

The impact of bell curve appraisal, on employee's turnover intention, with moderating effect of leadership behavior – A study of Oil & Gas sector of Pakistan

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ABSTRACT

Keywords:

Unfairness,
Appraisal, Equity,
Loyalty, Commitment,
Rewards,
Victimization.

The purpose of this study is to determine how the bell curve influences turnover intention. According to the author, such an effect is moderated by leadership behavior. The direct and indirect effects of leadership behavior provided helpful information. The study objective is to contribute to the organizational injustice knowledge of how it affects the employee's attitude and behavior toward injustice and inequality. Data were collected from 230 employees working in Pakistan's oil and gas industry. Three prime oil and gas exploration companies were selected as samples based on their contribution to the revenue. SPSS v23 and AMOS v23 were used for constructing structural equation modeling and path analysis to examine direct and indirect effects. The results revealed that the bell curve is positively related to turnover intention. Furthermore, leadership behavior does not moderate the relationship between the bell curve and turnover intention. Organizational injustice has been primarily a topic of interest in psychology literature, education, and medical sciences. There is an expressed need to investigate organizational injustice in the context of appraisal in the broad domain of employee retention and organizational development. This study contributed by discussing the bell curve in the turnover intention context. Second, the bell curve was investigated using the Adams equity theory. The lens of intellectual capital was applied to examine the injustice in the appraisal system, like unfairness, inequality, and workforce sustainability for organizational success.

INTRODUCTION

Organizations are always interested in maximizing their productivity and efficiency to gain the competitive advantage over their rivals, but it could only be possible when organization treat their workers with fairness and justice particularly in financial incentives (Ha & Le, 2021). The absence and presence of justice is most critical to any sort of organization as it determines the attitudes, behaviours, and decisions of people, both inside and outside at workplace (Fatima, Izhar, & Kazmi, 2020).

Organizational injustice consequences are different in different sector, varies sector to sector. However, Oil and Gas (O & G) sector employees are mostly technical and unique expertise in

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hands, whom replacement is not possible on immediate in the market (Gardas, Mangla, Raut, Narkhede, & Luthra, 2019), when these employees confront with injustice, particularly in respect of performance evaluation (Bell Curve), pay benefits, always lead to complications for organization and the sector at large (Obeidat, Al Bakri, & Elbanna, 2020). The most worse is when workers raise voice against the injustice, are victimized, pressurized and humiliate several times to withdraw and stop complaint against unfairness procedures and policies in the organization (Heese & Pérez-Cavazos, 2021). This unfairness with workers could be difficult for the sector development and sustainability in the market, leads to ineffective contribution in the economy (Kim & Beehr, 2020). What respond usually appears when the employees fail to get the rewards, for which they are consider to be entitled (fair wages, rewards, appraisal) is key area of alarming for the firm's researchers from numerous years (Baird, Su, & Nuhu, 2021). It has been recently recognized through the researchers, that how individual feel the injustice is a purpose of worker's appraisal of the justice of the process utilized in dealing the act. i.e., procedural justice (Singh & Singh, 2019). The previous studies has witnessed different effect on workers behaviour and action in response to injustice and inequality in rewards, particularly in the appraisal system (Arif, Nadeem, & Khaliq, 2020; Babagana, Mat, & Ibrahim, 2019; Chattopadhyay & Ghosh, 2012; Chowdhury, Abrar, Jomon, & Mishra, 2021; Dangol, 2021; Dipboye, 2018; Elangovan & Rajendran, 2021; Imran, Haque, & Rebilas, 2018; Iqbal, Akbar, Budhwar, & Shah, 2019; Jauhar, Hassan, Ullah, Uddin, & Sanyal, 2021; Kampkötter, 2017; Krishnan, Ahmad, Farihah, & Haron, 2018; Mohmand, Amjad, Hina, & Mughal, 2020). Employees compare their self with others in rewards system, and consider it injustice if they observed inequality and unfairness. Oil & gas sector is facing numerous challenges, including the retention of technical manpower, is the broad problem of the sector. These challenges could effect the overall economy of the country, where O & G sector is a major contribution in the country economy (Hussain, Adnan, Saeed, & Zafar, 2021; Mohmand et al., 2020; Sarwar, Shahbaz, Anwar, & Tiwari, 2019), for a developing country like Pakistan is intolerable. In light of the current wave and the sensitivity of problem of manpower retention in the O & G sector, this study will find the relationship between the Bell Curve appraisal and turnover Intention with the moderation effect of leadership behaviour in OGDCL, PPL & POL.

