



## Training & Development, Organizational Commitment and Turnover Intentions in Financial Sector Moderating Role of Constituent Attachment

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### ABSTRACT

This paper examines how training and development leads to an impact on employees' intention to leave in the financial sector, with commitment to the organization as a mediating variable and constituent attachment as a moderating variable whereas training availability, learning motivation, and manager's support for training play roles as independent variables. A quantitative strategy was employed, using a survey form to get information from a random stratified sample of financial sector employees. Smart PLS was employed to analyse data., and SPSS for demographic analysis. Three hundred surveys were sent out, and seventy percent of them were returned.(n = 210) out of which only 204 responses were valid. The findings indicate that training and development and motivation to learn don't have any influence on turnover intentions, with organizational commitment mediating this relationship. Constituent attachment doesn't moderates The relationship between organisational commitment and intention to leave whereas only managerial support for training significantly influence turnover intention. The findings suggest that financial sector organizations can reduce turnover intentions by investing in training and development, fostering commitment to the organization, and promoting constituent attachment.



## Introduction

Achievement and expansion in an organization rely upon several variables, such as demands from employees, learning incentives, and improvement, and organizational commitment (Al-Emadi &

Marquardt, 2007). Owing to its importance, scholars have been looking into their correlation in various fields using various sets of variables (Dhar, 2015). In previous studies, it has been demonstrated that companies with well-designed training and development programs experience sustained growth and improved organizational performance (Newman, Thanacoody & Hui, 2011). The human resources department is essential to an organization's success. In addition to handling traditional HR tasks, the HR department is responsible for making sure that all of an organization's workers are highly qualified and driven. As a result, they must create training and development plans that adapt to the changing needs. These initiatives offer a number of advantages (Bulut & Culha, 2010). Businesses may have a competitive advantage due to their pool of skilled labor. It will increase the companies' appeal to prospective and new hires alike. Because of the prospects for career advancement, current employees might not be inclined to leave the company. Their excellent output and contentment at work may lead to a notable rise in organizational commitment and performance. However, businesses may be able to draw in fresh, qualified workers, which could aid in the growth of human resources (Ehrhardt, Miller, Freeman & Hom, 2011) and (Siegel et al., 1997).

Workers are a company's most valuable asset. As a result, businesses need to make sure that their staff members are highly motivated and committed. Establishing a long-lasting connection between workers as well as a company requires these elements. Workers are motivated by monetary incentives. However, the majority of them prioritize the career of an organisation's advancement prospects as well as work environment over monetary compensation. The references cited are (Bulut & Culha, 2010) and (Bagher, Yap, Holmes, Hannan & Cukier, 2010). In light of this importance, we have created a new model and investigated how "instruction, learning motivation, and managerial backing for organisational commitment" affect an organization's commitment. Additionally, an evaluation was conducted for managerial support for organisational commitment, learning motivation, and training" In addition to the three mediating effects, we have also examined the moderating influence of constituent attachment on turnover intentions.

### **Background of the Study**

The financial industry is a highly competitive and constantly evolving field, where employee development and retention are crucial for businesses to remain on the cutting edge. Investing in initiatives for training and development is essential to improve staff competencies and knowledge, resulting in enhanced organisational and performance success. Building a committed workforce is vital, as it leads to increased employee engagement, motivation, and dedication, ultimately reducing turnover intentions. However, the financial sector has been plagued by high turnover rates, resulting in significant costs and losses for organizations. Current research underscores the significance of training and development in mitigating turnover intentions; however, there is a necessity for additional studies tailored to specific sectors to tackle the distinct challenges and opportunities present within the financial industry. Training's Effects and development regarding plans for turnover and organisational commitment may vary depending on individual factors, and the financial sector's ongoing transformation and increasing regulatory requirements make it imperative for organizations to prioritize employee development to remain competitive. The consequences of employee turnover are severe, including loss of talent, expertise, and customer relationships, making it essential to understand the factors influencing turnover intentions.

## **Problem Statement**

This study helps us in identifying what specific training and development interventions can financial institutions implement to strengthen the commitment of the organization and reduce intentions to leave among their employees, thereby mitigating the consequences of talent loss and knowledge drain?

## **Gap Analysis**

Despite the established link between education and advancement organizational commitment, Regarding turnover intentions, the body of research to date is severely lacking.:

- Limited Studies have explored the specific training and development needs of financial sector employees, particularly in the context of rapid industry changes and technological advancements.
- Few studies have investigated the mediating mechanisms by which In the financial sector, Organizational dedication and plans to leave are influenced by training and development.
- Existing research has primarily centered on the individual level outcomes of training and development, neglecting the results at the organizational level, such as knowledge retention and performance improvement.
- There is a shortage of longitudinal studies that investigate the long-term consequences of training and development on commitment to the organization and intentions to leave in the financial sector.
- The financial sector's unique characteristics, such as high stress and long working hours, have not been adequately considered in existing research on training and development, commitment to the organization, and plans to leave.
- Addressing these gaps can provide valuable insights for financial institutions to design effective training and development initiatives, strengthen commitment to the organization, and decrease turnover intentions.

## **Research Objectives**

To explore the mediating mechanisms by which training and development influence organizational commitment and employees intentions to leave in the financial sector.

## **Research Questions**

1. What relationship exists between organizational commitment and training and development for workers in the financial sector?
2. How does training and development impact turnover intentions among financial sector employees, and what are the underlying mechanisms?
3. "What specific training and development needs of financial sector employees are most strongly associated with increased commitment to the organization and reduced turnover intentions?"

## **Significance of the Study**

This research investigates the crucial relationships between training and development, commitment to the organization, and plans to leave. in the financial sector.The results will provide valuable

insights for financial institutions to design effective training programs, foster employee commitment, and reduce turnover rates. By exploring these connections, this study aims to:

- Enhance employee retention and reduce recruitment costs in the financial industry.
- Inform evidence-based training strategies to boost work satisfaction and employee performance.
- Contribute to the development of theoretical models explaining the linkages between training, commitment, and turnover intentions.
- Offer actionable recommendations for financial organizations to improve their human resource management practices.
- Shed light on the specific needs and challenges of the financial sector, informing tailored HR interventions.

