



IMPACT OF TRAINING AND DEVELOPMENT ON TURNOVER INTENTION

Maria Syed

Lecturer

Hamdard University

Karachi - Pakistan

mariasyed167@gmail.com

Uzma Rasool Khan

Assistant Professor

Jinnah University for Women

Karachi - Pakistan

uzmarasoolkhan2@gmail.com

Mirral Faisal

Jinnah University for Women

Karachi - Pakistan

mirralfaisal100@gmail.com

ABSTRACT

In contemporary world, of competition organization providing their best efforts to create the most an appropriate approach which can help the management to reduce the turnover ratio in an organization there are some factors that disturb organization success and it must retain valuable and productive employees in accumulation that the firm segregating the employees on the basis vague individualities which include the employee skills, acquaintance, understanding, and enthusiasm of staff. The purpose of this research paper is to analyse impact of training and development on turnover intentions in the banking sector of Karachi. A total of 300 respondents co-operating both managerial and non managerial employees from the banking sector of Karachi were considered. The structured questionnaire had 16 items (5 question each) related to on-the-job training, orientation process, organizational commitment and turnover intentions respectively. This research study followed the quantitative approach of research with structured questions based on the Likert scale. Furthermore, the findings were derived by using multiple regression analysis and correlation to test hypothesis. Variable which have positive impact on turnover intention is organizational commitment and on-the-job training this study will help



the organization to effectively plan and implement for the reduction of turnover intentions within the banking sector of Karachi.

Keywords: *Turnover Intentions, Organizational Commitment, On-the-job training, Orientation process, Training and Development.*

INTRODUCTION

In contemporary world, of competition organization providing their best efforts to create the most an appropriate approach which can help the management to reduce the turnover ratio in an organization there are some factors that disturb organization success and it must retain valuable and productive employees in accumulation that the firm segregating the employees on the basis vague individualities which include the employee skills, acquaintance, understanding, and enthusiasm of staff (Waleed & Sidra, 2013). In the views of organization it is most important to preserve the perfect policy to retain their staff in an organization by giving those rewards with some amazing incentives and encourage them to work for the betterment and increase the profitability (Neelam & Tahir, 2014). The central objective for every organization is to mend the performance system and concentrating on exclusive training programs which is significantly important for employee to face the new challenges of business environment (Dr. Hashim, 2016). Employee training plays the varied role in the success of organization as well as it help incorporating the well-being to achieve the goals of the company on the right time and in the current business ecosphere training of staff helps to increase the proficiency and value equally for the company and desired employees (Caputi & Peter, 2017). There are many factors on the basis of which employee performance can be influenced such as management of the organization, satisfaction of job, staff experience, skills, and knowledge and there is an obvious relationship between training and turnover of employees which illustrate employee enactment and is also favorable for the development process of employee effectively. (Robin, 2018).

The ultimate effect of training on employee turnover has a great power on the banking industry and employee as a part is the most essential for every organization and valuable asset, the employee must visible the chances or opportunities in order to create, the program of training and development is organized by the banks for one reason it demonstrated the relationship between the employee turnover and employee morale the employees who are not accomplished to enhance their expertise set and performance usually suffer low morale in part due to the shortcoming the deficiency places where they have been accommodated, (Gatakaa, 2018).

It further elaborates many strategies which are used for the purpose to keep the personnel in the business and they are in a affirmative process to find a suitable way to overcome the turnover rate in the organization but there is a problem which is still in process that strongly influenced by providing training either in turnover intention so the research proves favorable for the banks as



well as for the other organization to figure out the well-organized training programs and increase the incentives that are truly favorable for the firm because they want to reduce the employee turnover the success of every organization depends upon a good supervision support which is essential for the employee to retain on their respected job and the point of this study is to get more intuition that prime to turnover intentions of the individual employee (Fatima & Fawad, 2019).

PROBLEM STATEMENT

In 2019, Organization in Pakistan are working on turnover intentions, but this conversation in banking sector is not much prominent although various researches were conducted upon the different industries all over the world such health-care industry, hospitality industry and small-medium enterprise sectors but the literature lack on the studies of turnover intention within banking sector thus, this study is directed to conduct a research on banking sector within Karachi for recognizing variables and their impact on training and development (on-the-job training, orientation process, organizational commitment) on turnover intention and for this three banks are chosen from banking sector to be familiar with the impact of training and development on turnover intentions and it is necessary to learn how banks conducting training and development programs appropriate to preserve and retain their staff banks are very important not only because the facilities they deliver to their customers but also of their neutral part in the growth and well-being of nation (Dr.Danish Ahmed , 2019).