Literature review

Turnover intention

Employee turnover is of mounting thread to firms and it isn't amazing that it has attracted in the consideration of numerous researchers (Hom, Lee, Shaw, & Hausknecht, 2017). In reality, the initial empirical study on labour turnover dates from 1925 (Hom et al., 2017). Worker

turnover is related to the situation, where worker hesitates to be a member of an association. Different researchers have given comparative meanings of the term. According to (Harun, 2020), worker turnover is characterized as the opening way of perspective employees in firm and the leavening of current employees from the firm.

Characterized as an intentional and conscious wilfulness attitude to quit a firm for good career growth (Sandhya & Sulphey, 2020) turnover intention is frequently ignored, however a vital problem for commerce professionals particular in the O & G sector (Bright, 2020). It is important for the executives to realize why workers build up intentions for leaving their place of employment, in light of the evidence that a higher employees turnover rate can considerably damage firm spirit and place workers from building up the recognition leading to their organizations (Lee, Kim, & Kim, 2020).

The problem of intentional turnover has been thoroughly investigated in the course of recent decades (Alterman et al., 2021; Camelo & Ponczek, 2021; Cho & Lewis, 2012; Cohen, Blake, & Goodman, 2016; Dwivedi, 2015). Observational proof mentions a huge pace of intentional turnover is costly in respect firms since it adversely manipulates firm effectiveness and accomplishment (Caillier, 2021). Losing good quality workers can adversely influence a firm competitive advantage, downing the confidence of rest of the workers, but the test could be more damaging in O & G (Pattnaik & Panda, 2020) along with the lowering efficiency and performance (Holtom & Burch, 2016; Juhdi, Pa'wan, & Hansaram, 2013). In spite of these adverse outcomes, the deliberate turnover rate over the globally sustains moderately high. In view of US agency of Labour Statistics (2015), 2.8 million give up (voluntary separations) witnessed and recorded in one month of November, 2015. The worldwide investigation of 2,500 industry managers by uncovered the worker sustaining was the only single best challenges confronting organizations at the moment (McGinley, Line, Wei, & Peyton, 2020). These insights recommend the wilful turnover is an international occurrence which is rapidly resulting into important fence to organization achieving the key goals. in spite of the degree of previous studies about the issue, apparently we don't now understand the components persuade wilful turnover (Ali & Mehreen, 2019).

Bell Curve

Bell curves mechanism came out for the first in 1980, later on get the popularity and attractiveness (Baird et al., 2021). It was conventionally exercised in the performance appraisals like a procedure of differentiating the top performer's workers from the average performer workers, and additional differentiating the below par employees from the overall average (Chillakuri, 2018). The bell curve model give a fast clue to the management to distinguish the

top performance workers, and appreciate them through the rewards benefit and recognition of the top appraisal employees, this is the positive way to retain them for long period to the organization (Loberg, Nüesch, & Foege, 2021). “A bell curve places employees’ workforce performance on a normal distribution scale, with values based solely on individual performance ratings within a team” (Parshuram & Hegde, 2021).

Managers in the organizations usually face the difficulty every year during the performance appraisal ranking employees (Li, Sun, Taris, Xing, & Peeters, 2021). To find out the toppers in the organization the supervisor use the forced ranking method as an instrument that help out the managers to identify from best to worst, which support the management in the decision making about the reduction of the workforce, and guide about the fixation of pay and incentives (Subramaniam, 2021). The bell curve method is not almost observed the best tool for performance ranking by the management of the companies (Chowdhury et al., 2021). Moreover, this approach is considered with person to person basis, rather than prescribed measurement of appraisal (Sarkar, 2016). Currently several firms moved away from the bell curve mechanism of performance rating due to its high repercussion on employee’s motivation, output and also suffered a healthy competition amongst the workers. Even this process is highly hated by the managers and the employees, because it grow political behaviours, like schmoozing, and it does not add value to the overall performance management process (Chillakuri, 2018), Grading lower a worker ranks to keep a constant fit could adversely impact the exhibition of workers who performed the same like the other colleague. Theoretically, on the grounds that a worker was positioned lower than a companion (normal), lowered performance, and efficiency was shown by the worker until the presentation time frame was finished. Afterward the worker's output was equivalent to or superior to earlier output, improving opportunities for a higher positioning the next performance appraisal (Santhanamani & Panchanatham, 2016).

