Connecting the Dots: How Organizational Commitment Mediates the HR Practices-Turnover Intention Link

Javed Iqbal  
Department of Management Sciences, Bahria University Lahore Campus Lahore.  
javedlatif2016@gmail.com

Hafiz Ahmad Ashraf  
Department of Business Administration, University of Central Punjab.

Syed Inaam Ullah Shah  
Department of Business and Public Administration, Emerson University Multan, Pakistan.  
syed.inaam@eum.edu.pk

Corresponding: ucpahmad@gmail.com

ARTICLE INFO

Article History:  
Received: 04 Jul, 2023  
Revised: 15 Aug, 2023  
Accepted: 28 Aug, 2023  
Available Online: 07 Sep, 2023

DOI: https://doi.org/10.56536/ijmres.v13i3.515

Keywords:  
Organizational Commitment, Human Resource Practices, Turnover Intentions, Organizational Support, Empowerment

JEL Classification:  
M12, M53

ABSTRACT

The main purpose of the current study is to analyze the influence of human resource (HR) practices on the intention of employees to leave their jobs, taking into account the intermediary role played by employees' commitment to the organization. This investigation is rooted in the organizational support theory. Data was obtained through a self-administered questionnaire. The research was carried out by selecting a sample of 400 respondents from Pakistan's hospitality industry, using a non-probability purposive sampling approach. The study's findings revealed that there is a partially significant and direct relationship between HR practices such as training and development, motivation-enhancing approaches, and skill-enhancing initiatives—except for aspects related to pay and promotion. Notably, organizational commitment was found to significantly mediate the connection between HR practices and employees' intention to leave their jobs within Pakistan's hospitality industry. This research enriches the Human Resource Management literature by amalgamating HR practices, turnover intention, and organizational support theory into a unified framework. Through this, it offers insights into the potential routes via which HR practices can yield positive outcomes. From a practical perspective, this study extends guidance to HRM professionals in the hospitality sector on the effective implementation of HR practices.

INTRODUCTION

Human Resource (HR) practices provide viable resources to ensure the consideration of individual interests and comfort are looked at carefully by the organization and individuals perceive that they are getting recognition and appreciation within the organization (Ng et al., 2022). HR practices basically shape individual behavior outcomes at the workplace (Wang et al., 2020) and directly affect the performance of the organization (Alwi et al., 2021). Hence, it is crucial to prioritize HR practices with the aim to enhance the performance of organizations, especially within the hospitality sector (Jan et al., 2021; Shayegan et al., 2022). Various scholars have examined the relationship between HR practices and organizational outcomes from a wide range of viewpoints (Marescaux et al., 2012). HR Practices such as training and development (T&D), skill-enhancing and motivation enhancing (empowerment), and organizational support are provided by managers and peers (Alwi et al., 2021).
On the other side, turnover intention (TI) is a serious problem faced by organizations globally (Juhdi et al., 2013). Turnover intention negatively affects organizational performance (Juhdi et al., 2013). The hospitality industry faced serious problems of turnover and turnover intentions of their employees all over the world (Salama et al., 2022). About 30% of the total workforce in the USA left their jobs in the year 2020 (Han, 2022). However, the annual rate of TI in the hospitality sector in the USA is ranging from 60 to 120% is higher as compared to other sectors (Salama et al., 2022). A review of the turnover of an individual in the hospitality sector by (Han, 2022) cited that “the cost of losing employees is significant, and the causes of turnover have been studied over the last decades”.

In Pakistan, hospitality sector plays significant role (Ahmad et al., 2023) but due to a lack of empowerment, recognition, training, and development, job insecurity, employees want to switch to those hotels and restaurants which provide them with all these opportunities and have good HR practices (Ahmad et al., 2021; Meacham et al., 2017). However, HR practices can play their role in retaining employees such as training & development, skills enhancing practices, motivation enhancing HR practices empowerment, and OC (Marescaux et al., 2012; Meacham et al., 2017). The concept of HRM suggests that employees are valuable assets to the organization, and HRM encompasses a blend of approaches, practices, and frameworks that influence the behavior of these employees (Gadi & Kee, 2018).

In the contemporary business landscape, the intention of employees to leave their jobs has emerged as a significant challenge for organizations worldwide, exerting a detrimental impact on their overall performance (Meacham et al., 2017). Resultantly, it diminishes in a drop in morale of remaining employees, decline in performance, inefficient and delayed services, costs of recruits, and over e payments to employees (Chew & Chan, 2008). So, if employees leave then it will be highly detrimental for their organizations. To achieve a competitive edge in the marketplace over its competitor’s organizations endeavor to hire their rival’s employees (Meacham et al., 2017).

