



Research Article

Perceived organizational support and employer branding approach towards employee retention: Evidence from banking industry

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ABSTRACT

The purpose of this study is to investigate the relationship between Perceived Organizational Support (POS) and Employee Engagement (EE) and Employee Retention (ER). It considers three aspects of EE: vigor, devotion, and absorption with POS. The study employs cross-sectional design, and data were collected through web-based and paper-based self-administered survey questionnaires. The questionnaires were distributed in the banking industry of Pakistan. A random sampling method was used to amass the data from Managers, Operation managers, Cash Officers, and General Banking Officers. The correlation and regression analysis were done using SPSS-23. The results indicate that POS has a positive and significant relationship with ER. Further, the POS has a positive and significant relation with two dimensions of EE; vigor and dedication contrary to EE-absorption dimension. In short, the workers engage and manage their responsibilities with dedication and vigor in reciprocation to the support and value given by their organization. With regard to employer branding strategies, POS plays a vital role in employee retention. Organizations need to devise such measures to attract and hold employees in this competitive business environment. Among other strategies, a consultative-feedback mechanism among the employees within the organization will certainly enhance employees' trustworthiness, consequently, would attract, engage and retain personnel in organization. This study tested POS in the Pakistan's context with a particular focus on banking industry; research on POS in terms of engagement in banking sector is rare. The results submit that firms that hold organizational support system as employer branding strategy flourish in keeping and retaining their employees for an extended time.

Keywords: *Perceived Organizational Support; Employer Branding; Employer Retention*

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1. INTRODUCTION

The change is constant in life; every business organization experience changes every day and change affects a business in one way or other yet, an organization responds to any change by devising certain strategies to manage men and material resources in this constantly changing environment. Among others, Human Resource Management (HRM) is vital component for survival and development of any business entity in today's technology-driven era; besides work-life balance, employee engagement and retention of talented personnel is one of the biggest challenge for almost every organization (Das &



Baruah, 2013; Ghani et al., 2022; Singh, 2019). Talented personnel is one of the important element in any business entity, whose maintenance and management can serve a strategic tool for realization of organizational goals (Arasanmi & Krishna, 2019; Tlaiss et al., 2017). The replacement cost of important and talented personnel requires hefty amount like the cost of hiring, and training a new employee which ultimately harms the performance of an organization. Furthermore, when skilled employees leave a company, they can take a wealth of information and skills with them consequently, the organization risks losing the employee as well as private information to rivals. In simple terms, an organizations' long term health and prosperity is dependent on the retention of its important people hence, in order to address this employee turnover, organizations need to develop an integrative attraction and retention policy to preserve skilled employees Rombaut and Guerry (2020) like employer branding.

Employer branding comprises of the "functional, economic and psychological benefits" furnished by a firm to his personnel and has been recognized as a distinctive, robust and an effective approach for employee attraction and retention in any firm (Arasanmi & Krishna, 2019; Michaels et al., 2001). However, employee engagement is a way of appreciating employees' efforts at workplace thus, making the personnel active and productive in a firm. The two concepts employer branding and employee engagement are interlinked with each other; former attracts better aspirants and the latter deals with people already hired who love working with an organization. Further, employer branding traits are positive for firm's standing, and used for attraction of prospective personnel (Dabirian et al., 2019; Ganzeboom, 2022) thus, has fascinated more consideration in the growing literature due to demand of capable, experienced and expert employees. Employer stature help develop organization's competitive advantage; and employer branding also supports for the attainment of employees' hopes and desires since employees' exchange support, care and help provided from organizations with dedication, devotion and enhanced performance. Therefore, the firm must enthusiastically ensure employees' hopes and desires to boost employee engagement and retention. To a greater extent, dextrous personnel have appeared as the significant competitiveness enabler, thus, a firm requires to invite and retain talented human asset. Employee retention is one of the important dimensions of strategic HRM to sustain a competitive advantage for organizations, in order to have a wide pool of competent and experienced employees in hand at all times to carry out human resource activities inside the firm as managing talent inside a company is as essential approach for keeping outstanding employees (Narayanan et al., 2019). Nevertheless, firms experience difficulty in retaining and engaging skilled employees; as the employees' intention to leave or turnover intention is still a major concern for many types of organizations, since the labour market has shown scarcity of competent and skilful employees (Ashfaq et al., 2020). In addition to employee retention, employee engagement is also considered an important factor in achieving productivity and profitability Ismail et al. (2019); Jaharuddin and Zainol (2019), and reduction in employee turnover; correspondingly, Badal and Harter, (2014) established, the notion of engaged employees may end in collective financial performance to firms as matched to those organizations which do not engage personnel.

