

EMPLOYEE PERCEPTIONS TOWARDS TRAINING ON TURNOVER INTENTIONS: THE MEDIATING EFFECT OF EMPLOYEE COMMITMENT

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ABSTRACT

This study is aimed at determining employee perceptions towards training on turnover intentions: the mediating effect of employee commitment in the banking sector in Mathura. A survey was used in this study for a sample size of 187 and methodology used is quantitative research technique. Questionnaires were used in this survey as instrument for data collection. The findings come from both descriptive statistics and inferential statistics using Pearson correlation coefficient and regression analysis. Statistical Package for Social Sciences (SPSS) and mediation was used as a tool to analyse the data. The findings revealed that employee training is positively associated with high employee commitment and low turnover intention and employee commitment partially mediated the relationship between employee training and turnover intention. This study would further contribute to the existing theories used in this study that support the hypotheses of this study, by highlighting the correlation between employee training and turnover intention, as well as the mediating role of employee commitment. The validity and reliability of this research would help future researchers and practitioners in investigating and explaining employee turnover intention in the banking sector in Mathura region.

KEYWORDS: *Training, Employee Commitment, Turnover Intention, SPSS.*

Introduction

High competition among organisations, market expansion and technical innovation tend to define the current business scenario. In order to sustain its life and sustainability, organisational commitment is regarded to be one of the utmost essential objectives of any organisation. Organizations need to effectively invest in a strategic asset to accomplish this purpose (Alamri and Al-Duhaim, 2017; Rawashdeh, 2018). The training method can be seen as an example of the human resources practices that leads to an advantage over rivals (Jehanzeb et al., 2013). The value of training is rising increasingly, and businesses are implementing this strategy to compete in the market with their rivals (Scheible and Bastos, 2013). In addition, workers with good organisational commitment are likely to experience sentimental attachment to their organisations and are fulfilled with higher expectations to make positive contributions. Tripathy (2010) has shown that an employee who is committed to his or her work and profession has less motivation for turnover, appears to be happy with the job, and has greater intrinsic motivation. In a related research by Ashar et al. (2013) on the effect of training on employee engagement and turnover intention in Pakistan, it was found that training gives the appearance of caring and indicates to the company how important workers are. Committed jobs can have improved results and lower vacancy rates. Data from prior work suggests that there is a clear correlation between employee training and organisational commitment (Yang et al., 2012). The evidence also supports the notion that dedicated workers are positively linked to a number of favourable results, including work satisfaction and success, and to a less likely intention to leave the company. It can be inferred on the basis of the above-mentioned discussion that training is instrumental in encouraging positive behaviours of workers such as

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organisational commitment and ultimately reducing undesirable behavioural outcomes such as the intention to turnover. Typically, when an organisation offers training for workers, it may add substantially to the corporate dedication that can be seen, such as psychological contract contracts (Kadiresan et al., 2015). It is the mutual actions and behaviour of workers at all levels, focused on their recognition of the organization's attempts to enhance their talents, abilities and experiences and provide them with potential opportunities for advancement (Jehanzeb et al., 2013). If training will meet its specified goals depends not just on how an organisation organises it, but also on how individuals view those training structures (Yang et al., 2012). According to this concept, this study focuses on the perception of employees towards training, in the form of organisational commitment that ultimately generates behavioural intentions, in the form of decreased turnover intention, may contribute to a positive attitude towards the organisation. However, high employee turnover rates are an ongoing issue for India's banking sector, as well as for many other countries around the world. It is noticed in a report by (Omam consultancy, 2019) that the total turnover rate in banking and financial services is 18 percent annually on average. The shortage of lack of training resources caused workers to abandon their organisations (Gross, 2015). A research by Opolot (2011) reveals that the tenure of workers in the banking sector in Uganda is just 5.6 percent over a period of 7-10 years. Scholars such as Chen (2014) have concluded that the inability to provide workforce training is because organisations find training to be a costly risk. The objective of this study is to know employee perception towards training organizational commitment in the banking sector as organizational commitment has been viewed as a salient predictor of turnover intention (Griffeth et al., 2000). Second, we aim to examine the effect of organizational commitment on employees turnover intention in Mathura region. By doing so, it will help to better understand the correlation between employee perception of training, organizational commitment and turnover intention (Figure 1).