The situation becomes even more concerning for organizations when departing employees carry away valuable information, skills, and knowledge related to ongoing projects (Phang Ooi & Ban Teoh, 2021), adding to the potential impact of employee turnover. Although previous researches have been done on the turnover intention (TI) of employees generally (Albashiti et al., 2021). However, there has been limited research conducted on the collective aspects of employees’ skills, motivation, empowerment, OC, and turnover intention (Salama et al., 2022). Different employees have different skills, motivation, and empowerment expectations from their organizations, and top management needs to be very fair with them (Albashiti et al., 2021).

To control the TI of employees, HR practices for example T&D, skills and motivation enhancing practices empowerment, play a significant role (Memon et al., 2021). in another research researcher (Khilji & Wang, 2007) determined the correlation between employee turnover intention and HRP. HR practices quality affects the motivation level of employees to remain with or depart from their organization (Alwi et al., 2021). Skilled employees are nimbler in leaving or changing their organizations if they feel that organizations are failing in providing them with essential human
resource practices, such as training in contrast to poor and average employees (Bashir & Long, 2015). Skilled employees expect their organizations to provide them with essential HRPs that increase their motivation and skills to stay in their organizations (Memon et al., 2021).

Previous studies found relationships between TI and individual HR practices but individual relationships between training and development, promotion, recognition, pay, job security, empowerment, organizational commitment and employee engagement at work and TI (Juhdi et al., 2013). Recently, to identify the research gap, two studies were by Kravariti et al. (2022) on systemic literature reviews on talent management in tourism and hospitality, and another systemic review on empowering leadership in the hospitality and tourism industry by (Hoang et al., 2021) recommended the avenues for future research. So, in light of the above recommendations, the projected relationship framework is needed to be studied in the Pakistani settings as it is a developing country and this research could benefit of prosperity leadership and development of the hospitality and tourism industry by focusing on HR practices and employee’s TI (Alwi et al., 2021; Jan et al., 2021).

Generally, employees are looking forward to those organizations which provide them with personal development opportunities in hospitality sector (Le et al., 2023). Employees are inclined to remain with organizations for extended periods when they are offered valuable training and development prospects, opportunities for advancement, performance-based compensation, job stability, and meaningful recognition (Chen et al., 2004). The high turnover rate of employees imposes several direct costs as well as indirect costs to the organizations which badly affects institutions’ performance and morale of remaining employees (Albashiti et al., 2021; Le et al., 2023). So, this issue urgently needs attention as it not only affects organization performance but also badly affects and future of the employee (Ronfeldt et al., 2013). Prior research has lacked thorough examination of HR practices and their influence on employee retention within Pakistan's hospitality industry. The relationship between HR practices and employee TI in Pakistan remains largely unexplored and warrants further comprehensive investigation. For this reason, the present focus is to cover this gap by examining the impact of HR practices on TI in the hospitality and tourism industry of Pakistan.

This study aims to investigate how HR practices, including training and development of skills, practices that boost motivation, and empowerment, influence turnover intention. Additionally, the study will explore whether organizational commitment plays a mediating role between these variables. Although past studies have worked on turnover intentions yet they have not tested skills and motivation enhancing practices along with empowerment directly with TI of employees under the theoretical support of organizational support theory. While the influence of HR practices on TI has been noted, the lack of a clear understanding of this concept has resulted in a dearth of empirical studies exploring its effects. Consequently, there is a need for researchers to investigate the factors shaping TI.

This study has two primary objectives: firstly, to investigate the effects of HR practices on both OC and TI; and secondly, to determine if OC acts as a mediator in the relationship between HR practices and TI. As for as concern of objectives for this research to explore the role of skills enhancing practices on employees TI. To assess the impact of motivation enhancing practices on TI of
employees. To examine the influence of empowerment on employees’ TI. To analyze the influence of OC on employees’ TI. Finally, to find out whether OC mediates the relationship between performance-enhancing practices and empowerment on employees TI.

**LITERATURE REVIEW**

**Organizational Support Theory**

Organizational support theory means organizational employees have faith in their organizations that their organization can have either positive inclination or negative inclination towards them which encompasses their welfare concerns and recognizes their contributions (Allen et al., 2003; Yadav & Rangnekar, 2015). This theory has a vital component of association in which organizations do for employees and pay consideration in reciprocation when employees receive supporting treatment from their organizations (Ahmad, Nawaz, et al., 2023; Hussain & Asif, 2012). As a result, employees feel obliged and start caring for their organization’s goals and benefits in return for receiving high pay, recognition, and promotion which increases employees’ organizational commitment and performance and decreases their turnover intention and absenteeism (Maertz et al., 2007).