## **Literature Review**

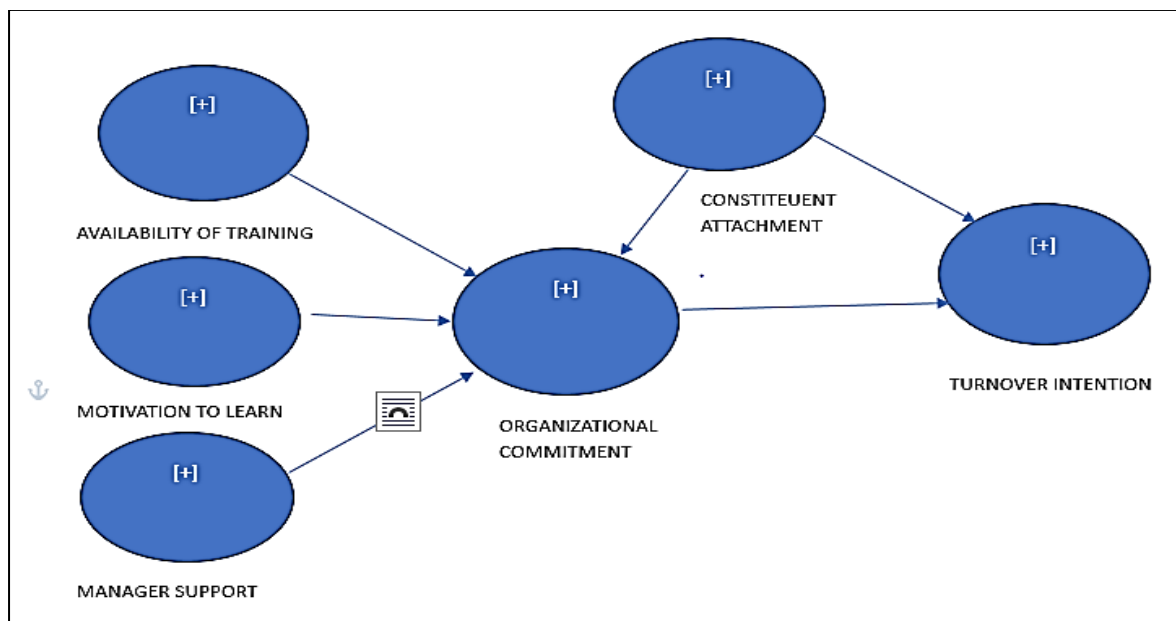
### **Organizational Commitment**

In 2006, a study was conducted at Lahore School of Economics by Aamir Ali Chughtai and Sohail Zafar in the field of Applied H.R.M. Research. The research aimed to Examine the elements that contribute to the the organizational commitment of university teachers in Pakistan. It explored different personal traits, aspects of job contentment, aad the elements of fairness inside organisations. The conclusion of the study'shed light on the significant factors that influence the commitment of these teachers. A questionnaire was employed to gather data from full-time faculty members at 33 universities located in Pakistan's largest cities including Lahore, Islamabad/Rawalpindi, and Peshawar. In total, 140 questionnaires were distributed to the participating universities for this purpose.

Our research focuses on the relationship between organization commitment and three key factors: personal traits, aspects of aspects of organisational justice and job satisfaction.The study's findings suggest a strong connection between the individual traits, job satisfaction, organizational fairness, and the commitment of teachers to their organization.When examining the factors that contribute to commitment, it was discovered that distributive justice and trust in management emerged as the most influential factors. Additionally, the correlation between turnover intentions and commitment was negative. while a positive correlation was noted between commitment and self-report measure of job performance.

In 2019, researchers Amlan Haque, Mario Fernando, and Peter Caputi published a study in the Journal of Business Ethics examining the link between ethical leadership, company loyalty, and staff retention: A study of Australian workers in Australia.The study highlights that modern leaders face increasing pressure to lead more responsibly. Yet, few studies have looked at how ethical leadership impacts employees and organizations. This paper applies the Social Identity Theory with the Psychological Contract Theory It explores how ethical leadership relates to company loyalty, considering the role of staff turnover intentions. The researchers surveyed200 Australians working full-time online. Findings show that perceived ethics notably in leadership affects employees' company loyalty and their intentions to leave. Furthermore, the direct link between ethical leadership and company loyalty was partly explained by employees' turnover intentions (Butt & Yazdani, 2023).

The 2011 study by Alexander Newman, Ranjith Thanacoody, and Wendy Hui, titled "A study of multinational corporations in the Chinese service sector examined the effects of employee perceptions of training on organizational commitment and turnover intentions." examines how employee views of training affect commitment to the organization and how that commitment relates to plans to leave. a poll based on information from 437 Chinese workers at five international companies that provide services in China. Three variables demonstrated a strong good relationship: coworker and supervisor support for training, emotional organisational commitment, and perceived availability of training. The only factor that was shown to be significantly correlated with continued commitment was perceived training availability. Additionally, a substantial adverse relationship between the two organizational commitment components and employee intentions to leave is confirmed by our findings. The research findings affirm the validity of social exchange theory, emphasizing the pivotal role of training in fostering emotional attachment to the organization and mitigating employee turnover rates.



**Figure 1: Conceptual Framework**

### Conceptual Framework

Our research proposes a novel framework for understanding the complex relationships between training opportunities, employee commitment, and turnover intentions. This framework comprises four primary hypotheses, three indirect pathways, and one moderating influence. By examining these dynamics, our model provides amore full grasp of the factors that drive employee commitment and turnover intentions, ultimately informing strategies to enhance organizational performance and reduce employee attrition.

### Hypothesis Development

#### Availability of Training and Commitment to the Organization

A paper published in 2015 at the School of Business Management, University Utara Malaysia, by Muhammad Shahid Nawaz and Faizuniah Pangilin in the Management Science Letters explores the various factors that impact employee turnover intention in organizations. This research

investigates how compensation, performance evaluations, professional development, and advancement opportunities influence employees' likelihood of leaving.

Additionally, the study explores organizational commitment mediating impact on the relationships between HR development initiatives, career progression, and turnover intentions. Research focuses on examining the relationship between various factors that contribute to human resource development and career growth. As a dependent variable, we also look into how organisational commitment affects turnover intention.

A survey data study has been conducted to examine the connections among a selection of 270 full time academic staff employed by Pakistan's private universities. The findings from PLS (SEM) path modeling indicate a negative correlation among turnover intention and certain human resource development factors, such as salary and performance appraisal. Furthermore, the findings suggest that there are noteworthy connections between career advancement and turnover intention. Furthermore, it is important to remember that only two of the four career progression dimensions—promotion speed and compensation growth—have a meaningful influence on the intention to leave a job. Lastly, it is important to note that four out of six variables exhibit partial mediation when organisational commitment is taken into account as a mediating variable between compensation, performance appraisal, career progression, and turnover intention. Career growth in terms of objective advancement, rate of promotion, increase in pay, and performance evaluation are some of these characteristics.

In 2013, Muhammad Shafiq, Dr. Muhammad Zia-ur-Rehman, and Majed Rashid conducted a study published in the *Compensation & Benefits Review*. The research aimed to explore how pay, education, and growth, as well as supervisory support influence organizational dedication in the mobile service sector in Pakistan. This study specifically investigated the relationship among these independent variables and how they affect the dependent variable of organizational commitment. While numerous factors can impact a worker's commitment to an organization, the focus here was on the common and observable aspects experienced in one's career. A 5-point Likert scale was used to score each item on the questionnaire, which was used to collect the data. 126 workers from five different national cellular service providers were included in the study. The results revealed a positive link between organisational commitment, supervisor support, training and development, and compensation. The study highlighted the dedication and loyalty of employees within this sector. The findings indicate that management should prioritize these three areas to enhance organizational commitment.

A study published in 2013 conducted at University of Punjab, Gujranwala Campus, Pakistan by Muhammad Ashar, Muhammad Mudasar Ghafoor, Easha Munir and Sadia Hafeez in the *International Journal of Human Resource Studies*. This study aims to explore the relationship between two key aspects of training perceptions and affective commitment. Training perceptions encompass factors such as the perceived availability of training opportunities and the degree of support provided by supervisors. Additionally, it investigates the link between affective commitment and employee turnover intentions. Questionnaires were utilized to collect data from employees in the telecommunications and banking sectors of Pakistan.