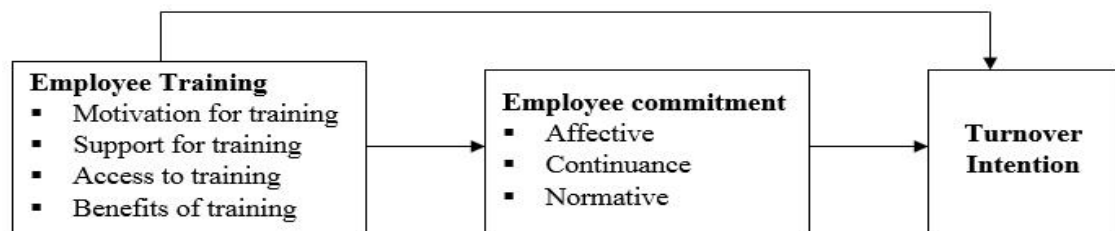


Figure 1. Conceptual Framework

Literature Review

• Employee Training

Via a series of training and development programmes, training helps companies keep their workers up-to-date and provide them with the requisite information, expertise, experiences and skills. Some companies, on the other hand, do not provide training programmes because they see it as a demonstrative concern and an economic burden on the company. Despite this view, training is seen as a critical human resource policy that can provide the company and its staff with a series of benefits. For example, it motivates workers, empowers them with new technology and strategies, develops their skills and plays a crucial role in growing organisational commitment and minimising turnover intentions (Alamri and Al-Duhaim, 2017). Training leads to more dedicated workers on the basis of reciprocity principle. Training has a positive effect on affective commitment in comparison to the multiple forms of engagement because workers tend to build job experience and skills, while normative commitment is strongly affected by training because training emphasizes the sense of reciprocating. On the other hand, though, preparation adversely affects continued commitment because training leads to better trained workers who are presumably less fearful of the costs associated with leaving the company. Bulut and Culha's (2010) research on the influence of training on organizational commitment showed that employee commitment was favourably influenced by all the aspects of training. Many studies have used various variables to measure training, but this study used training motivation (Dias and Silva, 2016), which is simply employee motivation to attend training sessions. Kanfer (2010) indicated that a major precursor to initiating training practises is encouragement for training. The results of Newman et al. (2011) indicate that workers who are well motivated for training are more likely to have a favourable view of the training environment, which in

turn contributes to greater commitment and more effort in training activities (Brum, 2007). Access to training (Chung, 2013) offers an opportunity to take part in training. Newman et al. (2011) argued that the degree to which workers are willing to get chances for training is access to training. Studies also show that human resources activities such as training require heavy manager support because training-supporting companies are more likely to successfully adopt training practices and programmes (Dardar et al., 2012). Training will have many benefits for both workers and the company. Data from previous work shows that workers who understand the benefits of training are more committed and more likely to engage in training programmes (Yang et al., 2012).

- **Employee Commitment**

According to Muthueloo and Rose (2005), Organizational commitment is the willingness of workers to be faithful in regard to roles and duties and to associate with the company. Employee involvement is extremely important for businesses to recruit and retain skilled workers, when only dedicated employees would be able to sustain their relationship with the business and make significant attempts to accomplish their objectives. Employee involvement encompasses human relations problems such as attrition, work satisfaction, success of workers and the accomplishment of corporate priorities and objectives, and it is therefore obviously important for businesses. The three-component model developed by Meyer et al. (1993) is the most commonly used engagement framework, which is as follows: First, affective engagement is the degree to which workers feel that they are emotionally linked, associated and engaged with their current organisation and thus develop the urge and need to stay in the organisation (Mouhamadou, 2015). Second, commitment to continuity is observed when workers believe that when they have no other choice, they should not leave their jobs. This is seen when a person is committed to the company because he or she is unable to match pay and benefits with some other employer. Third, normative commitment is related to the particular feelings of an employee of the desire to reciprocate a good deed given to him or her by the employer. In Mathura, however, no empirical research on the relationship between expectations of training and organisational performance has been performed. This thesis bridges this void by exploring the connection between expectations of preparation and organisational engagement, and the relationship between the latter and the intentions of turnover. This research investigates the extent to which perception of training can be used as an instrument by Mathura banks to improve the organizational commitment and reduce the turnover intentions of registered employees.