According to Eisenberger et al. (1986) the organizational support theory “if employees perceive more support from the organization, they are likely to develop more positive attitudes towards the organization”. Eisenberger et al. (1990) examined that POS reduced absenteeism and turnover intention of employees and enhance organizational citizenship behavior. POS also increased employee performance (Kurtessis et al., 2017). High level of POS of the employee to persuade strong feelings and thoughts of trust towards the organization (Eisenberger et al., 2001). In response to POS from their organizations, employees often respond positively. Furthermore, a sense of POS is expected to instill and nurture a robust desire among employees to maintain a lasting affiliation with the organization. Individuals possessing a higher level of POS are less inclined to actively seek alternative job prospects outside of their current organization (Kurtessis et al., 2017).

A study by Allen et al. (2003) showed that POS was negatively associated with TI. Another research by Kurtessis et al. (2017) found a substantial association between POS and OC among health workers. As employees receive resources from the organization, a favorable POS takes shape, fostering a sense of obligation towards the organization (Srivastava & Agrawal, 2020). Likewise, these positive backing prompts employees to exert effort for heightened performance and engage in proactive contributions to the organization, exhibiting positive behaviors and attitudes (Yadav & Rangnekar, 2015).

When employees hold positive perceptions of their supervisors, perceiving them as supportive in both work and family matters, and recognize opportunities for career growth, their level of POS tends to be elevated (Rhoades et al., 2001; Srivastava & Agrawal, 2020).
Relationship of HR Practices (Training and Development) and Turnover Intention

HR practices are closely linked to employees' satisfaction and motivation, thereby contributing to the overall performance of the organization (Jan et al., 2021). HR practices not only directly help organizations improve their performance (Jan et al., 2021) but also boost employees’ motivation and job satisfaction levels (Alwi et al., 2021). According to Dechawatanapaisal (2018) HR practices refer to the planned activities that attract, develop, motivate and train the individual with appropriate attitudes, perceptions, and behavior (Palgrave et al., 2010) and reducing turnover intention (Fulmore et al., 2023). Training & development is a learning procedure for employees to attain skills or awareness for performing specific tasks (Mullins, 2007). It is the most essential HR training and development practice organizations can boost their talent capital (Bos-Nehles & Veenendaal, 2019).

A proper training program authorizes employees to implement their capabilities and skills in improved ways which increase their commitment, motivation, confidence, and learning (Jan et al., 2021). When employees are more satisfied with their training programs then they want to stay in their current organizations, as a result, organizations achieve a competitive advantage in terms of a better workforce (Gould-Williams & Gatenby, 2010; Kurtessis et al., 2017).

Training & development HR practice is very much beneficial for organizations long term success although it is an expensive and complex procedure (Marescaux et al., 2012). Development consists of an employee’s dynamic and continuous long term career growth of knowledge and skills instead of instant performance (Mullins, 2007). It provides more benefits to organizations in the future. If an organization is not interested in its employees’ development processes, then it affects that organization’s efficiency, and productivity. Development is vital for employees in their organizations (Hameed, Abdul, 2011).

TI is an employee’s cessation from the organization upon finding a new alternative job in other organizations (Anasori et al., 2021). It has very negative outcomes on an organization’s performance as it badly decreases the organization’s performance (Memon et al., 2021). Turnover is a serious problem in Pakistan (Salama et al., 2022). It has become a challenging job for the hospitality industry such as hotels to retain experienced, talented, and qualified employees (Ronfeldt et al., 2013). There are several reasons for employees of turnover intention some of them are financial issues i.e. low salary package, promotional issues, and lack of empowerment, recognition, job security, training, and development (Ronfeldt et al., 2013).

The previous study of Bashir & Long (2015), TI can be controlled by enhancing their skills, knowledge, and abilities, by guiding and mentoring them properly, by increasing their pay and providing them better training, promotions, and development opportunities, by recognizing their efforts, by providing them empowerment them and instigating organizational commitment and loyalty which motivates them to stay in their organizations (Kurtessis et al., 2017). Although, Employee turnover is strenuous to deal it can be solved by motivating and empowering them and inspiring them so that they want to continue their journey in their present organization (Kurtessis et al., 2017).
H1: HR practices (Training and Development) have a significant negative impact on TI.