A total of 150 questionnaires were distributed, yielding 123 valid responses, which reflects a response rate of 82%. In this research, we identified two independent variables: perceived availability of training and perceived supervisor support. These variables have an impact on

affective commitment, which acts as a mediating variable. Affective commitment, in turn, is directly related to turnover intentions, our dependent variable.

The findings reveal a strong correlation between perceptions of training and emotional dedication. Additionally, there is a significant inverse relationship between emotional dedication and employee intentions to leave. This study offers valuable insights for managers aiming to better understand the links between training, employee attitudes, and organizational performance. The results align with previous research indicating a positive relationship between perceived training availability, supervisor support, and affective commitment. Furthermore, a negative relationship is observed between affective commitment and turnover intentions. Overall, the results indicate that employees' emotional commitment is significantly shaped by their perceptions of training.

A 2016 study from ESEIAAT investigated key factors influencing organizational commitment and employee retention in the Indian ceramic sanitary ware industry. The research, based on a survey of 416 workers from five factories, focused on work environment, supervisor support, and training as potential drivers of commitment and retention. Findings revealed that organizational commitment significantly impacts retention and is enhanced by the studied factors. The study also discovered that commitment partially mediates the relationship between these factors and employee retention. However, training and development showed no notable direct influence on retention. This research highlights the complex interplay between workplace factors, commitment, and employee retention in the industry.

*H<sub>1</sub>: Availability of training fosters a strong sense of organizational commitment.*

### **Motivation to Learn and Commitment to the Organization**

A 2012 study conducted by İhami Yücel at Erzincan University in Turkey examined the connections between job satisfaction, organizational commitment, and turnover intention. This research tested a model involving these factors within a single field study. In this model, job satisfaction served as the independent variable, organizational commitment acted as the mediating variable, and turnover intention was the dependent variable. The study included 188 employees from a Turkish manufacturing company. The results indicated that job satisfaction has a significant impact on both organizational commitment and turnover intention. Higher levels of job satisfaction were associated with increased commitment and a reduced likelihood of leaving the organization. Moreover, job satisfaction positively influenced affective, continuance, and normative commitment, while it negatively affected turnover intention. These findings highlight the importance of considering the factors that shape these relationships.

These studies highlight how leadership and staffing practices shape employee attitudes and behaviors across cultures. Ethical leadership seems particularly important in developing markets like Pakistan. Meanwhile, localizing management can help multinationals keep local talent. While the specific effects vary by context, these findings offer useful insights for global business leaders. The research also reveals some nuances. For instance, the Pakistani hospital study found justice-based leadership didn't affect turnover as much as other ethical behaviors. And the China study showed stronger effects for certain employee groups. This suggests leaders should tailor their approach based on their specific workforce and cultural context. Methodologically, these studies used surveys to gather data from employees. This approach can capture real-world perceptions but may be subject to response biases. Future research could use more objective measures or longitudinal designs to strengthen causal claims. It's also worth noting these studies focused on

different sectors - tourism, healthcare, and multinational subsidiaries. This diversity is valuable, as it shows similar principles can apply across industries. However, it also means we should be cautious about overgeneralizing the findings. Overall, this research underscores the importance of ethical, culturally-aware leadership in today's global business landscape. By fostering positive work environments and aligning with local values, organizations can boost employee satisfaction, performance, and retention. This, in turn, can drive better business outcomes and sustainable growth.

A study published in 2009 at Qurtuba University of Science and IT in Peshawar investigated how different factors affect the organizational commitment and turnover intentions of medical representatives working for national pharmaceutical companies in Pakistan. The research aimed to explore the impact of role ambiguity, role conflict, and work-family conflict on these outcomes.

This research examines three independent variables: role ambiguity, role conflict, and work-family conflict, and their effects on two dependent variables: organizational commitment and turnover intention. The findings revealed a significant negative relationship between role ambiguity and commitment, role conflict and commitment, as well as work-family conflict and commitment. Conversely, a significant positive correlation was found between role ambiguity and turnover intention, role conflict and turnover intention, and work-family conflict and turnover intention. These results indicate that work-family conflict, role ambiguity, and role conflict significantly influence turnover intention and organizational commitment. Specifically, the analysis suggests that these factors account for 50% of turnover intention and 16% of organizational commitment.

*H2: Motivation to learn fosters a strong sense of commitment to the organization.*

### **Managerial Commitment to Workforce Development and Institutional Engagement**

A 2014 study led by Nazim Ali at the University of Malakand investigated the impact of various leadership styles on teacher outcomes in private schools in Charsadda, Pakistan. The research, published in the Life Science Journal, collected data from 356 teachers using standardized surveys. Leadership styles were the primary predictor, influencing job satisfaction, organizational engagement, commitment, performance, and turnover intentions. Results showed transformational leadership fostered positive attitudes, boosting satisfaction, commitment, performance, and prosocial behavior while reducing turnover. Transactional leadership also yielded favorable outcomes, enhancing satisfaction, commitment, performance, and citizenship, while mitigating turnover.

A 2021 study from the Islamia University of Bahawalpur examined ethical leadership in Pakistani public hospitals. The researchers surveyed 372 nurses during COVID-19. They found ethical leadership directly reduced turnover intent. This link was mediated by organizational commitment and moderated by job embeddedness. The effects held for most aspects of ethical leadership (respect, honesty, humanity) but not justice. This study provides rare data on these topics from a developing country.

A 2015 study by researchers in Germany and South Korea looked at localization in foreign subsidiaries. They surveyed 197 Chinese employees to see if replacing expats with locals increased commitment and reduced turnover. Results showed localization did boost commitment and lower turnover intent, especially for men and highly educated staff. This suggests localization can help retain key local talent.

With a focus on the moderating role of coworker support within the service context, Ashafaq Ahmad, Kabiru Maitama Kura, Palwasha Bibi, Nadeem Khalid, and Abdul Rahman Jaaffar's 2019 study in the *RISUS - Journal on Innovation and Sustainability* sought to understand how manager support, training and development, and compensation affect hotel employees' levels of commitment. With a focus on Malaysian hotel workers, the study gathered 604 questionnaires in order to examine the connections between pay, employee dedication, manager support, and training and development. The study also looked at the ways in which support from coworkers moderates these correlations. This study looks at the connection between a number of variables and organisational commitment. Training and development, pay, and management support for training are the independent factors. Organisational commitment, the dependent variable, is greatly impacted by these factors. The study also looks at how employee commitment levels, management support, training and development, and compensation are related to one another and how colleague support influences these relationships. The findings show that manager and peer support have a substantial interaction effect on organisational commitment. More specifically, hotel employees with high coworker support show a greater association between management support and organisational commitment than do those with poor colleague support. Support from coworkers is essential for increasing organisational commitment. More importantly, when peers and bosses provide enough support, people are much more committed—especially in the hotel industry. The study's conclusions emphasise the significant relationship between pay and organisational commitment. The current study's findings support the strong correlation seen in previous research between organisational commitment and remuneration.