H1. *Bell curve has a positive effect on turnover intention.*

Leadership Behaviour:

leadership behaviour is the “series of exchanges between the leader and the subordinate such that the leader provides rewards” (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018). It is centred around impacting supporters to agree with, acknowledge or consent to the leaders in return for remunerations (Demircioglu & Chowdhury, 2020).

Leadership approaches have been reviewed by practitioners and scholars from many disciplines in efforts to understand the interdependence and interrelationship of leaders and their impact on organizational performance (Henkel, Marion Jr, & Bourdeau, 2019). In addition to the fields of business, psychology, organizational development, and human resources, there has also been

extensive research done in the field of biology and quantum physics that relate to how businesses function similar to other ecologies with certain inherent interdependencies (Thompson, Buch, Thompson, & Glasø, 2021). In addition (Ruben & Gigliotti, 2021) discussed the value of self-organizing systems as a way to promote creativity, independent learning, and collaboration for optimizing organizational performance in these ecosystems.

The Communication of leadership play a vital role in the central part of the working environment in firms (Ruck & Welch, 2012). According to (Drucker, 2014), communication is an significant division of leadership. Moreover the communication contain creating the judgment tone another (Harolds, 2011). The communication between the leadership and the management should be positive and fair , otherwise it would not be effective (Sutherland, 2013). It is prerequisite for the leadership and management to be mostly proceed jointly, to address the workers issue and grievances, and recognize their efforts with justice (Drucker, 2014). Further the leaders in the organization to align the employees not to only enhance their output, but also try to settle their anomalies and disparities, to build up the talent, and encourage their outcomes (Peters & Reveley, 2014).

H2. *Leadership behaviour has moderated effect between the Bell curve and turnover intention.*

Methodology

The study used quantitative method as most of researchers rely on numerical data and information (Dasgupta, 2015). Utilizing this method possibly give a wide perspective of larger picture when concentrating on complex problems and issues. The O & G sector of Pakistan employees are confronting with anomalies and disparities particularly in the rewards, fairness, and equity. The study targeted the issues of O & G sector being the major contributor in the country economy (Hussain et al., 2021). Second the problem is of serious kind in nature, the workers are on strike all the time, fighting for rights, justice and needed to quit the bell curve system in the companies. The study covered a serious nature ongoing current business issue of O & G sectors employees.

Sample and procedure

Data was collected through online questionnaire i.e. through Google Forms and the link was shared with through Whatsapp and email from the three largest O & G exploration and production companies of Pakistan, OGDCL, and POL & PPL. It was necessary to answer all questions in the study questionnaire, and excluded those samples, which were not fully answered. A 230 valid samples obtained after excluded 20 missed samples. The respondent of the study are the managerial level employees, because they carry out the operation and future plans for the organization according to policies and directives laid down by the top-level,

moreover they organize the division or departmental activities and motivate the juniors managers to enhance their efficiency. Sampling techniques include probability sampling and non-probability sampling. Companies are using the latest manpower databases for maintaining the workers records and complete profile. In view of this, the sampling frame constitutes the authentic list of the whole population. The study used multistage sampling technique, this technique divides large populations into stages to make the sampling process more practical and accurate. Sample will be drawn from each company population into small unit or group. The sample size for this paper is 230 employees from the three largest oil and gas exploration and production companies in Pakistan. The sample size was sufficient to meet the requirement for the examination of causal relationship, and the (SEM) structural equation model (Chumney, 2013).

Table 1. Demographics

Measures	Items	Frequency	(%)
Gender	Male	198	86.08
	Female	32	13.91
Age (years)	20–30	60	26.08
	31–40	90	39.130
	41–50	50	21.73
	51 and above	30	13.0400
Education	Master degree	75	32.60
	BSc Engineering	110	47.82
	Diploma Holder	45	19.56
Job titles	Petroleum Engineers, Instrument engineers	40	17.39
	Drilling Professionals,	50	21.73
	Reservoirs geologist, geoscientist, geophysicist	46	20.00
	Process, Instrument and electrical engineers	35	15.21
	Support Staff, & medical officials	59	25.65
Work experience	Less than 5 years	40	17.39
	5–10years	55	23.91
	11–15years	65	28.26
	16 years and above	70	30.43