Relationship between HR Practices, Skills Enhancing (e.g., Pay, Promotion, Recognition, Job security) and Turnover Intention

The study focuses on the direct and direct impact of HR practices such as skills enhancing practices, such as promotion, pay, recognition, job security, and empowerment on OC and TI of employees. Skills-enhancing practices improve employees’ abilities and knowledge by enhancing their skills (Subramony, 2009). These skills are very much necessary for any organization’s productivity as it increases their employees’ efficiency in the workplace. Employees’ skills, knowledge, and abilities are improved by their proper training and development. The hospitality industry has continuously faced a severe turnover of employees in Pakistan due to a lack of empowerment, recognition, training, job insecurity, and development, therefore employees want to switch to those hotels and restaurants which provide them with all these opportunities.

Pay
Satisfied employees do not want to leave their organizations. One of the most crucial reasons for employee TI is less pay. On the other hand, if employees are receiving higher pay in their organizations, then there is the least chance that they will quit their organizations shortly. Good pay is always a key to attracting brilliant employees for organizations (Wang et al., 2020). If pay is rational and fair in organizations then their employees are less likely to quit their organizations. Pay is one of the key determinants in the TI of an employee. A negative association prevails between pay and employee TI.

H2: Skill-enhancing HR practice Pay has a significant negative relationship with TI

Promotion
Organizational employees generally consider promotion as their career achievement and performance success factor and if they are not promoted then they may quit their organizations. A lack of promotional opportunities provokes employees to quit their organizations (Kim, 2012). Studies reveal that high-performer or dexterous employees, who quit their jobs were highly discontented with their growth and promotional opportunities in contrast to low-performer employees who stay in their jobs. Employees quit their organizations when there is a lack of promotional opportunities (Phang Ooi & Ban Teoh, 2021). If organizations offer merit-based promotions to their employees then there are chances that employee turnover intention decreases dramatically (Mangold & Faulds, 2009).

H3: Skill-enhancing HR practice Promotion has a significant negative relationship with TI

Recognition
Recognition is an employee’s acknowledgment of work determination formally or informally which is beyond their expectations as it supports their organizational objectives (Amponsfo et al., 2023). Employees stay in their organizations only when organizations recognize their contributions and the
top-level management appreciates their abilities. Lack of recognition increases the turnover intention of employees to quit their jobs. Recognition and employee turnover intention have a negative association with each other (Chew & Chan, 2008).

H4: Skill enhancing HR practice Recognition has a significant negative relationship with TI

**Job security**

Job security affects the behavioral intention of employees as it assures their stay in their organizations. Job security and employee turnover intention are negatively related to each other (Boon et al., 2011). Job security enhances employee commitment towards the organization and shrinks turnover intention. Previous studies have described that job security is related to stress as when employees are insecure about their jobs then they will automatically feel stressed and start finding other opportunities, consequently their job performance is declined (Vander Elst et al., 2014).

H5: Skill enhancing HR practice Job security has a significant negative relationship with TI

**Relationship of Motivation Enhancing HR Practices (Empowerment) and Turnover Intention**

One of the HR practices, motivation enhancing practices (Empowerment) helps employees in accomplishing their tasks and affects their willingness and desire to achieve organizational goals and objectives. Such HR practices engage organizations in reducing their turnover and increasing their employee performance (Kinnie et al., 2005). Employee motivation is enhanced by merit-based promotions, pay, job security, and recognition. Empowerment is a process of delegating power to employees. It is a combination of policies, practices, and structures which are designed to decentralize authority and empower employees to taking appropriate decisions throughout their organization (Javed et al., 2014). When employees are more empowered than there are fewer chances that they will quit their organizations and as a result, their turnover intention is reduced. Empowerment promotes performance, satisfaction, and motivation and reduces turnover intention and absenteeism. Employee empowerment encourages employee participation and reduces the distance between organizations and employees which eventually reduces employee turnover intentions (Javed et al., 2014).

Whereas employee TI is a serious problem in the hospitality industry of Pakistan. It has become a challenging job for hotels and restaurants to retain experienced, talented, and qualified managers and other employees in the hospitality industry (Phang Ooi & Ban Teoh, 2021). There are several reasons for turnover intention some of them are financial issues i.e., low salary packages, promotional issues, and lack of empowerment, recognition, job security, training, and development as a result teachers keep on searching for better institutions and opportunities so that they can switch their jobs (Ronfeldt et al., 2013)

H6: Motivation enhancing HR practices Empowerment is significantly negatively related to TI
Mediating Effect of Organizational Commitment on the Relationship between HR Practices (Training & Development, Skill Enhancing, Motivation Enhancing) and Turnover Intention

OC is an employee’s attachment to his organization, when organizational employees are contented with their organizations then they will never think of leaving their organization and resultantly their turnover intention is decreased (Juhdi et al., 2013). OC has a significant negative influence on the TI of employees (Phang Ooi & Ban Teoh, 2021). When employees’ OC level increases then their turnover intention decreases simultaneously as they do not want to quit their job (Akram et al., 2020; Aydogdu, 2011). Effective HR practices play a crucial role in enhancing OC, which in turn reduces the inclination to leave the organization.