Researchers Alicia Jia Ping Lima, Joshua Teck Khun Loob, and Pey Huey Lee from the University and Colleges of Penang, Malaysia, conducted a comprehensive study in 2017, published in the *Journal of Applied Structural Equation Modeling*. Their investigation focused on the Finance Shared Service Center (SSC) of a company grappling with escalating employee turnover rates over three consecutive years. The study's primary objective was to unravel the intricate relationships between transformational leadership, job satisfaction, organizational commitment, and turnover intention. Specifically, it explored how job satisfaction and organizational commitment serve as mediators in the dynamic between transformational leadership and turnover intention. Key findings revealed a subtle yet significant inverse correlation between transformational leadership and turnover intention. Notably, job satisfaction emerged as a pivotal factor, demonstrating that transformational leadership exerts an indirect influence on turnover intention through its impact on job satisfaction. Further analysis revealed that turnover intention is directly influenced by job satisfaction and organizational commitment. Conversely, transformational leadership has an indirect yet profound effect on turnover intention. Enhancing transformational leadership practices can foster a positive work environment, culminating in heightened job satisfaction and organizational commitment, ultimately mitigating employee turnover.

The study's outcomes underscore the critical role of transformational leadership in shaping employee attitudes and behaviors, emphasizing the need for organizations to prioritize leadership development and cultivate a culture of engagement and commitment.

*H3: Manager Support for training fosters a strong sense of loyalty to the company.*

### **Organizational Commitment and Turnover Intention**

In 2020, Adnan M. Rawashdeh and Saleh Abdalhameed Tamimi conducted an empirical study focusing on nurses in Jordanian hospitals to investigate the effects of employee perceptions of

training on organizational commitment and turnover intention. Their findings were published in the European Journal of Training and Development. The study aimed to explore how employees' views on training influence their commitment to the organization and, in turn, how this commitment affects their intentions to leave. The results highlighted a significant correlation between the perception of supervisor support and organizational commitment, as well as the availability of training. However, the study found that organizational commitment and the perceived benefits of training are inversely related. Additionally, there was a notable negative relationship between turnover intention and organizational commitment.

Asma Ayari and Abbas AlHamaqi's study on organisational commitment and turnover intention in Bahrain's oil and gas industry was published in the Employee Responsibilities and Rights Journal in 2022. The impact of organisational commitment on employee turnover at Bahrain Petroleum Company is examined in this study as Because of the government's generous early retirement scheme, personnel turnover at Bahrain Petroleum Company (Bapco) has reached a critical level over the last five years. Bapco is losing a great deal of experience, which is detrimental to the company's ability to succeed. The results confirm that TI is significantly impacted by the three OC dimensions. These results corroborate previous research and suggest that OC can be used to help Bapco operation staff members understand and experience less tension.

A study conducted in Surabaya, Indonesia in 2023 by Selly Amita Sabella and Hujjatullah Fazlurrahman was published in the International Journal of Economics, Management, Business, and Social Science. The purpose of the study was to look into and evaluate how work-family conflict affects PT. Titipan Kilat Surabaya workers' inclinations to leave. The results show that turnover intention is significantly positively impacted by work-family conflict. Furthermore, there is a negative correlation between work-family conflict and organisational commitment, which in turn has a negative impact on turnover intention. According to the study, organisational commitment can lessen turnover intentions and lessen the effects of work-family conflict.

In 2021, Rakiya Baba Zakariya and Mikaila Shuaibu published research in the International Journal of Business & Law Research that examined employee turnover intention, perceived organisational support, and training in northern Nigerian telecommunications companies. The moderating impact of perceived work alternatives was also investigated in this study. This study examines the relationship between training intention and turnover intention and projected career alternative. The findings are not always consistent. The study investigated the relationship between training, perceived organisational support, and employees' intentions to leave the northern Nigerian telecoms sector, as well as the moderating effect of perceived career alternatives. The structural model's results showed that both perceived organisational support and training significantly reduce the propensity to leave an organisation. Furthermore, it was discovered that turnover intention was significantly positively impacted by perceived job alternatives. The results also showed that the relationship between training, perceived organisational support, and employees' intentions to leave is altered by perceived job alternatives. Consequently, the study recommended that appropriate retention measures be put in place along with methods for enhancing and improving employee training support.

An investigation on the impact of demographic variables, specifically job characteristics and job satisfaction, on turnover intentions was carried out in Malaysia in 2006. In the Journal of International Management Studies, Sarminah Samad wrote. The study looked at the association between job qualities, job satisfaction, and turnover intentions as well as the impact of job features, job satisfaction, and demographic factors. The findings supported the hypothesis that there is a

negative and substantial relationship between turnover intention and work satisfaction and job characteristic characteristics. According to the study, work satisfaction, job features, and demographic factors all significantly influenced turnover intentions in a negative way. According to the study, work satisfaction, job features, and demographic factors all significantly influenced turnover intentions in a negative way. According to the study, work satisfaction explained more of the variation in turnover intentions than did job characteristics. Additionally, the results showed that work features had less of an impact on turnover intentions than did job satisfaction.

The study titled "The Impact of Organizational Job-Related Factors on Employees' Intentions to Leave an Organization: The Case of Pakistan's Banking Sector," conducted by Aisha Ashraf Moten, Dania Farheen, and Abdul Samad Shaikh, was published in 2019 in the *Electronic Research Journal of Social Sciences and Humanities*. The research aimed to investigate the relationships and effects of organizational commitment, organizational culture, and human characteristics on turnover intentions within organizations.. Researchers have explained the relationship between the two, and it has been demonstrated that people quit organizations in pursuit of better opportunities and environments because of organizational commitment and culture. In order to keep talented workers within the company, human resource management works to strengthen organizational commitment through improved working conditions, perks, and organizational culture. Participants in this study, which was carried out in the banking sector, include managers and middle managers who work for commercial banks. The results of the investigation showed that organizational commitment, culture, and individual factors all significantly influenced the intents of turnover. An important factor in predicting employee turnover in Pakistan's banking sector is organizational culture. The study will help the banking sector better understand employee turnover intents and factors as well as analyze turnover concerns.

A 2020 study from the University of Malakand, Pakistan by Altaf Hussain, Jawad Hussain, and Muhammad Asad Khan looked at how organizational commitment relates to turnover intention among academic staff. The research, published in the *Review of Economics and Development Studies*, focused on this less-studied area in academia. Data came from 320 respondents at seven public universities in Peshawar, Pakistan. Organizational commitment was the independent variable and turnover intention the dependent variable. Results showed a significant negative link between the two. This means academic staff who feel psychologically, emotionally, and morally attached to their universities are less likely to want to leave.

A 2020 study from Mercubuana University Jakarta, Indonesia explored how organizational commitment, job stress, and job satisfaction impact turnover intention. The research focused on 100 employees at PT Satya Ardhia Angkasa, an outsourcing company for PT Angkasa Pura II Persero, across Terminals 1, 2, and 3 of Soekarno–Hatta Airport. Data was gathered through interviews and surveys. The study examined organizational commitment, job stress, and job satisfaction as independent variables affecting turnover intention, the dependent variable. Results showed all three factors had significant positive effects on turnover intention, both individually and collectively.

A 2015 study by researchers in Germany and South Korea looked at localization in foreign subsidiaries. They surveyed 197 Chinese employees to see if replacing expats with locals increased commitment and reduced turnover. Results showed localization did boost commitment and lower turnover intent, especially for men and highly educated staff. This suggests localization can help retain key local talent.