- **Turnover Intention**

Intention of turnover is the possibility of an employee leaving an organisation (Mobley et al., 1978). Intention of turnover relates to the intention of workers to voluntarily leave the company (Nicol et al., 2011). Researchers use particular time intervals to assess turnover intent, and they see it as an option concerning a person leaving a current employer (Wong et al., 2015). Researchers indicated that optimistic turnover intentions remain connected to real voluntary turnover (Hancock et al., 2013), which makes this subject a significant one to consider and avoid for managers in a company because high turnover has a negative effect on companies (Hayward et al., 2016). Turnover intention influences organizational efficiency, through the loss of talented employees, difficulties in getting the job done and potential costs (Kadiresan et al., 2015 and Matz et al., 2014). The turnover intention drivers may include but not limited to, leadership, job satisfaction, compensation, training and organization commitment. It is not easy to measure actual turnover, and thus, most scholars depend on turnover intention as the best variable to predict the actual turnover in organizations (Park et al., 2014). Hence, the adoption of the turnover intention concept to represent the actual turnover is acceptable. The assumption in this review is that the opposite of turnover intention is the intent to stay (Costen and Salazar, 2011). The intent of this study is to examine how organizational commitment relates to the turnover intention in the Mathura banking sectors. Previous results have shown strong evidence that turnover intention is negatively related to organizational commitment (Alamri and Al-Duhaim, 2017; Newmana et al., 2011; Silva and Dias, 2016).

- H₁:** There is a no significant relationship between perceived training and turnover intentions
- H₂:** There is a significant relationship between perceived training and employee commitment.
- H₃:** There is a no significant relationship between employee commitment and turnover intentions.
- H₄:** Employee commitment mediates the relationship between perceived training and employee commitment.

Methodology

The research design adopted for the conduct of this study is cross-sectional correlational survey design. The survey research was used to test the hypotheses for this study, and to ascertain whether a possible relationship exists between perceived training, employee commitment and turnover intentions. The methodology used in this study is based on quantitative research. The method used in this survey is the questionnaire method as a means of data collection from the respondents. The research design involves a 250 sample of employees whom questionnaires were distributed, who were both bank managers and subordinates. The proportionate stratified random sampling approach is used. The response rate for the main survey was 75 per cent. In this paper, we present results derived from a sample of 187 usable questionnaires. A five-point Likert-scale was employed. The response categories ranged from "1-strongly disagree" to "5-strongly agree" for all the variables. The training is the independent variable, employee commitment is the mediating variable, while turnover intention is the dependent.

Measures

The items used in this study were adapted from previously published studies. Employees' training in terms of benefits of training, support for training, motivation for training and access for training using sixteen items like "Participating in training programmes will increase my chances of getting a promotion", "I believe I can improve my skills by participating in training programmes" etc. developed by Bulut and Culha (2010) and Bartlett (2001). Employee commitment is measured using twelve items like "I am deeply attached to this bank", "It would be too costly for me to leave this bank now" etc. developed by Allen and Meyer (1990). Turnover intention was measured using six items adapted from Farh et al. (1998). The items for turnover intention include: "I think a lot about leaving this bank."

Validity and Reliability

A pre-test of the research instrument was done to ensure validity by giving to (10) experts for their expert opinions on the relevancy of the questions using five-point Likert scale of relevant or irrelevant. Irrelevant items that were found were eliminated and items found relevant were left to be used. For reliability, only items that constituted a Cronbach's alpha value of 0.7 and above were retained (Table 1).