Measures

The instruments were adopted from previous literature. All the constructs were measured using a five-point Likert scale ranging from 1 – strongly disagree to 5 – strongly agree. A 10 items scale of Bell curve was adopted from (Barksdale Jr, 2008) to measure the bell curve and it has Cronbach's α 0.90 shows the highest reliability . Bell curve is defined as “a system of performance appraisal and a method to evaluate performance of employees by force ranking them into a bell-shaped graph varying from worst performers to best performers”. An 18 items scale of leadership behavior was adopted from (Smither et al., 1995) and it has Cronbach's α

0.89, which is also reliable. Leadership behavior is “consists of a leader's actions, values, and characteristics that dictate how effectively they work with those on their team”.

Finally 6-item scale of turnover intention was adopted from (Dwivedi, 2015), to measure turnover intention. The scale has Cronbach’s a 0.92, which shows high reliability. Turnover intention is defined as “a conscious and deliberate willfulness to leave the organization”.

Data Analysis

EFA was conducted in the study, to scrutinize the factor loading of constructs, moreover the factors less than 0.5 were dropped and not included, because it violates the validly range (Fabrigar & Wegener, 2011). Two factors of the bell curve construct did not load (BC2 & BC3) due to low value recorded less than 0.5 (Hogarty, Hines, Kromrey, Ferron, & Mumford, 2005), and four items of leadership behaviour were dropped (LB13, LB15, LB16, LB17). Further the study performed “Kaiser-Meyer-Olkin (KMO) measure and Bartlett’s test” and it shown .857 significance, thus the data indicated a significant correlation (Dziuban & Shirkey, 1974).

Moreover the study performed CFA and SEM both, to confirm that the items reflect construct, which were hypothesized (Kline, 2015), and these hypothesized relationship are confirmed through the SEM (Sarstedt & Ringle, 2020).

Confirmatory factor analysis

The study conducted the CFA test to confirm the data in the structure, which shows a good model fitness values in table 2 ($\chi^2 = 418.6.109$, $df = 286$, $\chi^2/df = 1.231$, $p < 0.001$, $CFI = 0.986$, $TLI = 0.983$, $RMSEA = 0.045$).

Table 2. Model fitness

	Estimates
CFI	.986
GFI	.887
RMSEA	.045

Further the study reliability and validity were measured through the stats tool package the composite reliability (CR), convergent validity using average variance extracted (AVE) method and discriminant validity.

Table 2: Construct Reliability, Convergent validity, Discriminant validity

	CR	AVE	DV	MaxR(H)	LB	T.I	BC
LB	0.906	0.590	0.700	0.976	0.700		
T.I	0.921	0.661	0.244	0.930	0.494**	0.813	
B.C	0.884	0.549	0.040	1.093	0.200**	0.160**	0.741

**Correlation is significant at the 0.01 level (2-tailed).

The results show that all the value of CR are above than 0.8 at table, which shows good internal consistency (Fornell & Larcker, 1981). Moreover , value of convergent validity in the current study is greater than 0.5 at table (Sarstedt, Hair, Ringle, Thiele, & Gudergan, 2016) to ensure the convergent validity. Fornell–Larcker method was used to analyse the discriminant validity of the study. According to this method, SQRT of AVE is linked with the correlation matrix of the corresponding variable; if the values of each construct of the correlation matrix are less than the SQRT of AVE of the construct, the constructs hold the discriminant validity. In the present study, discriminant valid is held; see Table 2. The values shown in the table 3 in the italic forms are the values of SQRT of AVE.

Structure model testing

The structural model testing elaborates the casual relationship between the latent variables. Moreover process of testing model can be achieved through several measures containing the path coefficients, coefficient of determinations (R²), the effect size (f²) and predictive relevance (Q²) (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017).