In short, employee engagement is observed as a critical concept behind vital employee performance at work (Barik & Kochar 2017).

Much of the research is available on employer branding strategies (Barbaros, 2020; Deepa & Baral 2019; Gulati 2019), its effectiveness (Mouton & Bussin, 2019) and as an attraction technique in firms' (Bhasin et al., 2019; Chhabra & Sharma, 2014; Maheshwari et al., 2017). Some studies are present on the link between employer branding and employee retention (Arasanmi & Krishna, 2019; Matongolo et al., 2018) while, a few research work is existent pertaining to employee branding and employee retention with respect to banking sector (Ahmad et al., 2020; Rana & Sharma, 2019). Despite numerous studies, there seems dearth of literature in the relationship between employer branding and employee retention with particular focus on employees in banking sector. In order to shorten the knowledge gap, this study examines the impact of organizational support as an employer branding strategy on employee retention in the banking sector. The scope of this study is limited to organization's employee engagement dimensions of vigor, dedication and absorption in banking industry of Pakistan. This study further attempts to contribute to employer branding theory by examining the impact of organizational support on talent management strategies.

The article is ordered: the second part is the literature review and research hypotheses. The third part presents the methodology employed and the fourth part contains data analysis and results. The last part discusses findings, implications and limitations of the study.

2. LITERATURE REVIEW

2.1. EMPLOYER BRANDING, ORGANIZATIONAL SUPPORT AND EMPLOYEE RETENTION

As aforementioned, employer branding comprises of the “functional, economic and psychological benefits” furnished by a firm to his personnel and has been recognized as a distinctive, robust and an effective approach for employee attraction and retention in any firm (Arasanmi & Krishna, 2019; Michaels et al., 2001). Further, employer branding traits are positive for firm's standing, and used for attraction of prospective personnel (Dabirian et al., 2019; Ganzeboom, 2022). Employees are the valuable asset of any organization Posner et al. (1986), realizing the importance, organizations invest time and resources in attracting the best employees Singh, (2019) after the lengthy process of recruitment and selection organizations select the best employee so, firms do not want to lose their employee however, need to retain their employees for a longer time (Ibidunn et al., 2015; Sutanto & Kurniawan, 2016). Yet, retaining the best employee has become a challenge for the human resource department of an organization as there is no dearth of opportunities for a talented person. Many studies were conducted on employee retention that shows employee turnover harms organization performance (Djajasinga, et al., 2021; Ogony & Majola, 2018).

Organizational support suggests that organisations value and care for their employees' well-being as a result of their contributions to the organisation. Managers' support allows

employees to be committed to their jobs and organisations (Arasanmi & Krishna, 2019). When an organization cares about the wellbeing of their employees and values their work and contributions, an employee gets engaged and does not leave that organization, thus an organization can retain an engaged employee when they make their employees believe that the organization care for them. Moreover, some studies suggest that employees' self-identity needs to be incorporated into organizational membership and role status as a result of their view of being appreciated and cared for by the organization (Brief & Motowidlo, 1986; George & Brief, 1992; Podsakoff, et al., 2000), which will boost pro-social acts performed on behalf of the organization. Furthermore, according to Organizational Support Theory (OST) "when the organization values employee participation, it will produce the perceived organisation belief, which helps the organization improve employee retention" (Rhoades & Eisenberger, 2002). In short, organizational support is one of the important and effective gear that guarantee employees' grasp on the job in reciprocation of the value given from the organization hence a commitment to work warrant that personnel remain in the firm for long tenure. Thus, higher perceived organizational support can reduce absenteeism, increase performance and employee retention (Krishnan & Mary, 2012; Kumar et al., 2018). Perceived Organizational Support (POS) is important to both employer and employee; for employer, the strategy to value skilful and knowledgeable personnel motivate staff to organizational commitment and stay longer on the job while, for employee POS help feel good and satisfied at workplace which also ultimately make employee to remain associated with the company for longer tenure.