RESEARCH OBJECTIVES

The Research study has following objective:

- To study the impact of on-the-job training on turnover intention
- To study the impact of orientation process on turnover intention
- To study the impact of organizational commitment on turnover intention

RESEARCH QUESTIONS

The Research study formulating following question:

- What is the impact of on-the-job training on turnover intention?
- What is the impact of orientation process on turnover intention?
- What is the impact of organizational commitment on turnover intention?

LIMITATION OF THE RESEARCH

The researcher limits the sample to complete the research on the influence of training and employee development programs on employee turnover. One more limitation is that the research is eliminating various variables of training and development factor due to the period of time.



This study is only limited to the banking sector of Pakistan in Karachi and for this research only covers the banks of Pakistan in Karachi and does not cover the other sectors of Pakistan to complete the study.

HYPOTHESIS

H1: On-the-job training has significant impact on turnover intention

H2: Orientation process has significant impact on turnover intention

H3: Organizational commitment has significant impact on turnover intention

LITERATURE REVIEW

Training and development of employees is well-defined as administrative achievement of knowledge, skills, behavior obligatory by the staff to successfully accomplish job which are assigned to them and also helps to automatically increase the performance management system of particular organization (Awang, 2018). The training and development of an organization is a process which is relevant to the particular factor and meet to fulfill the needs of organizational goals, increase efficiently and effectively designed task delivered (Dr. Hashim, 2016). Training and development also decreases the turnover rate in an organization and also it will develop interest among the employees to improve the quality and services with respect to positive results provided task aligned strategically to fulfill the needs of organization it is hence, realistic to said that training and development plays vital part in civilizing employee turnover (James, 2017).

Organizational knowledge states to the well-organized techniques to interpret and return to both the internal and external data of mainly obvious ideas that are being likely to its profitable importance on the learning and development process (Dr. Shahid., 2014). Organizational strategies are the future plan of action which helps to make training and development as one of the important element that deals with the acquisition to gain knowledge, training and development are planned to learn the new experiences that acquire understand and utilize towards success of the organization (James, 2017). An employee who is acquiring a new skill of a particular topic from an experienced person must give a chance to repetition what is being taught because practice is necessary part after the person trained wonderfully the category is further divided into two one is active practice and second one is over learning (Neelam & Tahir, 2014). Active learning permits the trainee to accomplish the task frequently or use the provided data in a right way while, over learning is the task to perform the given opportunity to practice outside the point where the assignment or the desire goal becomes over learned (Waleed & Sidra, 2013). Training and development helps to benefits each and every individual employee of an organization and also help them to take better decision and have right to take action on effective problem solving on the workplace along with this to keep supporting and encouraging in achieving their self-development or professional skills, build a self-confidence and trained an



employee in a manner to handle or to reduce on the job stress, tension, frustration, and conflict, also helps to respect and moving the individual towards personal goals while improving contact and communication (Neelam & Tahir, 2014).

On-the-job training is a process systematized in a manner to make available for development and enhance the qualities, skills and capabilities of new and existing employees (Robinson, 2016). It is regarded as an organized approach of learning and development to progress one's specific employee or in a form of group of employees in every organization training is the chain of activities arranged by the banks to gain understanding or skills for the purpose of growing acquisition and employee serves as an action to improve organization services by improving the technical skills (Caputi & Peter, 2017). Traditionally, on-the-job training has been well-defined as the ultimate progression by which an individual employee gain specific job information, increase their expertise and good behaviors on the workplace, the very basic and principal of training is to recover the worker talent for existing and upcoming tasks, firm responsibilities to well-equipped employees with latest changing characteristics of technology in competitive business environment (Robbin, 1998).