Prior studies have primarily focused on assessing the effects of HR practices at the organizational level (Rehman & Hameed, 2011), often overlooking their influence at the individual level (Guchait & Cho, 2010). Researchers have tended to allocate limited attention to exploring how individual employees perceive and evaluate the impact and feasibility of an organization's HR practices (Boon et al., 2011; Guchait & Cho, 2010; Jan et al., 2021).

Moreover, past studies have examined the influence of HRM at the organizational level, with their findings illustrated through metrics such as revenue, employee turnover, and profitability (Guchait & Cho, 2010). Nonetheless, only a limited amount of research has delved into examining how HR practices affect an individual employee's mental state, particularly in relation to factors like OC (Guchait & Cho, 2010). High OC is negatively associated with TI (Aktar & Pangil, 2018). The HR practices positively encourage employees, which in turn reduces their TI (Aktar & Pangil, 2018; Allen et al., 2003). The influence of HR practices on OC is positively linked to required work behaviors (Jan et al., 2021; Meyer & Smith, 2009). The results obtained from a meta-analysis of (Guzeller & Celiker, 2019) revealed a moderately negative association between OC and TI among employees in the hospitality and tourism sector.

Findings of the previous study of Juhdi et al. (2013) found HR practices and TI in Malaysia context and the mediation effect of OC. Another study in Bangladesh by (Aktar & Pangil, 2018) showed that HR practices are a significant predictor of engagement and OC is partially mediating the relationship among HR practices and employee engagement. In light of the discussions, the following hypothesis is put forward:

H7: The presence of OC plays a mediating role in the relationship between HR training and development practices and TI

H8: The presence of OC plays a mediating role in the relationship between skill-enhancing HR practices pay and TI

H9: The presence of OC plays a mediating role in the relationship between skill-enhancing HR practices promotion and TI

H10: The presence of OC plays a mediating role in the relationship between skill-enhancing HR practices recognition and TI
H11: The presence of OC plays a mediating role in the relationship between skill-enhancing HR practices Job security and TI.

H12: The presence of OC plays a mediating role in the relationship between motivation enhancing HR practices empowerment and TI.

Theoretical Framework

RESEARCH METHODOLOGY

This research followed positivist philosophy as researchers’ interference was minimal, and the deductive approach was utilized to test the relationship among variables. Cross-sectional data were collected from respondents due to a limited period. Explanatory research design utilized to explain causal relationship, target population, and questionnaire technique used for collecting data as it’s the most efficient, economical, and quick method to collect data for the larger population within a shorter period. Non-probability purposive sampling technique was used to approach the respondents. The sample size comprises 400 participants/employees, determined using a formula where the total number of questions is multiplied by 10. This calculation results in the selection of 400 respondents who will complete the questionnaire, as illustrated by the equation 40 questions * 10 = 400 respondents (Kline, 2018).
To measure training and development four items instrument developed by Delery & Doty (1996) was used. The pay is measured by using Price (1997) four-item scale. For promotion two items were adapted from Gaertner and Nollen (1989), and three items were adapted from Tessema and Soeters (2006). Recognition includes four items adapted from Paré & Tremblay (2007) and job security four items scale adapted from Delery and Doty (1996). Empowerment is measured using Gardner et al. (2011) four-item scale. Organizational commitment is measured by using seven-items scale by Porter et al. (1974) scale. While to measure the TI of employees four-item scale was adopted from Bowling and Hammond (2008).

This study was conducted through a self-administrated questionnaire survey among the employees serving in hospitality industry hotels and restaurants located in Islamabad capital city of Pakistan. Respondents offered voluntary participation in the survey and they have the right of refusing at any time. They ensured that the information provided by them and their privacy were kept confidential and will not be exposed at any cost to their management. The sample size was determined with the formula developed by (Kline, 2018). As outlined by Kline (2018) the recommended approach involves multiplying the total number of questions by 10 to determine the appropriate number of respondents for questionnaire completion. For instance, if there are 40 questions, the calculation would be 40 questions * 10 = 400 respondents. However, to get the guanine and validity of the results of the study 600 questionnaires were distributed to the targeted participants. Out of 600 questionnaires, 470 filled questionnaires were received, and 415 were suitable for analysis, however, 400 were randomly selected for analysis.