A study published in 2018 conducted by Normariati Silaban, Tantri Yanuar Rahmat Syah in the IOSR Journal of Business and Management (IOSRJBM). This research focused on the hospital industry and aimed to analyze the factors influencing employees' turnover intention, specifically compensation and organizational commitment. The study was carried out on employees at Ciputra Hospital Citra Garden City West Jakarta. Aspects studied are: Compensation, organizational commitment and employees' turnover intention. In this research we have compensation as an independent variable which leads to an impact organizational commitment acting as a mediating variable which will be directly related to turnover intentions acting as our dependent variable. According to the study's findings, turnover intention and compensation have a negative association; as compensation rises, turnover intention falls. On the other hand, employees' intentions to leave are more likely when compensation levels are lower. Furthermore, compensation and organisational commitment have a positive association, suggesting that adequate compensation increases commitment. Increased organisational commitment as a result of higher pay lowers intentions of turnover. On the other hand, lesser pay causes employees to be less committed to the organisation, which increases their intentions to leave. Additionally, the study demonstrates a substantial negative correlation between turnover intentions and organisational commitment, indicating that high levels of organisational commitment reduce employee attrition. Insufficient pay is a common reason for employee resignations in hospitals, as opposed to a lack of organisational commitment. Overall, the study finds a strong correlation between workers' intentions to leave their jobs, organisational commitment, and pay.

Anwar Rasheed, Khawaja Jehanzeb, and Mazen F., from the College of Business Administration at King Saud University in Riyadh, Saudi Arabia's Management Department, published a paper in the International Journal of Business and Management in 2013. The purpose of the study was to investigate how organisational commitment and turnover intentions in Saudi Arabia's private sector are affected by training. The study specifically looked into the connection between workers' intentions to leave and organisational commitment.

A self-administered questionnaire was utilised to gather information from 251 respondents who worked for well-known Saudi Arabian private companies. Three independent factors were examined in the study in order to evaluate an established theory: the availability of training programs, learner motivation, and manager support for training. It was discovered that these factors had a major impact on organisational commitment, which was connected to intentions to leave. The hypothesis that there is a negative association between turnover intention and organisational commitment is highly supported by the study's findings.

Employee commitment to the company, their intention to leave, and the relationship between commitment and turnover as a whole are all strongly correlated with employee training. Examining the relationship between organisational commitment and the perceived of training availability, as well as the effect of organisational commitment on turnover intentions.

Theoretically, the variables that have been chosen—like the availability of training programs and supervisor support for training—have been shown to positively correlate with organisational commitment.

However, despite what the theory suggests, the results regarding motivation to learn are not significant. There could be other factors at play, such as employees being motivated to learn but not applying their acquired skills, which could explain the lack of a clear relationship with organizational commitment.

*H4: Organizational commitment and employee turnover intention are inversely related.*

### **Mediating Effects**

The 2024 study by Zanak Abet, Mohd Ashraff Mohd Anuar, Mohd Mursyid Arshad, and Ismi Arif Ismail, published in the *Heliyon Journal*, examined how organizational commitment moderates factors influencing Nigerian employees' propensity to leave their jobs. This research addresses turnover as a critical issue for organizations of all sizes, specifically focusing on small and medium-sized enterprises. The study explored the relationships among attitudes, subjective norms, perceived behavioral control, and intentions to leave, as well as how organizational commitment impacts these relationships. The findings indicated that organizational commitment moderates the relationship between turnover intention and the dimensions of the Theory of Planned Behavior. An extended version of this theory was employed to offer new insights into organizational commitment among employees in small and medium-sized businesses.

Prof. H.C. Purohit, Kumar Arijit, and Vivek Dabral wrote the 2020 study "The Role of Resonant Leadership in Predicting Turnover Intentions and Mediating Role of Job Satisfaction: Evidence from the International Logistics Industry in India," which was published in the *Korea Review of International Studies Journal*. This study looks into how resonant leadership affects workers' intentions to leave the company as well as their level of job satisfaction. The study makes use of a conceptual framework in which the relationship between resonant leadership and turnover intentions is mediated by job satisfaction. The results showed that while resonant leadership is linked to less turnover intentions, job satisfaction is inversely correlated with those intentions. This suggests that the relationship between resonant leadership and employees' inclinations to leave is mediated by job satisfaction.

A 2015 study conducted by Mashal Ahmed and Nosheen Nawaz at the MS Scholar Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan, published in *Industrial Engineering Letters*, investigates how organizational commitment influences employee turnover at Pakistan International Airlines (PIA). The researchers identified various factors that may affect employees' intentions to leave their jobs by analyzing the elements that contribute to organizational commitment. The study focuses on seven independent variables: motivation to learn, job satisfaction, perceived organizational support, access to training programs, job autonomy, organizational learning culture, and job involvement.

The dependent variables are organizational commitment and turnover intentions. To gather primary data from PIA employees, a questionnaire was utilized. The data was analyzed using multiple regression on a random sample of 390 respondents. This study explores the relationships between seven constructs and organizational commitment, finding that six of them have a significant positive impact. However, it was found that job involvement does not significantly contribute to organizational commitment. Based on the findings, there is a clear and strong inverse relationship between employees' commitment to the organization and their intention to leave. The results indicate a strong negative correlation between organizational commitment and turnover intention. In order to minimize turnover intention, it is crucial for an organization to cultivate a workforce of dedicated individuals. The level of commitment directly affects the likelihood of turnover intention. Reducing turnover intention can lead to a decrease in the expenses associated with hiring, training, and developing employees.

*H5: Organizational commitment serves as a crucial intermediary in the dynamic between availability of training and turnover intention.*

*H6: Organizational commitment serves as a crucial intermediary in the dynamic between motivation to learn and turnover intention..*

*H7: Organizational commitment serves as a crucial intermediary in the dynamic between manager support for training and turnover intention.*

### **The Influence of Constituent Attachment as a Moderating Factor**

A 2015 study from Yogyakarta University looked at how job satisfaction, commitment to the organization, and employees intention to leave relate. The team surveyed 206 manufacturing employees in Indonesia. They found that job satisfaction and organizational commitment were positively linked. Both factors also reduced turnover intention. Interestingly, commitment was identified as a more significant predictor of turnover compared to satisfaction. The research evaluated multiple models and concluded that a partially mediated model provided the best fit. This means that while job satisfaction directly affects turnover, it also works indirectly through organizational commitment. The researchers note that the link between satisfaction and turnover can be complex, influenced by many factors. These studies offer valuable insights for managers. The hospitality research suggests that supporting informal socializing and showing enthusiasm for workplace fun could help retain staff. However, formal fun activities may be less effective. The manufacturing study highlights the importance of building both satisfaction and commitment to reduce turnover. It's worth noting some limitations. Both studies relied on self-reported survey data, which can be biased. They also focused on specific industries and regions, so the findings may not apply everywhere. Future research could use more objective measures or explore these issues in different contexts. Despite these caveats, the studies contribute to our understanding of workplace dynamics. They show how subtle factors like fun and social bonds can shape major outcomes like turnover. For leaders, the message is clear: creating a positive, engaging work environment isn't just nice to have - it can be a key tool for retaining valuable employees.

A 2014 study by researchers at the University of Warwick explored how workplace fun affects employee turnover in hospitality. The team surveyed 296 servers from 20 U.S. restaurant chain units. They found that coworker socializing and manager support for fun significantly reduced turnover. Fun activities, however, didn't have a direct effect. The study also showed that these fun elements worked by strengthening employee relationships, which in turn lowered turnover. This research adds to growing evidence that workplace fun isn't just a fad - it can have real benefits. However, it suggests that not all types of fun are equally effective. The key seems to be fostering strong bonds among staff.