On-the-job training also plays a positive motivation and have an impact of training under the professional and qualified supervisors for the training program, they is a continues process of contributing a big part and enthusiastically efforts in training program, with respect to some studies it show that it has a positive impact of training and motivation to learn new knowledge related to advancement and enhances their skills perfectly, and in some researchers it is a both inversely related among each other, the organization support and social exchange theory contributes a high level of organizational supports towards their existing employees as well as also provide good incentives to the new employees to retain them in the organization and automatically reduce the turnover rate, Employee orientation is the deliberate introduction of new employees to their businesses, co-workers but, orientation must not be a motorized it should be a one-way process because all employees are different so, orientation must integrate a subtle awareness of the apprehensions, uncertainties to the workers.(Dr. Hashim, 2016).

The main goal of Orientation process is to pursued by individual in the success and it tends to be the encouraging variable to shake the distribution of labors during learning and this is further summarized in two categories task and mastery, the goal orientation of performance states to a need and demonstration of one's individual employee ability to the other employee and to receive a positive employee evaluation respectively since, the individual had a positive impact with the achievement of goals, psychological satisfaction of work-done experience (Bartlett, 2004).

Orientation program is basically depends upon what amount of information likely to cover traditional orientation program take a lot of hours to finish it but with the help of human



resources specialist (Office manager) usually perform the first part of the orientation process which includes necessary things such as working hours, salary and other benefits or vacation, the office person is continuing to introduce the new employee with his or her manager, giving the orientation by further elaborating the department with workplace colleagues, acquainting the new employee with the workplace and helping to overcome the fears (Dessler, 2014).

Manager need to be attentive about the follow up and inspire new employees to engage in activities and participate them in taking breaks with current employees by this action it enables everyone in the firm to “learn the ropes” and become more productive with the work in an innovative manner and for this exercise of orientation process includes videos, lectures by organization officers to covering up the matters like history, vision, goals and objectives of the organization and core values (Al-Dossary, 2017).

Orientation process also covers the employee personal policies, employees basic rights and benefits in the organization, the daily routine operation safety measures, rules and regulations and new employee also receives a sign for the print or internet based and the employee handbooks covering matters like this helps them in certain conditions and court may find them that content represents legally mandatory for employee commitment (Dessler, 2014). In bank, where strength is emphasized on employee to operate and classified sequence of expertise they mainly concentrations on job explanation and concentration, but a constant business, worker are definite of their employment security and this makes staff to be fully involved in work task and loyal with their organization (Dr. Fridah, 2017).

Informal orientation and the formal helps the organization in a constructive manner to reduce the employee turnover and retain them effectively in the organization, because the informality enables the new hire employee to be provided and open and relaxed, many renowned organization have modeled their facilities where the individual hire and join for orientation and initial trainings and most popular initiative is to identify a person who is similar to the new hire employee in age, work level and can be able to provide the necessary social support to the new candidate, it is beneficial for both organization and an employees to achieve or reach their desire goal objective before the deadline and positively helps the individual employee to improve the performance on-the-job with the help of proper guidance given in the designed training program organized (Dessler, 2014).

Orientation process positively retain employees in the organization as well as in the banking sector by the continuous motivation, encouragement and empowering on-the-job with the help of training to happily do work in the organization polishing and enhancing their skills with time to time, keeping themselves updated with the new technology equipped themselves with new skills and retain within the organization which automatically helps to reduce the employee turnover (Dessler, 2014).



The organizational commitment study was conducted to inspect the employee individual attachment of work to the organization and as a relationship of organization employee behavior to check the positive bond in relevant experiences and values (John Lawler, 2007).

The main focused of organizational commitment is to be identified with the help of three elements of organizational assurance such as normative pledge, affective obligation in the end continuance commitment, with respect to the normative commitment which explains that an individual employee towards their firm where they feel they have to continue working here and this feeling is alternative from the needs and wants of affective and continuous commitment and on the other hand affective commitment is purely refers to the employee or staff perceptions of their emotional attachment occur during the training and development program with their organization and while in continuance commitment it elaborates to the employee perception of the cost allied with leaving the bank (Allen, & Meyer, 1990). The contribution of employee in the decision making creates an affirmative impact on the mind of workers and feels a good support from the organization acknowledgement fairness and it was also found that organizational commitment was positively unbiased by the incentives provided to the staff and workers, on the other hand it also defines that the quality of working life is an advantageous condition which helps the employee into their work life balance and supervisory behavior and also improves the better working experience which may nurture and affective commitment to their organization (Stebe, 2004).