On the other hand, employee retention is "a process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the project" (Kyndt et al., 2009). Numerous studies are conducted in different organizations to identify the factors such as work life balance, which influence the retention of employee within the organization and their level of engagement (Pandita & Singhal 2017; Riyanto et al., 2019). With respect to the demographic relationship between Quality of Life (QoL) and satisfaction, and the relationship between satisfaction and retention rate there is a significant difference between the demographics and satisfaction of the Quality of work-life (QWL). It is found that satisfaction with personal growth and compensation significantly positively impacts overall retention (Parveen et al., 2017). Frank et al. (2004), explained the personal and organizational elements that impact employee retention however, employee learning was given additional attention in the study since it appears to be an essential component in retention and concluded that employee recognition and engagement have a significant role in employee retention. Further, in the work of Alias et al. (2014), on talent management, employee engagement and retention, authors argued that engaged employees are more likely to stay with organization for a longer period thus there is a positive link between employee engagement and employee retention and talent management practices. Moreover, the support from the immediate boss, equality level in the office, non-monetary rewards are also significantly related to employee engagement Jaya (2019), besides this, leadership styles both transformational and transactional too impact on personnel happiness and

dedication to the firm (Adetunji & Vu, 2021; Khalid et al., 2016). Motivation, internal or external also contributes in employee retention, this can be influenced by many ways like work-life balance, pay and package, career growth, progression and such other factors thus, employees who are ignored by organizations are most likely to quit (Shah & Asad, 2018; Siddiqui, 2018). However, job stress has an opposing impact on employee retention, and the workplace stress can be psychological, perceptive or social; all such natures of stress show a negative effect on staff's performance causing absence, inefficiency, despondency which ultimately leads to increase turnover (Masood, 2013). Therefore, HRM professional must adopt a pre-emptive strategy in dealing with defective turnover Holtom et al. (2005) as the performance and productivity of the firm is moderately affected by the departure of a skilled person (Samuel & Chipunza 2009). Thus, organizations bear both the loss of skilful or knowledgeable employee and the significant cost linked with turnover (Sawaneh & Kamara, 2019).

It is generally agreed that organizational support has positive impact on employee outcome: numerous studies have established that POS has an employer branding and retention element (Arasanmi & Krishna, 2019; Eisenberger et al., 2001; Macey & Schneider, 2008). In the backdrop of previous studies, this paper adds three other POS dimensions of vigour, dedication and absorption to offer further facts since there are minimal research available on the reconciling impact of employee dedication in the relationship between POS and employee branding aspect and employee retention.

2.2. THEORETICAL FRAMEWORK AND HYPOTHESES

Social Exchange Theory Riyanto et al. (2019), has been considered an effective concept for appreciation of affable behaviour at workstation Cropanzano and Mitchell (2005), SET state that at the time employees sense that they are supported by the firm, they will reciprocate with some valuable return. Blau (1964), contends that POS ends in shared consequences; the social reciprocity encompasses support and conditional mutual connections among actors in symbiotic settings. The social interaction includes behaviours that are contingent with rewards from others, and ends in equally favourable relationship; these social exchanges may contain investment of in resources, efforts, attachment, and assurance for some benefits. The exchanges that employees share at workplace are whether the positive or negative feelings about their organization (Taylor & Pillemer, 2009; Tsarenko et al., 2018). Further, SET may aid to appreciate why employee decide to leave or stay on the job thus, this study considers SET a relevant model in the context of employee engagement and employee retention.