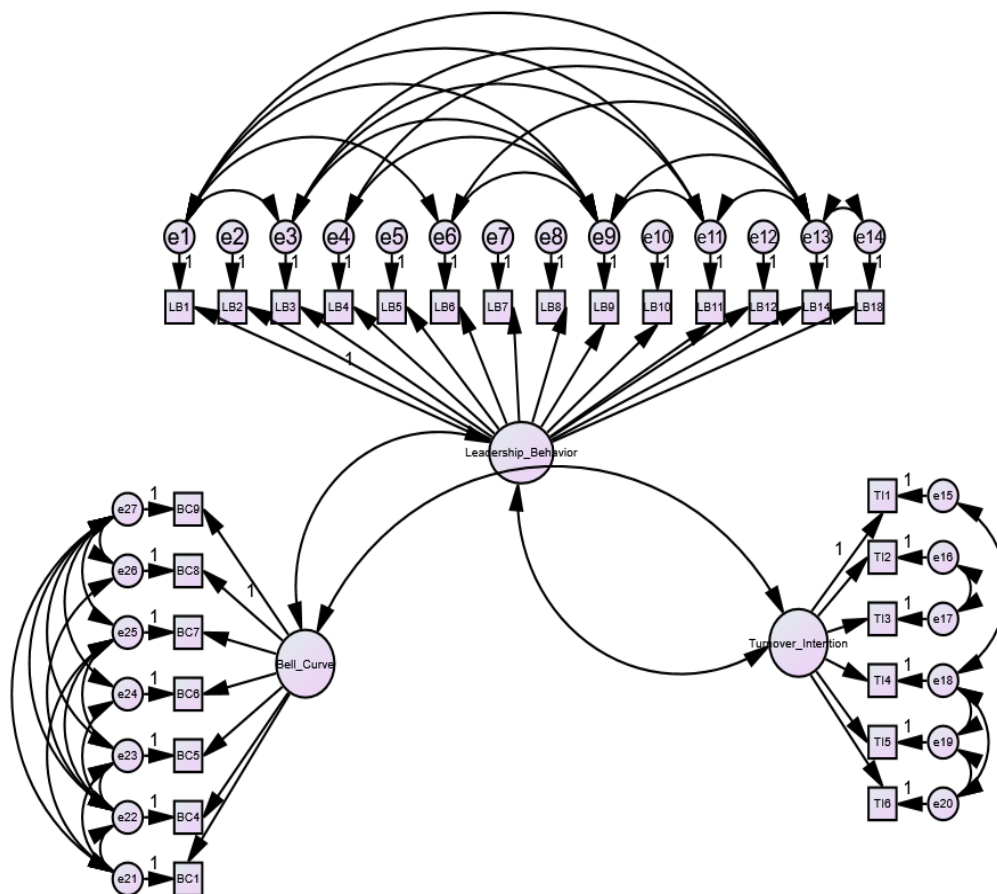


Figure 1: SEM

Table 3: Hypothesis result (H1)

			Estimate	S.E.	C.R.	P
Turnover Intention	<---	Bell Curve	.188	.051	3.683	***

The model results show in the table 4 the significant relationship between the BC & TI ($\beta = 0.188, p < 0.05$); thus H1 is accepted. Second hypothesis,

Table 4: Moderation effect

			Estimate	S.E.	C.R.	P
Turnover Intention	<---	Leadership Behaviour	.295	.064	4.586	***
Turnover Intention	<---	Bell Curve	.138	.050	2.734	.006
Turnover Intention	<---	Int_BC_LB	-.076	.046	-1.646	.100

Results shown in the table 5 shows insignificant interaction effect of the leadership behavior between the BC & TI, therefore it is concluded that there is no moderation effect between BC & TI.

Discussion

The organizations are trying to compete globally and gain wide sustainable growth in the market, to get this competitive advantages over the rival companies particularly in the O & G sector, companies intends to find the attitudes and behaviour of their workers (Dirani & Ponomarenko, 2021). The result shows that the current bell curve appraisal for the workers of O & G sector are in not in the favour of the appraisal system introduced and implemented in the companies. The results of the current studies are consistent with the previous studies (Mohmand et al., 2020; Na-Nan, Kanthong, Joungtrakul, & Smith, 2020; Nickols, 2007; Plachy & Plachy, 2021; Rana & Singh, 2021; Salleh, Amin, Muda, & Halim, 2013; Santhanamani & Panchanatham, 2016; Shah & Jabeen, 2021; Subramaniam, 2021; Ullah et al., 2021; Walsh, 2003). Workers feel discrimination and shows concern over these anomalies and disparities (Barclay, Skarlicki, & Pugh, 2005; Jahanzeb, De Clercq, & Fatima, 2020; Kee & Chung, 2021; Khattak, Khan, Fatima, & Shah, 2019; Khattak, Zolin, & Muhammad, 2020; Reknes, Glambek, & Einarsen, 2020; Syed, Naseer, & Bouckenoghe, 2021). Employees compare their self with other employees, and seek an equal treatment in view of the same input provided to the company services as others provide. The employees working in these companies want to quit the appraisal system, wherein they are graded on bell curve mechanism. Workers are not satisfied with this performance evaluation system and desire to practice some other supported and equal performance appraisal system, to recognize their efforts properly.