The correspondences among three commitment scale of turnover were all undesirable, the strong relation concerning affective commitment and turnover in past researches deliver experimental proof of perception (John Lawler, 2007).

It is stated that organization suggest training to their staff members to achieve better organizational results but on the other hand training of employees can also lead to more turnover intentions because skilled staff members are more employable in other organization (Becker, 1967). All over the world firms validate intense attention in retaining their talented workers and devote excessive agreements of efforts to satisfy employee about their profession and working surroundings (Mumtaz & Hasan, 2018).

The consequence differs between states and economies upon their level of trade and industry development cultural belief, custom etc. issues like law and order state of affairs, severe power and energy crisis, higher in inflation rate frequently increase and lead an employee to leave the job for improved prospect and safety (Mumtaz & Hasan, 2018). Banks puts in majority of skills to motivates, encourage and provide knowledge acquaintance and opportunity to enhance them professionally and personally in a correct manner to retain employee in the banks and prepare themselves as a valuable assets for their firms although it is a very hard task for the mangers to minimize the cost of employee turnover (Chen TY, 2004).



The factors of turnover intention are separated in 3 parts; bases of turnover, influence of turnover and the policies to decrease turnover, the important relationship among managers and workers generally motivates desires within the staff members to change or remain to the current job and the switching of employment is not just a switch but it has a unlimited effects later (Bloom & Reenen , 2007).

Increase in absenteeism are commonly observed when the unavoidable attitudes and behavior of managers specifically immediate boss of an employee and the investigators in previous era have tried to answers of what are the root initiating points to leave the job and the other determining factors were highlighted by those authors in past researches and in the most prominent between the issues are the lack of employee organizational commitment with their duties and responsibilities, unhappy with environment shown by their managers and other stress related to job that takes their nerves high on several organizational issues (Mumtaz & Hasan, 2018).

Banks believed that the main source of inspiration comes from the mentors and mentors plays a crucial role in enhancing the efficiency and effectiveness, trust their organizational commitment and provide employees with huge satisfaction of job because managers encouraged and give them every guidance, organizational support and great exposure to prepare themselves as a valuable asset for their firm on the other hand if not, then penalties lead banks and their staff members towards disappointment and depression(Elangovan, 2001). In past researches it is supposed and broadly viewed through various reviews and studies that staff-members commonly negotiate on the factors such as work handling problems, job security issues salary and compensation benefits and there is hardly any proof understood that people negotiate on the issues related to their immediate managers relationships (Magner & Johnson, 1996). With respect to previous researches it determines that interest of changing from one job to another were originates in higher managerial position within the organization rather than the individual who are working on non-managerial positions (Elangovan, 2001).

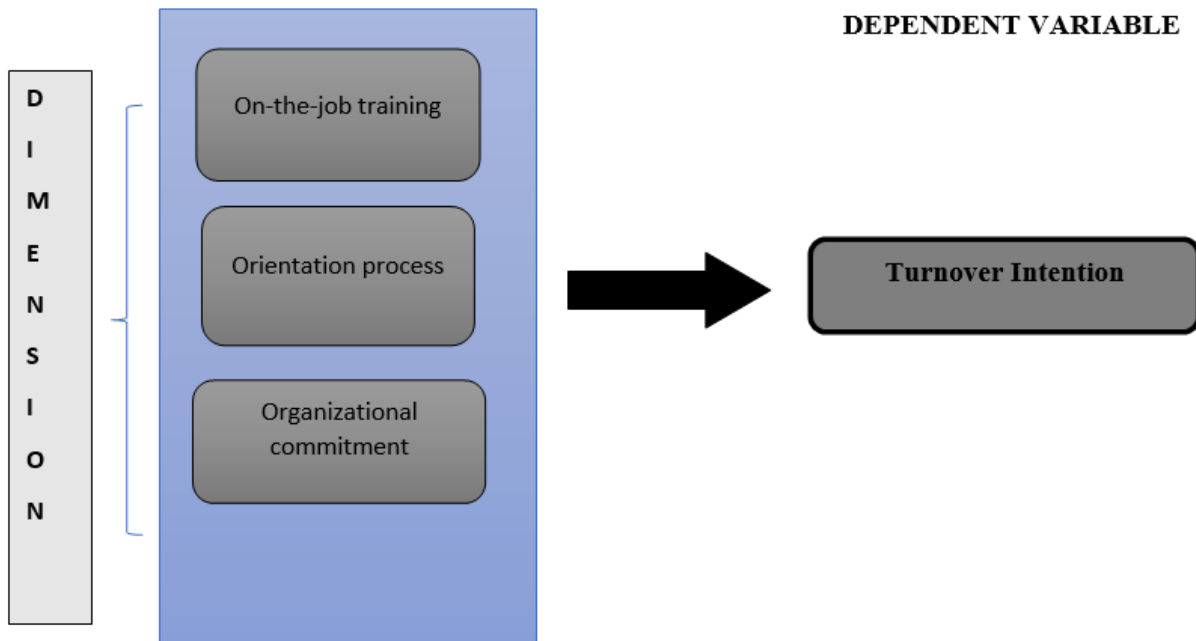
There are also some other studies which is added up to this knowledge and clarified well about the concept in feature and particularized the idea that how organizational commitment and satisfaction promotes towards job and turnover is mainly a result if anything not went good (Booth & Hamer, 2007).