**Analysis and Findings**

In current research the partial least square technique employed to structural equation modeling (PLS-SEM) in combination with Smart PLS 3.0 to test the hypotheses (Hair et al., 2019). In the PLS-SEM technique, two models are analyzed firstly measurement model and second one is structural model. The measurement model tests the reliability and validity of the constructs used to form the model. Whereas, the structural model is used to test the hypothesis of the study. To test the reliability and validity of the study variables, first, a consistent PLS algorithm was performed. The values of factor loadings, rho A, composite reliability (CR), and average variance extracted (AVE) are analyzed to test the reliability ty, the convergent validity of the model. To establish the reliability of the construct, the values of factor loadings and rho_A should be greater than 0.70. Where the values of CR and AVE should be greater than 0.60 and 0.50 respectively to establish the convergent validity of the model (Sarstedt et al., 2019). Table 1 and Figure 2 present the measurement model of the present values of factor loadings, rho_A, CR, and AVE of each variable and meet the minimum criteria to establish the reliability and convergent validity of the model.
Table 1: Measurement Model

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<td>0.813</td>
<td>0.875</td>
<td>0.636</td>
</tr>
<tr>
<td></td>
<td>TI2</td>
<td>0.737</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TI3</td>
<td>0.843</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TI4</td>
<td>0.802</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
To measure discriminant validity, we adopted the heterotrait-monotrait (HTMT, 0.85) criterion (Sarstedt et al., 2019). Our measurement model's discriminant validity has been further demonstrated in Table 2, where all of the results are less than 0.85, confirming the model's discriminant validity.

**Table 2: HTMT Criterion for Measuring Discriminant Validity**

<table>
<thead>
<tr>
<th>Empowerment</th>
<th>Job Security</th>
<th>Organizational Commitment</th>
<th>Pay</th>
<th>Promotion</th>
<th>Recognition</th>
<th>Training &amp; Development</th>
<th>Turnover Intention</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.764</td>
<td>0.836</td>
<td>0.046</td>
<td>0.708</td>
<td>0.504</td>
<td>0.615</td>
<td>0.798</td>
<td></td>
</tr>
<tr>
<td>0.764</td>
<td>0.836</td>
<td>0.046</td>
<td>0.708</td>
<td>0.504</td>
<td>0.615</td>
<td>0.798</td>
<td></td>
</tr>
<tr>
<td>0.764</td>
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<td>0.046</td>
<td>0.708</td>
<td>0.504</td>
<td>0.615</td>
<td>0.798</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 2: Estimation of Measurement Model**
Furthermore, to determine whether or not our measurement model had satisfactory psychometric qualities, we conducted a structural model assessment. The path coefficients were used to evaluate the structural model, and their magnitude and relevance were taken into consideration. A bootstrapping approach with 5,000 resamples was used to generate the data. The results of the structural model evaluation are depicted in Table 3. Figure 3 shows the results of the hypothesis testing conducted on the data set.

