention. Autonomy and task significance and task identity were found to have a smaller and lesser direct as well as indirect association with this model.

Discussion:

The findings of this study add up a finer understanding regarding the relevance of several job attributes in meeting the psychological contract and subsequent aftermath on turnover intention. The results are consistent with, and build on existing theory, underscoring the multi-dimensionality of the antecedents of psychological contracts and intention to turnover.

Hypothesis 1 (H1): Autonomy is positively associated with the psychological contract.

As expected, autonomy which relates to empowerment in the organization and employee commitment has a positive path coefficient of 0. Therefore, based on the correlation coefficient of 0.058, it can be stated that the relationship between autonomy and psychological contracts is rather low. This disconnects with previous researches that have centered on autonomy as a main demographer to workers' satisfaction and psychological contract compliance (Kanchana & Jayathilaka, 2023). It might be that Autonomy has relatively more effect in some types of workplaces or the other job content variables, such as feedback and LMR could have relatively more impact on psychological contract fulfillment.

Hypothesis 2 (H2): Feedback is positively associated with the psychological contract.

Path coefficients analysis indicate that the feedback has a stronger relation with the psychological contract with a value of 0.166 thus supporting the opinion that constructive

feedback improves employee perceptions of organizational value (Atif; Mumford et al, 2011). This is in line with findings by (Robinson & Kenvyn) on the need to use feedback when realigning perception by employees that they will receive support from the organization in order to meet their psychological contract needs and in turn increase their level of commitment. Altogether, the contributions of feedback to enhance the psychological contract improve the understanding of managing employees' expectations and communication in the organization.

3 (H3): Skill Variety is positively associated with psychological contracts.

The current study also revealed a moderate positivism of skill variety and the psychological contract with the path coefficient of 0.184. Such findings support the Business Perspectives' (2022) research that problems and duties that allow the employee to engage in different tasks make him or her feel valued, which strengthens the psychological contracts. Thus, it can be concluded that, due to the data obtained, skill variety is a significant factor which influences employees' perceptions of their psychological contracts, contributing to job satisfaction and commitment; however, the moderate effect size indicates that this factor is not very influential.

Hypothesis 4 (H4): Task Significance is positively associated with psychological contract.

Both task significance and autonomy together explained 3% of the variance in the psychological contract, or, in other words, task significance had a very weak direct impact on the consensual measure of the psychological contract with a path coefficient of 0.069. This result is somewhat contrary to expectations, since prior research has suggested that meaningfulness of work typical for positive impact upon the psychological contract (Jiang, 2023). Nonetheless, the mitigated effect found in this research evidence indicate that task significance is not as vital as other attributes such as feedback or skill variety on the formation of psychological contracts among the employees.

Hypothesis 5 (H5): Task Identity is negatively associated with turnover intention.

On the contrary, as hypothesized, the path coefficient for the relationship between perceived informativeness and attitudes has a positive value of 0.148. The result for the relationship between task identity, and the psychological contract reveals a positive correlation between the two. This goes a long way in helping support studies that indicate that task identity is an essential factor that leads to job satisfaction since it entails endowing workers with a degree of administrative responsibility regarding the work being done (Kompas, 2022). Thus, no direct negative relationship with turnover intention means that, although task identity is crucial for job satisfaction, it does not have a role in preventing employees' intention to quit.

Hypothesis 6 (H6): Leader-Member Exchange (LMX) moderates the association between psychological contract and turnover intention.

In line with the hypothesis, the psychological contract is significantly related to turnover intention with a path coefficient of 0.329 that is moderated strongly by LMX revealing that leadership relations can significantly influence turnover intention. This finding supports the theory that LMX posited by Graen and Uhl-Bien (1995) as a social capital, amplifies the positive impacts of a psychologically fulfilled contract as revealed in table 1 and table 3. LMX good means employees are likely to believe that their psychological contract with the organization is fully satisfied hence reducing the intentions of the employees to leave the organization.

Hypothesis 7: Psychological contract mediates the association between job characteristics and turnover intention.

H7a: Autonomy -> Psychological Contract -> Turnover Intention

The indirect effect of autonomy on turnover intention through the psychological contract is very low (0.013). The above result is in line with the result showing the insignificance of the autonomy in minimizing the turnover intention since other attributes of the job appear to influence the retention of employees more.

H7b: Feedback -> Psychological Contract -> Turnover Intention

The mediation of the feedback on the turnover intention through the psychological contract was found to be significant although rather small based on the Cohen's f^2 (0.037). This corresponds with other studies that point out feedback as the tool of controlling turnover intention because it meets the expectation of the employees (Kurniawaty & Ramly, 2023).

H7c: Skill Variety -> Psychological Contract -> Turnover Intention

Skill essentiality reveals a slightly higher indirect impact (0.041) which means that training provides not only the meeting of the psychological contract, as well as a decrease in turnover intention that can be an effective way of retaining employees (Business Perspectives, 2022).