2.3. EMPLOYEE ENGAGEMENT AND POS

Employee engagement (EE) is a way of appreciating employees' efforts at workplace thus, making the personnel active and productive in a firm. The two concepts employer branding and EE are interlinked with each other; former attracts better aspirants and the latter deals with people already hired who love working with an organization. Engagement is regarded having elements of "energy, involvement, and efficacy, a contrary to exhaustion, cynicism, and lack of professional efficacy" (Marlash & Leiter, 1997)

similarly, engaged staff has a feeling of energetic and effective liking with their job and view themselves as entirely fit and fine with the job. Schaufeli and Bakker (2001), have recognized three aspects of work-related well-being: firstly, activation- a process of stretching from exhaustion to vigor: whereas, vigor is regarded as a higher level of mental spirit and energy while at work, and inclination to devote effort in one's work even in the hitches. Secondly, identification, meaning that going from cynicism to dedication and dedication is viewed as sense of importance, inspiration pride and challenge. And lastly, absorption is the state being fully involvement to one's work however, burnout is opposite to engagement which is an admixture of exhaustion and cynicism. Besides, burnout contains decreased professional effectiveness and ultimately burnout, leads to turnovers (Csikszentmihalyi & Csikzentmihaly 1990). Therefore, aforementioned element contributes in employee retention within an organization. Employee retention (ER) is a method whereby employees are supported to continue their job with the organization for a prolonged period or until the accomplishment of the project (Kyndt et al. 2009). Lam et al. (2015), mentioned employee retention as the amount of time an employee passes in a firm, it mirrors the stability of employment within an entity and also shows the inclination of personnel to work in one organization. However, POS denotes to "employees' perception concerning the extent to which the organization values their contribution and cares about their well-being" (Eisenberger et al. 2001). POS has been found to have important consequences on employee performance, their well-being and strengthens employees' adaptability to the firms' setting thus can increase employee retention. With reference to proof from earlier studies, it is theorized that: There is a positive relationship between POS and employee retention (Fig.1).

Pertaining to employee engagement aspect of organizational support and as an employer branding feature will influence employee well-being to remain with a firm. Organizational support has been verified in diverse situations and revealed positive performance results (Park et al., 2018). Previous studies indicate that POS and work engagement have affective commitment (Gokul et al., 2012); further, it was concluded that engagement mediated the association between POS and affective commitment. Akin to earlier studies, it is supposed that organizational support will affect and augment vigor and dedication towards work and also will engross employee to absorption in their work, consequently, will help satisfy with the job. Based on the above:

H1(a): There is a positive relationship between POS with EE-vigor.

H1(b): There is a positive relationship between POS with EE-dedication.

H1 (c): There is a positive relationship between POS with EE-absorption.

H2: There is a positive relationship between POS and employee retention.

H3: There is a positive relationship between Employee Engagement and employee retention.