Table 1: Reliability of Instrument

Variables	No. of items	Cronbach's alpha results
Employee training	18	.930
Employee commitment	12	.900
Turnover intention	6	.901

Source: Primary data

Data Analysis

Statistical package for social scientists (SPSS) version 19 was used for analysis. Analysis of output included descriptive statistics, correlation analysis, standard regression analysis and Sobel test was also used to determine the mediating role played by employee commitment in the relationship between perceived employee training and turnover intention.

Research Findings

Descriptive Statistics

Of the 187 respondents, in terms of gender, 54 per cent are male and 46 per cent are female. The age categories ranged between 20 and 30 years (42.9 per cent), 31 and 40 years (29.4 per cent), 41 and 50 years (16 per cent) and 51 and above years (11.7 per cent). In terms of qualifications, 5.3 per cent had a diploma; 41.7 per cent had a graduation, 38.6 per cent had a master's degree, while 14.4 per cent had other qualifications. In terms of tenure, 22.4 per cent had spent less than five years in their current organization, while 51.3 per cent had spent between 5 and 10 years, 19.2 per cent had spent between 10 and 15 years and only 6.9 per cent had spent 15 years and above.

The mean score and standard deviation (SD) for our study variables in Table 2 are 4.14 for perceived training (SD = 0.63), 4.13 for employee commitment (SD = 0.639) and 1.79 for turnover intention (SD = 0.685). The mean score and standard deviation reflect conformity of respondents' perception of these items. To test the study hypotheses, the Pearson correlation coefficient and multiple linear regression analysis were used.

Table 3 shows the correlations of the study variables and it can be seen that the study variables are significantly correlated. The correlation between ET and EC is significantly positive as $r = 0.855, p < 0.01$. It is also found that the significantly negative correlations exist between ET and TI as $r = -0.744, p < 0.01$ and EC and TI as $r = -0.821, p < 0.01$.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Training	187	2	5	4.14	.633
Employee Commitment	187	2	5	4.13	.639
Turnover Intention	187	1	4	1.79	.685
Valid N (listwise)	187				

Table 3: Correlations among Survey Items

Research variables	Employee Training	Employee Commitment	Turnover Intention
Employee Training [ET]	1	.855**	-.744**
Employee Commitment [EC]	.855**	1	-.821**
Turnover Intention [TI]	-.744**	-.821**	1

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

Source: Primary Data

As can be seen in Table 5, there is no issue of collinearity problem in this data as the correlations between the independent variables are not high. This implies that multiple regression analysis can be carried out to answer the hypotheses of the study.

Hypothesis Testing

Tables 3–5 present the results of hypothesis testing. As expected, the results revealed a significant negative relationship between perceived training and turnover intention ($r = -0.744, p < .01$), which meant Hypothesis 1 should be accepted. The R^2 value for this equation was 0.552, indicating that ET accounts for 55.2 percent of the variance in TI.

To test Hypothesis 2, indicating that there is a significant relationship between perceived training and employee commitment as $r = .855, p < .01$ thus, H2 was accepted. The R^2 value for this equation was 0.730, indicating that ET accounts for 73 percent of the variance in EC.

To test Hypothesis 3, $r = -0.821, p < .01$ as in Table 4, indicating that there is insignificant relationship between employee commitment and turnover intention. The R^2 value for this equation was 0.672, indicating that EC accounts for 67.2 percent of the variance in TI; thus, H3 was accepted.

Mediation Analyses

We used Hayes SOBEL analysis to investigate the extent to which employee commitment mediates the effect of perceived training on turnover intention. The results indicated that employee commitment mediated the effect of perceived training on turnover intention. Employee commitment ($R^2 = .677$) accounted for approximately 67% of the variance in turnover intention. Figure 2 illustrates the path model for the mediation effect of employee commitment on the relationship perceived training and turnover intention.