H7d: Task Significance -> Psychological Contract -> Turnover Intention

The level of task significance does influence psychological contract slightly and its impact to reduce turnover intention is also small with a correlation estimate of 0.015. This result may be highlighting the fact that task significance does not have as much impact on the employees' turnover decision making.

H7e: Task Identity -> Psychological Contract -> Turnover Intention

Task identity was found to have a small indirect effect on turnover intention, to the tune of 0.033, indicating that though it serves to meet the psychological contract, it does little for decreasing turnover intention. This may be an indication that task identity has a positive effect on job satisfaction, without affecting employee turnover intention.

Conclusion:

The current research contributes to literature by looking at feedback, skill variety and LMX as facilitating the satisfaction of psychological contracts and minimizing turnover intentions. In this respect, LMX and especially feedback facilitates the retention of employees since expectation is managed and interpersonal relationships are formed. However, autonomy, task significance and task identity were found to have a weaker significance implying that probably other job characteristics or contextual factors may have a more profound impact and significance in the formation of psychological contract and more over the turnover intentions. Consistent with prior research, these results extend the literature on psychological contract fulfillment and turnover intention by shedding fresh light on the moderating influence of different aspects of the job on both outcomes. The conclusion made from this study has given deeper understanding of the concept of job characteristics, PC, and TINT. Some assumptions were postulated to explain effects of Autonomy, Feedback, Skill Variety, Task Significance, and Task Identity on PC and, consequently, turnover intention. The findings regarding interaction revealed both contracts and expansions of existing knowledge, and contradictions and extensions of prior literature.

Research Implications

The conclusion of this study has some significant implications for practice as well as for theory. First and foremost, the analysis of the role of feedback and skill variety in meeting psychological contract implies that the further focus should be made on the establishment of

clear systems of regular constructive feedbacks and, the provision of opportunities for variety of tasks. Motivation can be promoted through feedback through the development of feedback mechanisms in that they establish feedback between the employees and the management, this can improve the satisfaction level as well as the commitment level between the employees and the organization since the organizations support their expectation. In the same way, performing multiple tasks for the employees where different skills are utilized may increase the emotion of worth and satisfaction among them, and hence enhance the psychological contract.

Psychological contracts are also used in the study hence the importance of Leader-Member Exchange (LMX) as a moderator for the relationship between the two variables, namely psychological contract and turnover intention. Leaders should therefore invest in strong constructive relations with their employees by offering courses and training that promote effective leadership, management training and effective means of communicating with the workforce. Reducing turnover intention: high LMX has capability to reduce turnover intention since it makes sure that employee gets the necessary support, recognition and appreciation. Thus, while separating autonomy and task significance and showing only minimal impact on the results, the study indicates that, while these characteristics are commonly attributed to the empowered employment, they might not necessarily be decisive in the matter of psychological contract fulfillment and employee turnover. It might be necessary that characteristic like feedback or skill variety might not have a high importance in an organization's particular environment, while perhaps concentrating efforts for impact on wanting characteristics, such as feedback, skill variety, and so on.

Future Research Directions:

Pursuant to the research conclusions and limitations highlighted on this paper, some areas for further research can be proposed. First, the research indicated that autonomy had a rather limited impact on the level of psychological contract satisfaction, something that is not evidenced by prior research. Further studies can also be made where autonomy has been examined only in a specific organization type, culture or certain industry, job, or geographical setting. In addition, there is a role to look at the moderation role of other work aspects such as task discretion, team climate or generational differences regarding autonomy and how it influences the psychological contract as well as commitment levels amongst the employees.

More research is required to get deeper knowledge of why the least impact of turnover intention is produced by task significance and task identity. Such variables could be explored further in future research with a stronger emphasis on such constructs as task significance after some time, how identity development and task significance interrelate with other aspects of job characteristics. Accordingly, it is possible to look up further what these factors are more salient in certain occupations or occupations in specific sectors, for an example, arts or professions with high social value-addition. Similarly, the use of a strong moderating effect of Leader-Member Exchange (LMX) provides an indication of the part played by leadership in the development of psychological contracts. Future research could also explore comparative analyses of psychological contract by assessing the impact of the leadership style like the transformational or servant leadership in enhancing the psychological contract and retention of employees across organizational level and tiers. Moreover, there is also need to establish how leadership moderates' relationships between the job characteristics and turnover intention by investigating the mediating role of LMX.

Last but not the least, future research should extend the present study by investigating more Mediation influence of psychological contracts in the relationship of job characteristics and turnover intentions. Nevertheless, this study described small-to-moderate mediation effects, and further investigation on other possible mediators including job satisfaction, organizational commitment and work engagement will allow for a better understanding of how job characteristics affect turnover intentions. Researchers could also look at how these mediating

effects vary by generation because younger workers perceived psychological contracts may be very different from that of older workers. In this way, future research can present a more profound analysis of various relationships between the characteristics of jobs, psychological contracts and employee retention, which would be helpful for the practice of organizations, as well as for the development of the scientific study of this topic.

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