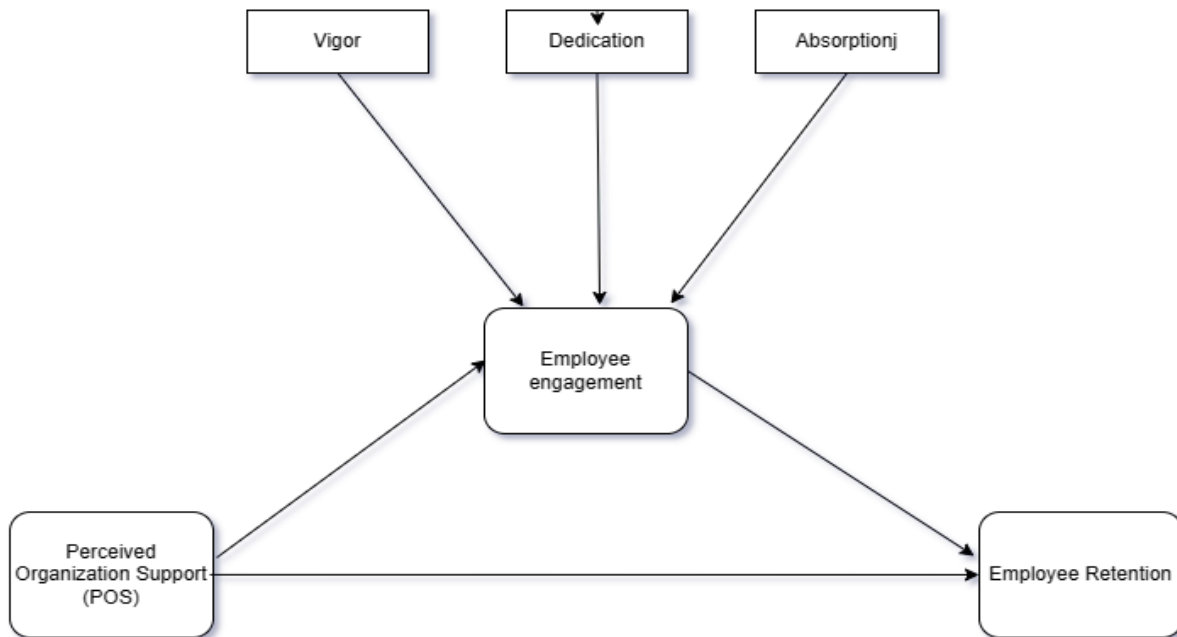


Fig. 1. Conceptual framework

3. METHODOLOGY

This study employed the cross-sectional and quantitative survey method. For the purpose of data collection, the developed questionnaire of Schaufeli et al. (2002), was used aimed at measuring employee engagement while for the determination of employee retention the settled questionnaire of Kyndt et al. (2009) was utilized. However, Eisenberger et al. (1990), scale was adapted to gauge the POS. The research participants were employees of commercial banks in Pakistan and their participation in the research was voluntary. A combination of hard and soft form survey method was used Korejo et al. (2023), an online self-administered questionnaires were sent to the managers, operation managers, cash officers, and general bank officers. A total of 120 questionnaires were collected from different banks and after cleaning of data and missing value analysis only 111 questionnaires were used to test the hypothesis. Table 1 shows the demographics of the respondents. In which out of 111 respondents 77 were male and 34; among all, 91 employees were on permanent job position and 20 were contract employee; some 56 respondents were in the age group of 20 to 30 years, 39 in the age bracket of 31 to 40 years whereas, 16 respondents belonged from the group of 41 to 50. It was also noticed that some 23 respondents were at Managerial position, 17 at Operation Managers, 9 as Cash officers, 15 as General Banking Officers and 47 recoded other designations. With regard to respondents' departments: 4 in HRD, 21 in Accounts department, some 29 in the Sales, rest 75 found in other departments of the bank.

Table 1. Demographics

Demographic Variables	111
<i>Gender</i>	
Male	77
Female	34

Demographic Variables	III
<i>Employment Status</i>	
Permanent	91
Contract	20
<i>Age</i>	
20-30	56
31-40	39
41-50	16
<i>Designation</i>	
Manager	23
Operation Manager	17
Cash Officer	9
GBO	15
Other	47

3.1. RESEARCH MEASUREMENT

All the respondents were asked to indicate the level of agreement on 5 points Likert scale ranging from 1 to 5 (1= strongly disagree, 2=disagree, 3= neutral, 4=agree, and 5= to strongly agree).

3.1.1. Employee Engagement

A 17 item scale suggested by Schaufeli et al. (2002), was used to measure employee engagement on three dimensions vigor, dedication, and absorption. For vigor 6 items were adopted, like "when I get up in the morning, I feel like going to work", "at my work, I feel bursting with energy"; "I continue working for a very long period at a time"; "at my job, I am very resilient mentally"; and "at my job, I feel strong and vigorous". For the dedication dimension of employee engagement, 5 items were embraced, "to me my job is challenging", "my job inspires me", I am enthusiastic about my job", "I find work that I do full of meaning and purpose. And for the last dimension of absorption 6 items were used "when I am working, I forget everything else around me", " time flies when I am working", " it is too difficult for me to detach myself from my work", "and I feel happy when I am working". The Cronbach alpha of 0.931 was recorded.