### Table 3: Hypothesis Testing

<table>
<thead>
<tr>
<th>Path</th>
<th>Path Coefficient</th>
<th>STDEV</th>
<th>T Values</th>
<th>P Values</th>
<th>CIB Low</th>
<th>CIB High</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>T &amp; D -&gt; TI</td>
<td>-0.146</td>
<td>0.083</td>
<td>2.056</td>
<td>0.020</td>
<td>-0.211</td>
<td>-0.098</td>
<td>Supported</td>
</tr>
<tr>
<td>Pay -&gt; TI</td>
<td>-0.030</td>
<td>0.056</td>
<td>0.545</td>
<td>0.293</td>
<td>-0.086</td>
<td>0.139</td>
<td>Not Supported</td>
</tr>
<tr>
<td>Pro -&gt; TI</td>
<td>-0.119</td>
<td>0.083</td>
<td>1.421</td>
<td>0.078</td>
<td>-0.075</td>
<td>0.259</td>
<td>Not Supported</td>
</tr>
<tr>
<td>Rec -&gt; TI</td>
<td>-0.168</td>
<td>0.075</td>
<td>2.251</td>
<td>0.013</td>
<td>-0.226</td>
<td>-0.092</td>
<td>Supported</td>
</tr>
<tr>
<td>JS -&gt; TI</td>
<td>-0.199</td>
<td>0.061</td>
<td>1.975</td>
<td>0.025</td>
<td>-0.277</td>
<td>-0.101</td>
<td>Supported</td>
</tr>
<tr>
<td>Emp -&gt; TI</td>
<td>-0.285</td>
<td>0.052</td>
<td>2.767</td>
<td>0.003</td>
<td>-0.387</td>
<td>-0.168</td>
<td>Supported</td>
</tr>
<tr>
<td>T&amp;D -&gt; OC -&gt; TI</td>
<td>-0.042</td>
<td>0.015</td>
<td>2.462</td>
<td>0.007</td>
<td>-0.054</td>
<td>-0.019</td>
<td>Supported</td>
</tr>
<tr>
<td>Pay -&gt; OC -&gt; TI</td>
<td>-0.059</td>
<td>0.016</td>
<td>2.322</td>
<td>0.010</td>
<td>-0.070</td>
<td>-0.016</td>
<td>Supported</td>
</tr>
<tr>
<td>Pro -&gt; OC -&gt; TI</td>
<td>-0.026</td>
<td>0.018</td>
<td>2.062</td>
<td>0.020</td>
<td>-0.032</td>
<td>-0.021</td>
<td>Supported</td>
</tr>
<tr>
<td>Rec -&gt; OC -&gt; TI</td>
<td>-0.027</td>
<td>0.017</td>
<td>2.113</td>
<td>0.017</td>
<td>-0.035</td>
<td>-0.016</td>
<td>Supported</td>
</tr>
<tr>
<td>JS -&gt; OC -&gt; TI</td>
<td>-0.028</td>
<td>0.018</td>
<td>2.118</td>
<td>0.017</td>
<td>-0.037</td>
<td>-0.010</td>
<td>Supported</td>
</tr>
<tr>
<td>Emp -&gt; OC -&gt; TI</td>
<td>-0.169</td>
<td>0.058</td>
<td>4.503</td>
<td>0.000</td>
<td>-0.203</td>
<td>-0.133</td>
<td>Supported</td>
</tr>
</tbody>
</table>

**Note:** Empowerment = Emp, Turnover Intention = TI, Job Security = JS, Promotion = Pro, Recognition = Rec, Training & Development = T&D, Organizational Commitment = OC

The findings of the current research discovered a statistically significant negative direct effect of Training & Development on teachers’ turnover intention ($\beta = -0.146$, t value = 2.06, p-value < 0.05) consequently, H1 is accepted. Similarly, findings revealed a significant negative direct effect of recognition on employees’ turnover intention ($\beta = -0.168$, t value = 2.25, p-value < 0.05) hence, H4 is accepted. Likewise, the direct negative relationship between job security and employees’ turnover intention found to be significant ($\beta = -0.199$, t value = 1.98, p-value < 0.05) and H5 is accepted. Finally, empowerment and employees’ turnover intention found to be negatively related ($\beta = -0.285$, t value = 2.77, p-value < 0.05) thus, H6 is also accepted. However, the relationships of pay ($\beta = -0.030$, t value = 0.545) and promotion ($\beta = -0.119$, t value = 1.421) with turnover intentions were found insignificant. Consequently, the hypotheses H2 and H3 are not supported by the findings of the study.
Likewise, the findings of the analyses support the partial mediation of organizational commitment in the relationships of Training & Development ($\beta = -0.042$, t value = 2.46, p-value < 0.05), recognition ($\beta = -0.027$, t value = 2.11, p-value < 0.05), job security ($\beta = -0.028$, t value = 2.12, p-value < 0.05) and empowerment ($\beta = -0.169$, t value = 4.50, p-value < 0.05) with employees’ TI. Moreover, the findings of the study reveal full mediation of organizational commitment in the relationships of pay ($\beta = -0.059$, t value = 2.33, p-value < 0.05) and promotion ($\beta = -0.026$, t value = 2.06, p-value < 0.05) with turnover intentions. Hence, H7, H8, H9, H10, H11 and H12 are supported.

Figure 3: Estimation of Structural Model
The coefficient of determinations (R²) of OC and TI were 0.67 and 0.610 respectively showing a high explanatory power of the model (Hair et al., 2019). Finally, we calculated the Stoner-Geisser Q² and SRMR to find the model fit in PLS. The Q² statistic assesses the degree to which the model and its estimated parameters effectively replicate the observed values, as quantified in Q². Predictive relevance is shown by values larger than zero. Accordingly, the findings of our study give strong evidence of predictive relevance, as of Q² values of 0.304 and 0.362 respectively (see Figure 4). As a result of the model’s simulations, the composite SRMR value was 0.068, which is likewise below the 0.07 specified level (Sarstedt, 2019).