On the other hand it is noticeable that workers remain to perform their work with strong organizational commitment and full interest and when employee experiences the desirable working environment they are more happy and likely to stay or remain within the bank and having perfect, clear and manageable goals (Van & Christ , 2004).



THEORETICAL FRAMEWORK

INDEPENDENT VARIABLE



METHODOLOGY

Research Design:

The primary data used in this research is collected by distributing the questionnaire online among the employee of banks. The major source was the employees of banking sector of Karachi. In the questionnaire, 16 questions were included and all the questions were made on the 5 point Likert scale and questions were related to role of on-the-job training, orientation process, organizational commitment respectively and 4 questions were related to turnover intention



Sample size & Sample technique

The data used for the statistical analysis was gathered from 300 respondents out of which 275 return back from respondent because of the contemporary situation of pandemic (covid-19) in Pakistan most of the employee are not going to their workplace due to this reason these responses are return back from the bank researcher choose. Convenience sampling method was employed to gather the data.

Research Data source

Close ended questionnaire were prepared by the researcher in order to gather relevant information about the research and the questionnaire is circulated among employees of the private banking sector of Karachi and analyze their response on turnover intention.

Statistical Technique

The SPSS software Version 20 was used for the statistical analysis. Along with that Microsoft Excel was also used for determining the relationship between the variables.

DATA ANALYSIS & FINDINGS

Regression Analysis

Table 1. Application of Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583 ^a	.339	.332	2.26171

a. Predictors: (Constant), organizational commitment , On-the-job training , orientation process

Above Table 4.4 shows that R which is multiple correlation coefficient, is having a value of 0.583 which indicates that independent variables are good in predicting the dependent variable of the study. The Adjusted R square value indicates the variability in dependent variable due to the independent variable. In this table adjusted R square value is 0.332 means 33.2% variance in turnover intentions is due to on-the-job training, organizational commitment and orientation process.

Table 2. Application of ANOVA

ANOVA^a



Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	712.302	3	237.434	46.416	.000 ^a
	Residual	1386.258	271	5.115		
	Total	2098.560	274			

a. Dependent Variable: turnover intentions

b. Predictors: (Constant), organizational commitment , On-the-job training , orientation process

The above table shows the statistical significance of regression model. In this table, sig value is 0.000 which is below than 0.05 hence it is clear that null hypothesis is rejected. The F value in the table shows the fitness of the overall regression model for the data. In the above table, it is shown that the independent variables of the study i.e. on-the-job training, orientation process and organizational commitment are statistically significantly predicting the dependent variable of the study i.e. turnover intentions $F(3, 271) = 46.416, p < .0005$ hence, the regression model of the study is a good fit of the data of the study.

Table 3 Application of Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.644	.968		5.831	.000
	On-the-job training	.170	.070	.160	2.442	.015
	orientation process	-.036	.085	-.034	-.428	.669
	organizational commitment	.516	.080	.498	6.481	.000

a. Dependent Variable: turnover intentions

$$Y = a + \beta x_1 + \beta x_2 + \beta x_3 + \beta x_4 + et$$

Turnover Intentions = 5.644 + 0.170 (On-the-job-training) - 0.36 (Orientation process) + 0.516 (Organizational commitment)

H1: In the above coefficient table, the t-value of on-the-job training is 2.442 whereas the level of significance is .015 which is lower than 0.05 therefore, the null hypothesis is rejected and on-the-job training is positively and significantly co-related with turnover intentions in the banking sector.