3.1.2. Perceived Organization Support

The measurement items of POS were adopted (Eisenberger et al., 1990). The 16 items scale revealed high reliability with Cronbach alpha of 0.931, two items were reverse coded "if my organization could hire someone to replace me at the lower salary, he/she would do so" and "if given the opportunity my organization would take advantage of me".

3.1.3. Employee Retention

For the determination of ER 11 items from the developed questionnaire of Kyndt et al. (2009) was utilized, respondents were asked to answer "within this bank my work gives me satisfaction" and I have checked out a job in another company previously" however, there were three questions that were reverse coded, "I am planning to work for another company within three years", "if I could start over again, I would choose to work for

another company", and "if I receive an attractive job offer from another company would take the job". The scale's reliability value was 0.717 higher than the acceptable level.

3.2. RESULTS

The study employed the Statistical Package for the Social Sciences (SPSS)-23 software for data analysis. Description in terms of mean and standard deviation of three dimensions of EE: vigor, dedication and absorption, POS and ER, are mentioned in table 2 along with correlation coefficient of the dependent and independent variables. vigor dimension of EE appeared significantly and positively correlated with POS $r=.363$ ($p<0.01$), however, absorption dimension of EE showed positively correlated with POS but insignificant with value $r=.136$ ($p<0.01$), whereas, dedication dimension of EE found to have a significant positive correlation with POS with $r=.285$ ($p<0.01$), and ER also proved significant and positively correlated with POS having $r=.487$ ($p<0.01$). Overall, correlation appeared significant at the level 0.01 level (two-tailed).

Table 2. Mean, Standard deviation, and correlation of the variables.

Construct	Mean	SD	1	2	3	4	5
1.POS	3.498	.60942	1				
2.EE (vigor)	3.328	.55438	.363**	1			
3.EE (absorption)	3.3624	.49382	.136	.296**	1		
4.EE (dedication)	3.5661	.78129	.285**	.530**	.347**	1	
5.ER	3.3295	.63862	.487**	.306**	.414**	.443**	1

Regression analysis was carried out to find the contribution of POS towards EE and ER. Table 3 shows POS as the predictor of EE and ER: Linear regression of vigor dimension of EE with POS suggests a change of 12.4% statistically significant at p-value ($p=0.000$) and the beta value of $B=.363$, therefore H1 is accepted. Regression analysis of dedication dimension of EE with POS demonstrates a change of 7.3%, which is significant at the p-value ($p=0.03$), beta coefficient of 0.285 indicates a positive change in POS through EE-dedication; hence, the H2 is also supported. However, the linear regression of EE-absorption indicated that a variance of 0.9% is not significant thus H3 is partially supported with a beta value $B=0.136$. Whereas, the linear regression for ER and EE-engagement exhibits the variance in dependent variable POS, which is caused by ER at 23.7% statistically significant p-value ($p=0.000$) that says the relationship is significant thus the hypothesis H4 is also accepted. B value of 0.487 shows that POS has a positive impact on ER.

Table 3. Regression Analysis

Predictor: POS	Variables	Beta	Adjusted R square	p-value
EE	Vigor	0.363	0.124	0
	Dedication	0.285	0.073	0.003
	Absorption	0.136	0.009	0.16
ER	Retention	0.487	0.237	0