The present study contributes to the body of knowledge through the equity theory by Adams (1965). The researchers in the study elaborated the gaps in the connection, which has not been touched or filled. The previous studies revealed that, organizational injustice has been considered and studied which effects motivation and commitment of workers with organization,

further new directions are needed to explore for further studies particularly in developing countries like Pakistan. Moreover further studies are needed to compare the appraisal systems of multinational companies with the other companies and link the results and its effects. Further study is suggested to investigate other injustice elements involved in the organizations that lead to workers frustration and demotivation. Injustice in rewards, inequality in benefits could be discussed in future with large sample size to have more good level of generalizability. This investigation is contribution to the knowledge and give a new perceptive and directions, which is the novelty of the study.

Conclusion

The study concluded that, in the O & G sector attracting, developing, and retaining knowledgeable and skilled manpower is becoming a challenge and can shaped hazard situation in the near future. The management need to constitute a grievance committee to address employee's problems, by understanding the basics factors and to present way out. The study investigation show significant relationship, when employees are not treat with fairness , equity and justice, their level of disloyalty and demotivation will enhance, very less chances to continue with the companies. The study further revealed organizations to work more on the dark side of polices and procedure, and try to find its consequences on their workforce. The characteristics to sustain the competent and skilled full manpower in the organisations are still to be understand and future work in this capacity is needed.

Theoretical Contribution

This research study contributed to the scholarly literature hugely by broadening the complexity and scope of bell curve and turnover intention from the lens of Adams equity theory. The current study tried to fill the gap in the literature by addressing the important construct BC and TI that what individual reacts to unfairness and inequity in appraisal in the O & G sector. The assume influences in the investigation reflects the attitude and behaviour of the workers towards the injustice in their appraisal system. The results of the study is contribution towards the knowledge of body the predictability element of these results align with the theoretical foundations of this study. The study finding shows the organizational injustice through the lens of equity significantly impacts TI in the particularly in under developed countries, which was un cleared that how it effect workers motivation and disloyalty to companies in a developing countries (Tan & Taeihagh, 2020). The current study investigations concentrated on blur boundaries of the organizational injustice, which was not answered. Second contribution of the study, the interaction effect of leadership behaviour on the injustice and unfairness in the organization has

is insignificant in the study. Employees do not consider responsible the attitude of leaders in the anomalies and disparities they are facing.

Practical implication

O & G sector in Pakistan has very vital and mandatory role in the country financial status, for a developing country it works like strong helping hand (Atil, Nawaz, Lahiani, & Roubaud, 2020). The development and growth of any organization is depend on the sustainability and quality of their employees (Leitão, Pereira, & Gonçalves, 2019). The organizations need to focus on the attitudes, behaviour of the workers that effect the employee's motivation, loyalty and commitment, which ultimately effect the performance of organisations (Fatima et al., 2020). First there should be fair and non-biased performance appraisal system in the companies to make the operations smooth and sustainable. Second, the appraisal system should be review from different aspect and try to find its connecting issues with workers to address their anomalies, and ensure the equity based environment, for a successful and sustainable business activities. Third, companies should invest in some others business, or land properties to maximize the profit, so it can handle workers appraisal financial burden easily and can result into an equal good appraisal system. Fourth, organization should provide an open forum to workers to listen their problems and respond quickly to meet justice.

Limitations and future directions

The present study has some limitation, First some other aspects need to be investigated that influence the appraisal system and its effect on other attributes of workers attitudes and behaviour to get more broader perspective of the phenomena. Second, the study is investigated in one country context and one sector only, the generalizability of the study is limited, and therefore the study can be investigated in other sector to get more broad perspective. Third the study has investigated the moderation effect of leadership behaviour, therefore in future mediation effect can be investigated for further elaboration. Fourth the data applied in the current study is a cross sectional, therefore in future it can be investigated as longitudinal for in depth learning the constructs. Moreover futures studies can be investigated on some other connected injustices happening with workers like, unfairness in rewards, direct compensation and indirect compensation, organizational politics, employee victimization.

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