H2: The above coefficient table shows that the t-value of orientation process is -.428 whereas the level of significance is 0.669 which is higher than 0.05 hence, the null hypothesis cannot be rejected so, there is no relationship among orientation process and turnover intentions.

H3: The above coefficient table demonstrates that “t” value of organizational commitment is 6.48 whereas the level of significance is 0.000 which is lower than 0.05 therefore it means that it is statistically significant and the null hypothesis has been rejected. So, there is an impact of organizational commitment on turnover intentions.

Table 4 Application of Correlation

		Correlations			
		On-the-job training	orientation process	organizational commitment	employee turnover
On-the-job training	Pearson Correlation	1	.626**	.605**	.440**
	Sig. (2-tailed)		.000	.000	.000
	N	275	275	275	275
orientation process	Pearson Correlation	.626**	1	.745**	.438**
	Sig. (2-tailed)	.000		.000	.000
	N	275	275	275	275
organizational commitment	Pearson Correlation	.605**	.745**	1	.570**
	Sig. (2-tailed)	.000	.000		.000
	N	275	275	275	275
Turnover intentions	Pearson Correlation	.440**	.438**	.570**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	275	275	275	275

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

The above mentioned table displays the correlation among dependent and independent variables of the study with each other. The value of on-the-job training on turnover intentions is 0.000



which is lower than 0.05 and shows the significant correlation between on-the-job training and turnover intentions. The value of orientation process on turnover intentions is .000 which is also less than 0.05 showing the significant correlation between these two variables. The value of organizational commitment on turnover intentions is .000 value which is also less than 0.05 indicating that these two variables are significantly correlated with each other. The table shows that the values of all the variables are less than 0.05 which shows that they are statistically important and are significantly correlated with each other.

CONCLUSION AND RECOMMENDATION

Employee training plays a great role in the human resource development and management and helps for the achievement of desire goals. The determination of the research is to discover the impact of training and development on turnover intentions and it is vital for the banks to get skilled, responsible and capable staff members for the better results. The immediate interpretation of that if organization improve and better to organize a meaningful training program that can help to lead for the increase in commitment level and reduces the employee turnover in an organization which is more professional and profitable. On the basis of the study it is concluded that these practices have a positive relationship with the organizational commitment. Along with that, the regression analysis also shows that when high level of commitment is recognized, training sessions are meaningful and productive, constructive feedback is given and development opportunities are provided to the employees in the performance management system it significantly impact the employee to perform better for the banks.

In the line with this study, it is recommended that for organizations to must adopt the concrete welfare program based on the diverse needs for the employees that will be encourage and motivate them to contribute more. In Pakistan, except some organization, in most of the organization the Human Resource management is yet to be properly implemented so for that organization the knowledge and awareness of how HR functions impact competitiveness is very significant. This in return will be the reason for their business success.

FUTURE IMPLEMENTATION

The method in this research is quantitative or close ended questionnaire were made for obtaining a statistics from the participants, every respondents have different perception about the effect of training and development on turnover intention recommends this research is focus particularly on the banking sector of Karachi but it may also be conducted on the other various sectors of our environment such as cement sector, hospitality industry and can be able to use another sampling methods or research techniques such as systematic clustering or multi-stage sampling etc. For further research the researcher can add more variables like firm stability, work situation and pay level and either may use the qualitative data to allocate the researcher and utilize the interview to obtain the required data from the respondents.



References:

