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INFLUENCE OF ORGANIZATIONAL POLITICS' PERCEPTION, ORGANIZATIONAL TRUST, AND SELECTED HRM PRACTICES ON EMPLOYEES' TURNOVER INTENTION

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Abstract

Previous research studies have emphasized employment turnover's detrimental impact on people and organizations. Researchers have examined many elements to comprehend the effects of turnover intentions in the workplace and understand why employees choose to leave their organizations fully. Earlier research has extensively investigated organizational–related factors, including the perception of organizational justice, work happiness, reported psychological contract breaches, and felt organizational support. Although there have been many empirical studies, it is clear from the literature that there needs to be more focus on understanding how perceived organizational politics (P.O.P.), employees' perception of Trust in an organization (O.T.), and perceived human resources management (H.R.) practices affect employees' turnover intention (T.I.). The current study investigates the complex connections among employee turnover, perceived organizational politics, organizational Trust, and perceived human resource management practices among employees at the National Bank of Pakistan Head Office. The approach used in this study is multiple regression analysis, including the sample size of 175 participants employed at the National Bank of Pakistan. The results indicated a substantial relation between the perception of organizational politics and the desire to leave the company. Furthermore, the findings demonstrated that Trust inside the organization and the perception of human resource procedures had substantial and adverse correlations with intentions to leave the company. In addition, the study survey found that male employees are more prone to leave the organization than female employees. The statistics also revealed that younger professionals were prone to quit their existing jobs or organizations compared to their older peers. The ramifications of these discoveries are examined within both theoretical and practical frameworks.

Keywords: Intentions To Leave, Organizational Politics, Trust Within Organizations, Human Resource Practices.

Introduction

Employee turnover has emerged as a widespread and substantial challenge for enterprises in diverse industries. This departure trend is not limited just to retirements, as the survey indicates that more than 40% of faculty members in the U.S.A. had considered completely changing their jobs (Sanderson et al., 2000). These numbers highlight the complex nature of employee turnover, indicating that many employees are actively contemplating and, in many instances, making changes to their existing professional positions. This problem necessitates a thorough investigation of the

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fundamental elements contributing to employee turnover and a proactive strategy from enterprises to effectively deal with and reduce the difficulties associated with retaining skilled individuals.

Industrial and organizational psychologists have studied why employees leave their organizations, even when offered money. Researchers have identified several factors over the past six decades (Beecroft et al., 2008; Cotton & Tuttle, 1986; Grissom et al., 2012; March & Simon, 1993; Mobley, 1977, 1982; Mobley et al., 1979; Poon, 2004; Porter & Steers, 1973; Price, 1977; Adebayo & Ogunsina, 2011).

Organizational factors significantly influence employee turnover as they impact employee attitudes and actions in the workplace (S. P. Robbins & Judge, 2017). The corporation, being a powerful entity, can shape its personnel's cognitive, emotional, and behavioral characteristics. Gaining a more profound understanding of this matter is crucial for formulating efficient approaches to reduce employee turnover and address the related difficulties, which will positively affect both individuals and the general well-being of the organization.

Prior empirical studies have looked at how organizational characteristics impact employee turnover prediction. Still, the effects of organizational politics perception, Trust, and Human Resource procedures, as well as how they interact with employee turnover, have received very little attention. So, it's important to look at the intricate relationship between employee turnover and perceptions of organizational politics, Trust, and H.R. procedures. By addressing this deficiency, we may improve our comprehension of the intricate processes that contribute to the intricacies of staff retention and hence help the formulation of more efficient strategies for organizational management.

The topic of employee turnover intention has traditionally been studied and understood through the application of theoretical frameworks. Affective Events Theory (Weiss & Cropanzano, 1996) and the social exchange theory of Blau (1964) will be used as the theoretical framework to examine the complex connection between the dependent and independent variables of the study. Suppose the findings of this research align with expectations. In that case, they will provide empirical information that sheds light on correlations among variables.

Further, after going through all the research on working attitudes, it became clear that most studies examining how organizational factors affect the likelihood of employee turnover have concentrated on the hotel, healthcare, and manufacturing industries. The following studies are included in this list: Cho et al. (2009), Nadiri & Tanova (2010), Yang (2008), Castle et al. (2007), Chan & Morrison (2000), Hogh, Hoel, & Carneiro (2011), Layne, Hohenshil, & Singh (2004), Mosadeghrad et al. (2008), Jiang et al. (2009), Lam et al. (2002), Lee et al. (2016), Mardanov et al. (2008), Iverson & Deery (1997), Zheng & Lamond (2010), and Su et al. (2009). As a result, the banking sector has been significantly neglected.

The objective is to provide results that can be extended and implemented in the wider scope of the Pakistani work environment. The study used a quantitative cross-sectional research approach, focusing on the employees at the head office as the

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unit of analysis. The studied demographic comprises 1,925 individuals presently employed at N.B.P., Head Office, Karachi.