Table 4: Multiple Regression Analysis Results

Dependent Variables	Independent Variables	B (Unstd. coeff.)	S.E.	(Std. coeff.)	Adj. R^2	t-value	Sig.
Turnover Intention	Employee training	-.806	.053	-.744	.552	-15.167	.000
Employee Commitment	Employee training	.864	.038	.855	.730	22.436	.000
Turnover Intention	Employee commitment	-.880	.045	-.821	.672	-19.544	.000
Turnover intention	Employee Training,	-.172	.087	-.158	.677	-1.972	.050
	Employee commitment	-.735	.086	-.685		-8.525	.000

Source: Primary Data

Table 5: Collinearity Results

Model	Correlations			Collinearity	
	Zero-order	Partial	Part	Tolerance	VIF
1					
(Constant)					
Z score (Employee Training)	-.744	-.144	-.082	.447	2.239
Z score (Employee Commitment)	-.821	-.532	-.355	.447	2.239

a. Dependent Variable: Z score (Turnover Intention)

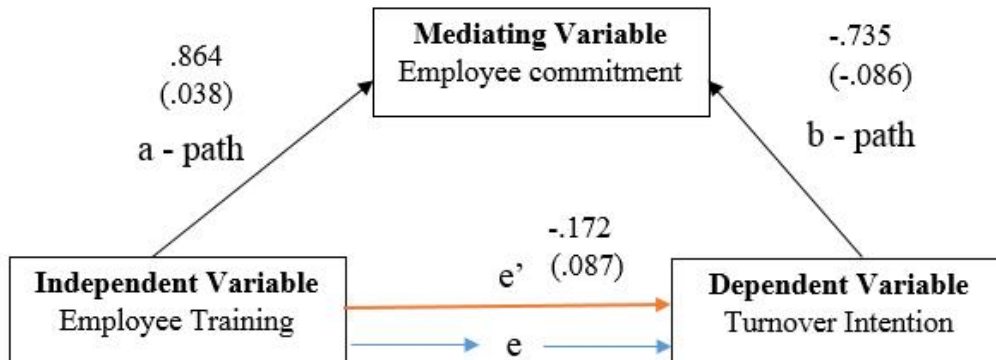


Figure 2: Path model demonstrating the mediation effect of employee commitment in association between training and turnover intention

- ET had a total direct effect on TI that was statistically different from zero ($\beta = -.744, p < .0001$; e-path in Figure 2).
- ET had a direct effect on EC that was statistically different from zero ($\beta = .855, p < .0001$; a-path in Figure 2).
- When the effects of ET were controlled for, EC had an effect on TI that was statistically significant ($\beta = -.685, p < .0001$, b-path in Figure 2).
- When the effects of EC were controlled for, ET had a direct effect on TI that was statistically different from zero ($\beta = -.158, p = .05$, e' in Figure 2). The results indicated that employee commitment partially mediated the relationship between perceived training and turnover intention.

The Hayes SOBEL test helped estimate the indirect effects ET had on TI through EC ($Z = -8.00000958, p = < 0.000001$). The analysis showed the evidence of mediation effect of employee commitment. We found a significant indirect effect of employees' organizational commitment on the relationship between perceived employee training and employee commitment. In other words, high perception towards employee training will reduce turnover intention by increasing employee' organizational commitment.

Discussion

The purpose of this study was to investigate the perception of employees towards training on turnover intention in the context of banking sector. This includes a focus on variables that show a link between training and turnover intention. With regard to these results, it can be said that workers who perceive the availability of training in the business favourably are more interested in remaining with the organisation, contributing to a high loyalty to the organisation (Ha et al., 2014), thereby implicitly reducing the intention of turnover. The research on the relationship between training and organisational performance by Patrick Owens (2006) found just that to be valid. The Owens study hypothesized that higher levels of commitment are indicated by workers in training programmes and that turnover is less likely to be considered. The study supported the theory that training has a positive effect on the cognition of commitment and turnover. The research further argues that organisational commitment is adversely linked to the intention of turnover. Joo (2010) argued that organisational commitment plays a vital role in the attrition intent of workers as a total mediator. Apart from Owens, several other academics and practitioners have had related research outcomes (Rawashdeh and Tamimi, 2019; Scott, 2007; Windon