- Mansour. (2007). Employee Turnover and Retention Strategies. *Relationship between Employees, International journal of training and development Qatar* .
- Al-Dossary. (2017). ORIENTATION TRAINING FOR EMPLOYEES TO REDUCE THE TURNOVER. *Asia Pacific Journal of Contemporary Education and Communication Technology* , 3 (2).
- Allen, & Meyer. (1990). The impact of personal characteristics on the turnover behavior of accounting professional in the banking sector . *Auditing: A Journal of Practices and Theory* , .
- Awang. (2018). Employees' Turnover: Examining its Causes in the Ghanaian Banking Industry. *International Journal of Academic Resaerch of Business & Social sciences* .
- Bartlett. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly* .
- Becker. (1967). The production of human capital and life cycle of earnings. *journal of political economy* .
- Bloom & Reenen . (2007). Measuring and explaining management practices across firms and countries. *Quart J Econ* 122: 1351-1408.
- Booth & Hamer. (2007). Labour turnover in the retail industry: Predicting the role of individual, organisational and environmental factors. *The Inte J Retail Distribution Manage* 35: 289-307.
- Caputi & Peter. (2017). The Relationship Between Responsible Leadership and Organizational Commitment and the Mediating effect of employee turnover Intentions. *J Bus Ethics* .
- Chen TY. (2004). A Study of Career Needs, Career Development, Job Satisfaction and the Turnover Intentions of R&D Personnel. *Career Development International* 9 .
- Dessler. (2014). *Human Resource Management*. Florida International University, Indian institute of Managemnt Ahemadabad: Work press 12th Edition.
- Dr. Fridah. (2017). EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE TURNOVER: A CASE STUDY OF TECHNICAL UNIVERSITY OF MOMBASA. *The Strategic Journal of business and change managemnet* .
- Dr. Hashim. (2016). Impact of training and development on employee commitment and productivity. *International Journal of Academic Research in Busineses and Social Sciences* .
- Dr. Shahid. (2014). The Impact of Training and Development on Employees Performance and Productivity. *International Journal of Academic Research in Business and Social Sciences* .
- Dr.Danish Ahmed . (2019). Factors Influencing Employee Retention: A Karachi Based Comparative Study on IT and Banking Industry. *International Journal of Human Resource Studies* .



- Elangovan. (2001). Casual Ordering of Stress, Satisfaction and Commitment, and intention to Quit. *A Structural Equation Analysis. Leadership & Organization Development Journal* 22: 159-165.
- Fatima & Fawad. (2019). Supervision Support and Turnover Intension: Impact of Employee's Training in Banking Sector of Pakistan. *European Online Journal of Natural and Social Sciences* 2019 .
- Gatakaa. (2018). Impact of training and development on employee turnover At TESCO. *A Case of United States International University-Africa (Doctoral dissertation, United States International University-Africa)* .
- Humayon & Shahar Bano. (2019). Supervision Support and Turnover Intension: Impact of Employee's Training in. *European Online Journal of Natural and Social Sciences, Special Issue on Advancement of Business and Management Science* .
- James. (2017). Can Changes in Transformational-Oriented and Transactional Oriented Leadership Impact Turnover Over time? *International Journal of Public Administration* .
- John Lawler. (2007). The Effects of Quality of Work Life on Commitment and Turnover Intention.
- Karsh & Sainfort. (2005). Job and Organizational Determinants of Nursing Home Employee Commitment, Job Satisfaction and intent to Leave. *Ergonomics* 48: 1260-1281.
- Magner & Johnson. (1996). The interactive effects of participation and outcome favorability in performance appraisal on turnover intentions and evaluations of supervisors. *J Occupational Org Psychol* 69: 135-143.
- Mumtaz & Hasan. (2018). Determinants of Employee Turnover A Survey of Employee Intentions Trend in Urban Societies of the Region. *Business and Economics journal* .
- Neelam & Tahir. (2014). The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences* .
- Robbin. (1998). A Study on the Impact of on the job training Courses on the Staff Performance (. *Journal of Stone R.J Human Resouces Management*.
- Robin. (2018). The impact of manager training. *Impact of Manager Training* .
- Robinson. (2016). The relationship between perceived training and development and employee Retention: The mediating role of work Attitudes. *The International Journal of Human Resource* .
- Sarmad. (2006). Predicting Turnover Intentions: The Case of Malaysian government doctors . *The Journal of American Academy of Business* 8 .
- Stebe. (2004). Multinational perspectives on work values and commitment. *International Journal of Cross Cultural Management* .
- Van & Christ . (2004). Should I Stay or Should I Go? Explaining Turnover Intentions with Organizational Identification and Job Satisfaction. *British Journal of Management* 15: 351-360.



Pak. Journal of Int'L Affairs, Vol 6, Issue 1 (2023) Impact of Training and Development on Turnover ...

Waleed & Sidra. (2013). The Effect of Training on Employee Retention. *Global Journal of Management and Business Research* .