*H8: Constituent attachment serves as a mediator in the relationship between organizational commitment and turnover intention.*

## **Research Methodology**

### **Research Design**

### **Sample Size and Data Collection**

This study looks at how organizational commitment affects employees' inclinations to leave financial sector in Karachi's. It also looks into how managerial support, training accessibility, and learning motivation all affect organizational commitment as antecedents. The study also looks at the moderating effect of constituent attachment and the mediation influence of organizational commitment. A representative sample of the population was chosen using a stratified random sampling technique. Based on departments and job roles, the population was divided into strata, and 20 individuals were chosen at random from each stratum to represent the sample. A total of 100 online questionnaires were sent out to workers in Karachi's financial industry, and 70 of the responses were analyzed, translating to a 70% response rate out of which only 68 responses are valid

### **Pilot Testing**

The apparatus was modified from previous research. Every construct employed in the research has dependability values that were developed. Questionnaires from industrialized nations, however, can have a problem with social desirability. Thus, we inquired with four MBA Students from Karachi University and they complete the survey as a pilot project. We then sought their input on the topic of desirability. Not a single student believed that the questionnaire went against the nation's social norms.

### **Scales and Measures**

The adapted questionnaire consists of seven constructs and 32 indicator variables, each representing a single factor. Respondents' opinions were assessed using a five-point Likert scale, where one indicates "strongly disagree" and five indicates "strongly agree." A summary of the constructs, including their sources, items, and reliability values, is presented in Table 1.

**Table 1: Summary of Constructs**

<b>Constructs</b>	<b>Code</b>	<b>No of Items</b>	<b>Source</b>
Turnover Intentions	TI	04	Bothma and Roodt (2013)
Organizational Commitment	OC	03	Allen and Meyer et al. (1993)
Availability of Training	AT	04	Newman et al., (2011)
Managerial Support	MS	08	Newman et al., (2011)
Motivation to Learn	ML	04	Noe and Schmitt (1986)
Constituent Attachment	CA	05	Maertz and Campion (2004)

### **Profile of Respondents**

According to the respondents' profile, over 34% of them were married, with the remaining 66% being single on which we have 40% females and 60% male's population. Regarding employment, we discovered that 65% of the respondents had up to five years of experience, 20% had five to ten years, and the remaining respondents had ten to twenty years of experience. The respondents' salaries varied from Rs.30000 to Rs.110000. The salary range of 10% of respondents was below Rs.30000; 36% was between Rs.30001 and Rs.50000; 16% was between Rs.50001; 14% was

between Rs.70000& Rs.70001 and 90000; 11% was between Rs.90001 and Rs.110000 and 13% was over Rs.110000.

The dataset appears to contain categorical data with columns: Age, Gender, Experience, Marital Status, and Salary. We have perform a descriptive analysis by calculating the frequency and percentage for each category within these columns.

**Table 2: Demographic Profile of Respondents**

<b>Items</b>	<b>Classification</b>	<b>Frequency</b>	<b>Percentage%</b>
<b>Age</b>	2. 21 – 30	132	62.86
	3. 31 – 40	51	24.29
	4. 41 – 50	15	7.14
	5. Above 50	9	4.29
	1. Below 20	3	1.43
<b>Gender</b>			
	1. Male	126	60
	2. Female	84	40
<b>Experience</b>	1. 1 - 5 Years	135	64.29
	2. 6 - 10 Years	42	20
	3. 11 - 15 Years	21	10
	4. 16 - 20 Years	9	4.29
	5. Above 20 Years	3	1.43
<b>Marital Status</b>			
	1. Single	138	65.71
	2. Married	72	34.29
<b>Salary Range</b>	2. 30,001 - 50,000	75	35.71
	3. 50,001 - 70,000	33	15.71
	4. 70,001 - 90,000	30	14.29
	6. Above 110,000	27	12.86
	5. 90,000 - 110,000	24	11.43
	1. Below 30,000	21	10

**Data Analysis**

For data analysis, we utilized Smart PLS software. The empirical findings are presented through the measurement model (illustrated in Figure 2) and the structural model (shown in Figure 3).

Figure 2: Structural Model Image Path Analysis

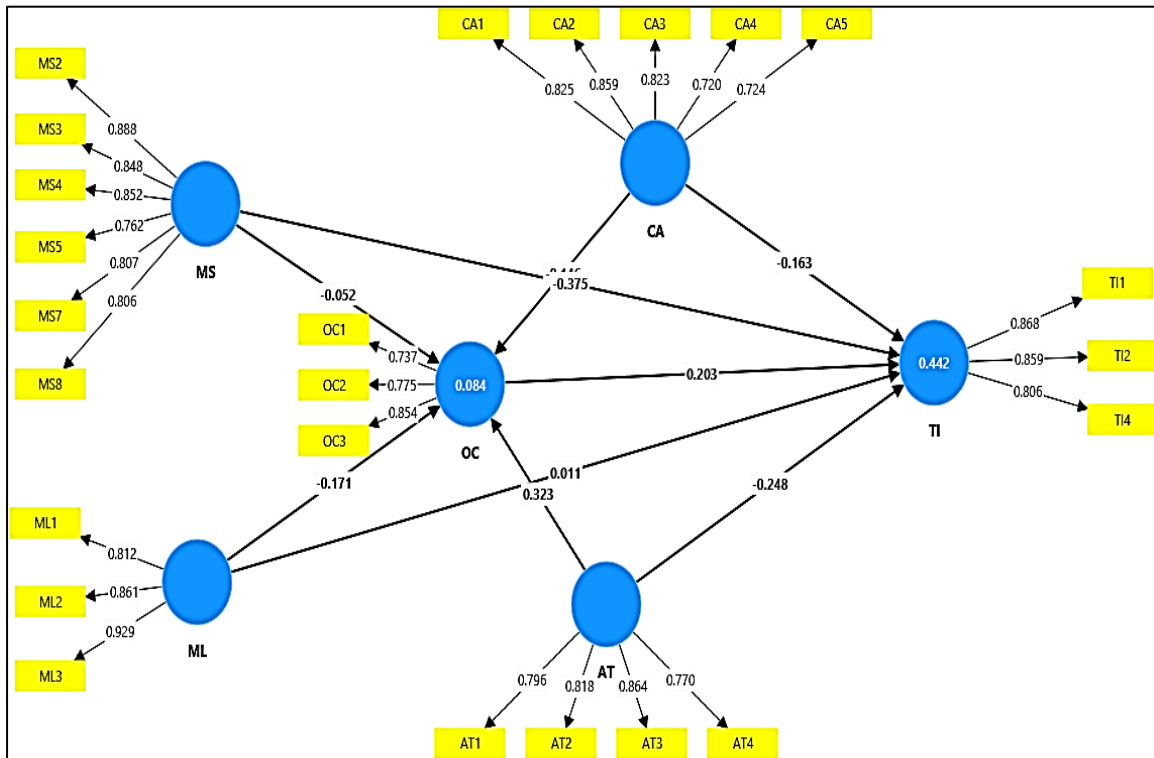
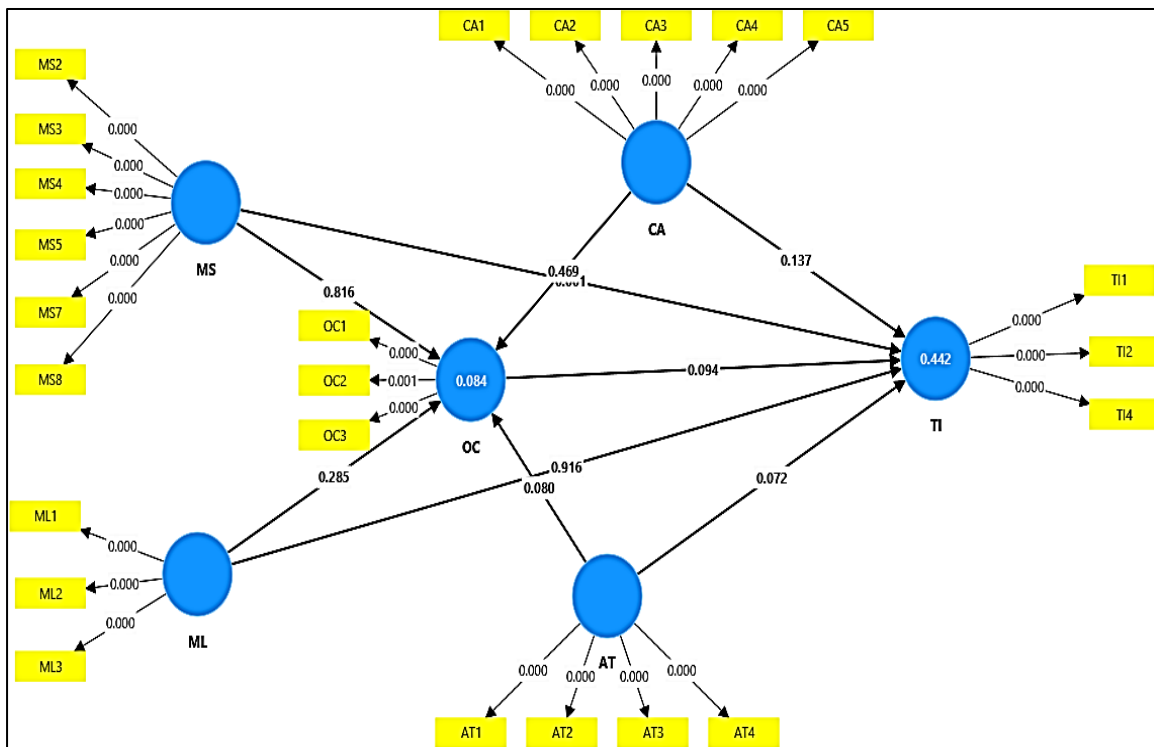