et al., 2019; Newmana et al., 2011; Ahmad and Bakar, 2003; Bartlett, 2001). The research results check the applicability of the principle of social exchange (Blau, 1964) and the norm of reciprocity (Gouldner, 1960). The findings of our study support the research of Martin and Kaufman (2013) and confirm that extension agents with a higher perception of training and organisational engagement have a lower intention to leave their work. A significant number of previous studies show that the relationship between an employee and the organisation directly and indirectly influences the perceptions and attitude of the employee towards the organisation and offers a mediated influence on the purpose of employee turnover (Joo, 2010; Maertz, Griffeth, Campbell, & Allen, 2007; Peltokorpi, Allen, & Froese, 2015; Rhoades, Eisenberger, & Armeli, 2001).

This research therefore offers an explanation of empirical evidence by showing that training as "most relevant" to their current employment is capable of producing more positive commitment results in the banking sector in the Mathura region and has less intention of leaving. This study also provides a blueprint to help HRM researchers and practitioners step beyond the current structures in an effort to explore and clarify the purpose of workforce attrition in the banking sector in the context of Mathura region.

Implications

This study yielded some meaningful theoretical and practical findings. The present study contributes to the body of information on commitment and turnover at the theoretical level. In particular, the current research offers evidence of a good or poor relationship between the perception of training by workers, organisational commitment and the intention of turnover. Practically, this research reinforced the relevance of job training in practice of human resource management. The results of the study advise Mathura banks to strengthen the employees' perception of training and associated growth opportunities in order to meet the needs and desires of their employees in terms of organisational development. The research findings indicate that employee commitment is negatively related to the intention of turnover. In order to improve employee engagement, banks should first plan more successful training programmes and inspire their employees to foster the skills and awareness of their employees. Second, develop a culture of commitment to improve employee engagement and allow them to recognise banks as a family to which they belong (Diab and Ajlouni, 2015). Therefore, the findings of this study provide our theories with clear empirical support that staff training and employee commitment have an effect on differences in the intention of turnover. Therefore, management is advised to make unfailing use of this outcome to make favourable decisions about the training of its staff, because training has a direct and indirect effect on the intention to turnover.

Conclusion

We conclude that, these results have outstanding implications. In this study of banks in Mathura region, we attempted to investigate the impact of employee perception of training on employee commitment, and consequently, the impact of employee commitment on turnover intentions. A clear relationship between perceived training and employee commitment is developed. Our report further reveals a clear inverse correlation between employee commitment and the intention of turnover. These findings suggest that Mathura banks should consciously apply appropriate training plans to improve employee involvement with the company, which, in turn, will lead to a decline in employee turnover. That will inevitably add to the loyalty of consumers through the reliability of employee support, commitment to greater efforts, and high-quality customer care facilities.

Limitations and Future Research

The conclusion of this research shows a positive relationship between the variables studied in this study, but then it is also subject to certain limitations in the area of the study, i.e. in this study only employee perceptions of training are investigated. Providing employee perceptions of training includes a number of factors, such as training environment, motivation to learn and co-worker support for training can be taken into account in future research (Newman et al., 2011). Second, the research employs a quantitative approach. To examine the relationship between the variables, future studies may conduct interviews. Thirdly, our data has been collected from employees working in banks in the banking sector; there is a need for future research in other industries in Mathura to improve the generalizability of the findings. Fourth, in addition to organisational commitment, other attitudinal structures can serve as possible mediators in the relationship between the perception of training by employees and the intention of turnover. Future studies may involve mediating variables, such as work environment, job training satisfaction (Poon, 2004) and management faith (Whitener, 2001), which may help describe the hypothesised relationships. Finally, the results cannot be generalized, since, there is a risk of bias due to variations in understanding of and behavior to perceived training.

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