Figure 4: Estimation of Predictive Relevance (Q²)
RESULT AND DISCUSSION

The research framework shows a kind of interdependence relationship instead of a linear and simple relationship of variables. The results of current study indicated that these variables have a substantial influence on TI. This study evidenced that the career development of employees is vital for affecting employee behavior. Training and professional growth have a vital role and appear to be essential in adapting to the ever-changing business landscape. This adaptation helps in enhancing skills relevant to the job, leading to improved job performance. Consequently, this elevation in performance contributes to heightened job satisfaction, increased motivation, and stronger commitment, ultimately leading to the achievement of organizational objectives.

Furthermore, the study's results illustrate that employees who prioritize HR practices are more inclined to experience an overall sense of empowerment, heightened OC, and reduced intentions to leave the organization. The findings of the study also indicated that pay and promotion were insignificant predictors of the TI of employees in the hospitality industry of Pakistan.

The findings of the qualitative study by Basnyat and Lao (2019), in hotels located in Macau of China, established that employee-oriented HR practices and policies are favored and more valued by employees and help produce a feeling of ownership among employees and discourage turnover intentions that corroborate the findings of the present study.

The study's outcomes align with earlier research findings and provide robust support for the notion that effective management of HR practices yields reciprocal benefits from employees, manifested in heightened commitment and engagement levels, along with reduced intentions to leave the organization (Juhdi et al., 2013). It is also recommended that POS and organizational culture may be used as mediators or moderators in similar research scenarios in the future. In addition, the findings of this study partially corroborate the findings of the previous studies of Ooi and Teoh (2021) on HR practices and TI of IT and mediating role of OC and also partially corroborate the study of Juhdi et al. (2013) TI in Malaysia context.

The findings of this study have certain implications for researchers, HR practitioners, and consultants. The study offers vital implications for Managers in the hospitality and tourism sector. The recognition of high turnover rates within the hospitality industry, particularly in Pakistan, underscores the urgency of finding effective solutions. The study's exploration of the relationship between HR practices and TI suggests that by strategically implementing HR practices, organizations can work towards reducing turnover rates. The study's aim to contribute to a clearer understanding of the effects of HR practices on TI fills a gap in empirical research. By providing concrete insights into the impact of various HR practices on employees' intentions to leave, the study offers valuable information for practitioners and scholars alike.

In summary, findings of current research led to conclude that perceived effectiveness of HR practices in terms of implementation taking into account that individual talents, experience, interests, and expectations have a more important association with empowerment and relatedness job satisfaction and organizational commitment.
CONCLUSION AND POLICY IMPLICATION

This research examines the relationships among HR Practices training & development, skill-enhancing practices (recognition, pay, job security, and promotion), and motivation enhancing empowerment and TI, and the mediating role of OC on the relations between HR practices and TI in the hospitable industry of Pakistan. It is also predicted that training, development, pay, promotion, recognition, job security, empowerment, and OC have a significant negative impact on the TI of employees. Furthermore, OC significantly mediates the relationship between T&D, pay, promotion, recognition, job security, empowerment, and employees TI. This research will have several limitations. This study founds the substantial effect of HR practices on TI and the mediation effect of OC between HR practices and TI. The role of HR practices has become more vital in the organization than it used to be and it is a part of companies and HR leadership playing a role as a business partner to remain competitive in the market with the best HR to attain organizational performance and effectiveness. Therefore, as indicated by the current study, it is recommended that organizations undertake a thorough evaluation of their existing compensation policy/structure to ensure its competitiveness and fairness. Additionally, companies should endeavor to create motivational approaches that are specifically customized to meet the individual needs and preferences of their employees. By implementing these policies, Pakistan's hospitality industry can effectively reduce turnover intention and enhance employee retention by aligning HR practices and the findings of the current research. This approach promotes a positive workplace environment, fosters employee commitment, and ultimately contributes to the industry's success.

Despite the implications of the present study, the study has several limitations. First, the participants/respondents were only those who worked in the Hospitality Industry (Hotels and Restaurants) located in Islamabad capital city of Pakistan, and in one city/region in the state of Pakistan. Secondly, the sample of the study was too small for a large population. Therefore, the findings of the current study cannot be generalized to other regions because the study is one sector, one region/city, and one country-specific. In future studies, the researcher should also include other regions/cities and other sectors of the economy e.g., industrial, agriculture, and services sector, etc., and from other countries of Asia such as Malaysia and Thailand, etc. Thirdly, the researchers employed the non-probability purposive sampling method to engage with participants, as it aligns best with the requirements of this study to reach out to respondents in Pakistan and to meet the objectives of this study, in the future, they should flow any other sampling techniques to generalize the outcome of their studies. Finally, Cross-sectional data were collected from respondents due to the limited period. In the future, the longitudinal study may be more beneficial.
REFERENCES


Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of Work Stress and