Figure 3: Measurement Model Image Path Analysis



**Descriptive Analysis**

**Table 3:** The PLS factor loadings, Cronbach’s alpha, composite reliability (both  $\alpha$  and  $c$ ), and Average Variance Extracted (AVE)

ITEMS	Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AT1	0.796	0.828	0.840	0.886	0.660
AT2	0.818				
AT3	0.864				
AT4	0.770				
CA1	0.825	0.855341049	0.887	0.893	0.628
CA2	0.859				
CA3	0.823				
CA4	0.720				
CA5	0.724				
ML1	0.812	0.841	0.923239534	0.902	0.755
ML2	0.861				
ML3	0.929				
MS2	0.888	0.909	0.926	0.928910957	0.686
MS3	0.848				
MS4	0.852				
MS5	0.762				
MS7	0.807				
MS8	0.806				
OC1	0.737	0.701	0.718	0.832	0.624258033
OC2	0.775				
OC3	0.854				
TI1	0.868	0.800	0.807	0.882	0.714
TI2	0.859				
TI4	0.806				

**Assessment of Structural Model:**

In assessing the reliability and validity of various constructs, the following metrics were evaluated AT (Availability of Training) demonstrates solid internal consistency (Cronbach’s alpha = 0.828) and strong composite reliability (rho\_a = 0.840, rho\_c = 0.886). The Average Variance Extracted (AVE) is 0.660, indicating that the construct reliably captures the intended variance. CA (Constituent Attachment) shows robust internal consistency (Cronbach’s alpha = 0.855) and high composite reliability (rho\_a = 0.887, rho\_c = 0.893). The AVE of 0.628 reflects effective variance extraction. ML (Motivation to Learn) exhibits excellent internal consistency (Cronbach’s alpha = 0.841) and exceptional composite reliability (rho\_a = 0.923, rho\_c = 0.902). The AVE is notably high at 0.755, confirming strong construct validity. MS (Managerial Support) provides excellent internal consistency (Cronbach’s alpha = 0.909) and superior composite reliability (rho\_a = 0.926,

rho\_c = 0.929). With an AVE of 0.686, it captures a substantial proportion of the construct's variance. OC (Organizational Commitment) shows acceptable internal consistency (Cronbach's alpha = 0.701) and composite reliability (rho\_a = 0.718, rho\_c = 0.832), with an AVE of 0.624. This indicates a reasonable level of construct reliability despite slightly lower internal consistency. TI (Turnover Intention) reflects good internal consistency (Cronbach's alpha = 0.800) and composite reliability (rho\_a = 0.807, rho\_c = 0.882), with a high AVE of 0.714, indicating robust validity.

Overall, the metrics indicate that most constructs are highly reliable and valid, with Organizational Commitment being slightly less consistent but still meeting acceptable standards. Additionally Research by Gholami and Sulaiman (2013) sets a benchmark for reliable internal consistency, requiring loadings above 0.50 and a minimum AVE score of 0.50. Our results surpass these thresholds, demonstrating strong convergent validity. Additionally, our composite reliability (CR) exceeds the recommended standard of 0.856, as established by Engellant et al. (2016). Thus, our study exhibits robust validity, reinforcing the credibility of our findings.

The results reveal that the factor loadings for all indicator variables exceed 0.60, indicating a strong theoretical alignment between each indicator variable and its corresponding construct. This suggests a robust relationship between the variables and their underlying constructs, providing evidence for the validity of the measurement model.

### **Discriminant Validity**

Research has shown that the Fornell-Lacker criterion may not reliably establish discriminant validity (Henseler et al., 2015). To overcome this limitation, the heterotrait-monotrait (HTMT) ratio was introduced as a robust alternative for assessing discriminant validity, utilizing a multitrait-multimethod framework. Through a comprehensive simulation study, Henseler et al. (2015) validated the HTMT approach's effectiveness. In this study, we applied the HTMT method to evaluate discriminant validity, presenting our findings in Table 4. Notably, our results

Surpass the established benchmarks of HTMT 0.85 and HTMT 0.90, demonstrating a high degree of discriminant validity. As evident in Table 4, our constructs meet these rigorous standards, further enhancing the credibility of our research.