4. DISCUSSION

Results of this study exhibit numerous patterns in the tested assumptions. Almost all of the hypotheses in this work were significantly supported except H3 which was partially sustained. This after-effect of EE-absorption may be a result of cultural differences in districts of Sindh; however other two measurements demonstrate predictable outcomes in conformity with the investigations of Caesens and Stinglhamber (2014), that when workers feel more supported and valued by their organization, thus sense high self-adequacy which ultimately make engage employees to discharge their responsibilities with dedication and vigor. The result endorses organizational engagement aspect of organizational support has a significant positive impact on ER and POS as an attribute of employer branding can expressively predict ER since employees require some organizational support to fulfil their socio-economic needs. Organization with caring policies can sustain their personnel for extended time. This is valid because employees' desire to work in a favourable environment that provides care and support to their staff tend to remain in the organization for extended time. Thus, a firm must devise strategies that care, attract and sustain employees. The findings are also confirmed with earlier and current studies on the influence of organizational support (POS) on ER, resulting lengthy job tenures within a firm Arasanmi and Krishna, (2019); Ghosh & Sahney, (2011); Ghosh et al. (2013); Khan and Lakshmi (2018), and signify that organizational support from top management, supervisors, seniors, employee well-being and work-life balance have affirmative influence on employee retention. Khan and Lakshmi (2018), denote that workers who experience higher administrator or organization support are bound to respond with more prominent degrees of engagement in their work; further, employees are also bound to have an excellent relationship with their manager, which also drives them to have more hopeful perspectives and behaviours. There exists a remarkable association between peer help and supervisory support which also promote performance in the firm (Muduli & Raval, 2018; Swancott & Davis, 2022).

Furthermore, previous studies also corroborate with the aforementioned results, that POS enhance EE: that, employees tend to reciprocate the support given from the organization, meaning that, the monetary or potentially non-monetary help acquired from the organization, they feel obliged to reimburse the organization with more prominent degree of engagement. However, when the organization offers less or no support to their employees, personnel might disengage themselves and disassociate from participation consequently get detached from the organization (Dabke & Patole, 2014; Liu 2019; Sihag, 2021). Similarly, workers put more energy at workplace, when they are appreciated or valued while completing the task related to their positions thus feel trusted and tend to engage happily in the organizational activities (Thakur & Arora, 2022).

4.1. RESEARCH IMPLICATIONS:

With regard to employer branding strategies, POS plays a vital role in employee retention. Organizations need to devise such measures to attract and hold employees in this competitive business environment. Among other strategies, this can be achieved through

a consultative-feedback mechanism among the employees within the organization. This will certainly enhance employees' trustworthiness thus attract, engage and retain personnel in organization.

The findings construe that, manager must be conscious to introduce such measures that increase organizational support, as employees greatly respond to the support given to them at workplace. Furthermore, the organizational support encourages employees to contribute for organization's benefits, can be achieved through different events like supporting environment, arranging facilities, and other related strong factors that would increase firms' performance.

4.2. LIMITATIONS AND FUTURE DIRECTION

This study is a cross-sectional in nature, the model is tested in banking service organization and has few limitations, like employees' self-report data; quantitative design may not draw deeper insights; limited sample and specified geographical selection may not represent the true results. Future studies may can test the model in the context of manufacturing firms while changing demographic variables such as organizational behaviour and human resource behaviour constructs, like employee happiness, work-life balance, psychological well-being, and organizational citizenship behaviour are a few of the research areas to be considered in the model for future studies.

5. CONCLUSION

Organisational support has shown vital benefits for both employer and employees' thus, this study examined POS as an aspect of employer branding on employee engagement and ultimately employee retention in a banking sector organization. The result validate organizational engagement aspect of organizational support has a significant positive impact on ER and POS as an attribute of employer branding can expressively predict ER since employees require some organizational support to fulfil their socio-economic needs. The correlation validated hypotheses: EE-vigor; EE-dedication however, one EE-absorption was partially accepted, his after-effect of EE-absorption may be a result of cultural differences. This underlines the significance of POS and the impact on employee engagement and employee retention thus, commitments, and endeavours of employees probably have less turnover rate and employer can hold their valuable employees for a longer time frame. This study adds to the literature POS as a positive factor that has a significant impact on employee engagement that ultimately will add to the growth and performance of the organization in the longer term. This would not only affect the performance of employees but also the performance of the organization positively, which will create a positive work environment, positivity, and self-worth in an employee will also be an extra outcome where both employee and employer will get benefits in the short and long run.

Author Contributions:

Sanam Soormo “Conceptualization, introduction, methodology, data collection and data analysis, Erum Naseer Korejo; Discussion and conclusion part, Asma Hussain, Literature review, Data validation, Muhammad Saleem Korejo, owriting—review and editing, Dr. Khalil Ahmed Chana , supervision.

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