**Table 4: Discriminant Validity**

	<b>AT</b>	<b>CA</b>	<b>ML</b>	<b>MS</b>	<b>OC</b>	<b>TI</b>
AT						
CA	0.516					
ML	0.377	0.297				
MS	0.742	0.356	0.488			
OC	0.231	0.224	0.182	0.161		
TI	0.642	0.478	0.331	0.651	0.236	

**Hypothesis Testing Result**

**Table 5: Hypothesis Testing Result**

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Results</b>
AT -> OC	0.323	0.317	0.185	1.751	0.080	Rejected
AT -> TI	-0.183	-0.194	0.133	1.378	0.168	Rejected
CA -> OC	-0.146	-0.155	0.202	0.725	0.469	Rejected
CA -> TI	-0.193	-0.191	0.114	1.693	0.090	Rejected
ML -> OC	-0.171	-0.198	0.160	1.068	0.285	Rejected
ML -> TI	-0.024	-0.042	0.097	0.249	0.803	Rejected
MS -> OC	-0.052	-0.034	0.223	0.233	0.816	Rejected
MS -> TI	-0.385	-0.379	0.114	3.374	0.001	Accepted
OC -> TI	0.203	0.190	0.121	1.677	0.094	Rejected

**Indirect Hypothesis**

**Table 6: Indirect Hypothesis Testing Result:**

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>	<b>Results</b>
AT -> OC -> TI	0.066	0.061	0.055	1.188	0.235	Rejected
CA -> OC -> TI	-0.030	0.035	0.051	0.588	0.557	Rejected
ML -> OC -> TI	-0.035	-0.034	0.040	0.859	0.390	Rejected
MS -> OC -> TI	0.011	-0.014	0.048	0.221	0.825	Rejected

**Direct Hypothesis**

**Table 7: Direct Hypothesis Testing Results**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (Stdev)</b>	<b>T Statistics ( O/Stdev )</b>	<b>P Values</b>	<b>Results</b>
AT -> TI	0.066	0.061	0.055	1.188	0.235	Rejected
CA -> TI	-0.030	-0.035	0.051	0.588	0.557	Rejected
ML -> TI	-0.035	-0.034	0.040	0.859	0.390	Rejected
MS -> TI	-0.385	-0.379	0.114	3.374	0.001	Accepted

This study investigated the relationships between availability of training, managerial support, motivation to learn, organizational commitment, constituent attachment, and turnover intention among instructors. The results showed that managerial support directly influences turnover intention, confirming the hypothesis. Additionally, organizational commitment was found to

moderate the relationship between managerial support and turnover intention, indicating that strong organizational commitment can mitigate the negative impact of low managerial support on turnover intention. However, the hypothesis that constituent attachment moderates the relationship between organizational commitment and turnover intention was rejected, suggesting that this relationship is not influenced by employee's emotional attachment to their organization while availability of training and motivation to learn did not directly impact turnover intention, they may influence other important outcomes. The findings suggest that financial institutions can reduce turnover intention by providing adequate managerial support and fostering a culture of organizational commitment. Overall, this research highlights the importance of managerial support and organizational commitment in retaining employees and reducing turnover intention, contributing to a more supportive and productive working environment.

## **Discussion and Conclusion**

### **Discussion**

Our study yields intriguing results, with only one hypothesis being accepted, deviating from previous research that accepted five out of eight hypotheses. This disparity may be attributed to methodological advancements and a more diverse sample population in our study, providing a fresh perspective on the phenomenon. The accepted hypothesis, which reveals a significant relationship between Managerial Support and Turnover Intentions, has profound implications for financial sector in Karachi. This finding suggests that we can reduce turnover intention in Financial Sector in Karachi by providing adequate managerial support notably, our results may indicate a shift in the understanding of Training and Development, Organizational Commitment and Turnover Intentions in Financial Sector in Karachi, highlighting the need for ongoing research to reconcile the differences with previous studies.

Our study explored the complex relationships between managerial support, organizational commitment, and turnover intention among employee in Karachi's financial sector. While our findings provided valuable insights, some limitations must be acknowledged. First, our sample size was restricted due to limited access to financial institutions and employees, potentially impacting representativeness. Second, the study's geographical scope was confined to Karachi, which may not be generalizable to other cities or the broader financial sector worldwide. Third, self-reported surveys may be subject to biases and inaccuracies. Fourth, we refined our constructs by removing items with reverse-coded questions and those with high measurement errors ( $MS > 1$ ,  $MS > 6$ ,  $PI > 3$ ), indicated by red values in the SmartPLS results, until all values turned green, ensuring a more robust model. Lastly, our study focused solely on the specified relationships, overlooking other potential factors influencing employee retention in the financial sector.

While our study's limitations may have influenced the results, the significance of the accepted hypothesis cannot be overstated. Future research should investigate the factors contributing to the differing results and explore the complexities of Training and Development, Organizational Commitment and Turnover Intentions in Financial Sector of Karachi. By doing so, we can refine our understanding of the phenomenon and unlock new insights to drive progress in Financial Sector of Karachi.

## **Conclusion**

We have created a new model with four direct hypotheses, three mediating hypotheses, and one moderating hypothesis based on theoretical evidence. We discovered that none of our factors promote organizational commitment. Nevertheless, we found no evidence among Karachi financial sector to support the "association between motivation to learn", "managerial support for training" and "availability of training" and organizational commitment." We discovered that organizational commitment does not lead any effect on turnover intentions, which is contrary to previous research. Enhancing organizational commitment and fostering a good work attitude are made possible via training and development. Businesses may gain from investing in staff training and development in a number of ways. These companies could have a large pool of talented employees who might stick around for a longer amount of time. It also offers these businesses a competitive advantage. But just setting up staff training is insufficient. Employers need to encourage and support their staff members' attendance at trainings. Workers who are highly motivated to learn gain from training and use the abilities and information at work. As a result, it raises organizational performance in addition to their motivational level. Our findings imply that workers at financial sectors in Karachi are not very motivated to learn. These companies should so inspire and encourage people to pursue training. Both staff development and the long-term expansion of this sector depend on this. And plans for turnover, (2) management support, and plans for turnover. We were unable to discover any evidence, meanwhile, that organizational commitment had a moderating effect on learner motivation, availability of training, managerial support for training and turnover intentions. Additionally, we discovered that only managerial support for training have significant impact on turnover intentions whereas turnover intentions are not moderated by constituent attachment.

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## **Annexure 1**

<b>Turnover Intentions</b>
----------------------------

I often think of quitting my present job
I may leave this company and work for another company in the next year
I plan to stay in this company to develop my career for a long time
I may not have a good future if I stay with this organization
<b>Organizational Commitment</b>
<b>Continuous Commitment</b>
Too much in my life would be disrupted if I decided I wanted to leave my organization now
I feel that I have too few options to consider leaving this Organization
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives
<b>Availability of Training</b>
My organization provides its employees with good opportunities to undertake in-house job-specific training
My organization provides a good environment for new recruits to learn job -specific skills and knowledge
My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be of use to me in the future
My organization provides its employees with good opportunities to undertake general training programs and seminars outside of the organization
<b>Managerial Support</b>
I am comfortable discussing my skill weaknesses with my manager
My manager shares information (problems, trends) influencing career plans
My manager supports my participation in training and development programs
My manager gives me coaching and guidance to help achieve my work objectives
My manager believes advising and training as one of his/her major job responsibilities
I do not hesitate to tell my manager of a training need
My manager makes sure I get the training and development needed for job effectiveness
My manager provides me with specific feedback on my job performance
<b>Motivation to Learn</b>
I try to learn as much as I can from training programs
I believe I tend to learn more from training programs than others
I am usually motivated to learn skills emphasized in training programs
<b>Constituent Attachment</b>
I want to continue working with my coworkers here
I want to continue to work here because I like my coworkers
I enjoy working at [company name] because of the people I work with
I would lose valuable working relationships with the people here if I quit
I would lose valuable friendships if I quit