Following this introduction, the article will progress as follows: First, the background provides a thorough examination of key ideas about turnover intention. In addition, a compilation of previous research that establishes links between these ideas is presented, setting the groundwork for creating a model that clarifies the interconnections.

Then, we examined the methodologies and strategies utilized for data analysis, which resulted in conclusions from this study. The concluding section consolidates the principal discoveries based on the initially defined study goals and recommendations, as well as proposals for future research efforts, adding to the continuing discussion.

Turnover Intention

Turnover is defined as an individual's tendency to either stay with their present employer or actively search for new work prospects elsewhere. It functions as a reliable indicator of the upcoming real turnover in accordance with recognized conceptualizations (Tett & Meyer, 1993; Cotton & Tuttle, 1986).

The consequences of staff turnover are complex and result in substantial expenses for organizations. The costs related to turnover encompass separation fees, the outlay connected to replacing departed personnel, and the expenditures accrued in training new hires ("Mobley, 1982; Cascio, 2000; McKinney et al., 2007). The financial constraints highlight the significant influence that turnover may have on an organization's resources, underscoring the crucial necessity of comprehending and controlling turnover intentions to alleviate these detrimental consequences.

Perception of Organizational Politics

Perception of organizational politics denotes the behavior of a man or woman stimulated by using self-serving intentions. More precisely, it relates to the assessment of a worker and how the place of job is marked through colleagues and supervisors displaying behaviors that prioritize their pastimes (Ferris et al., 2000).

Understanding the role of perception of organizational politics is crucial in explaining why personnel consider quitting their current groups. Ferris, Dulebohn, and Harrell-Cook (2000) refer to the perception of organizational politics as a man or woman's effect of behaviors inspired by the aid of self-interest.

In a study by Chinomona and Chinomona (2013), the researchers examined the impact of perceived organizational politics on turnover intentions in the Small and Medium Enterprises (S.M.E.) sector of Zimbabwe. The study had a sample size of 300 employees who were not in managerial positions. Their research findings demonstrated that participants' opinions of organizational politics strongly indicated their intentions to leave the company.

Organizational Trust

Organizational Trust, according to Carnevale and Wechsler (1992), is having confidence in the intentions or behaviors of an individual or a collective entity., expecting them to act in an honest, fair, and non-harmful way, and respecting the rights of others in two-way interactions. As the literature describes, organizational Trust may be divided into two distinct dimensions: trust/faith in the supervisor/manager and faith in the organization (Nyhan & Marlowe, 1997).

Literature has demonstrated a theoretical link between the two aspects: organizational Trust and different attitudes and behaviors connected to work. These include organizational citizenship behavior (Singh & Srivastava, 2009; Yılmaz & Taşdan, 2009; Deluga, 1995), efficiency of employees (Bahrami et al., 2012), organizational commitment (Hsu et al., 2015; Zeinabadi & Salehi, 2011; Cook & Wall, 1980), turnover intention (Brashear et al., 2005; Costigan et al., 2011; Aryee et al., 2002), and deviant workplace behavior (Erkutlu & Chafra, 2013; Thau et al., 2007; Demir, 2011).

The empirical studies indicate that organizational Trust is vital for enhancing employees' productivity, promoting voluntary behaviors beyond job expectations, reducing employee turnover, and mitigating the inclination of individuals to engage in actions that may damage the well-being of the stakeholders of the organization.

Perception of Human Resource Practices

Human resources (HR) practices denote various elements, including yearly appraisals, policies such as equal opportunities, tools such as employees' feedback, and techniques such as M.B.O. – management by objectives. These practices are all aimed at effectively handling H.R. within an organization ("Petersitzke, 2009).

The current study primarily examines two crucial factors, compensation and benefits practices and training and development, as key predictors of turnover intentions (T.I.) to simplify and concentrate on the topic. The term "training & development" denotes a strategic endeavor undertaken by corporations to facilitate their employees' acquisition of job-relevant knowledge and skills, aiming to enhance their performance and effectiveness in their respective roles. Competencies encompass essential knowledge, skills, and behaviors for effective work performance (Noe, 2010). The rewards, including monetary and non-monetary perks, that an organization provides its workers to recognize their work are referred to as compensation practices (Aswathappa, 2013; Peters et al., 1999). Previous research has repeatedly shown a connection between H.R. procedures and several work-related attitudes and behaviors. Multiple researches have shown a positive relationship between human resources (H.R.) practices and O.C.B. – organizational citizenship behavior, as indicated by Wei, Han, and Hsu (2010), Morrison (1996), Sun, Aryee, and Law (2007), and Kehoe and Wright (2013). On the other hand, researchers have also examined deviant workplace behavior concerning H.R. practices. Studies have shown that H.R. practices might reduce unwanted workplace conduct (Arthur, 2011; Shamsudin et al., 2012)

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Rationale of the Study

The performance of an enterprise is adversely affected by employee turnover. As a result, it is crucial to recognize the elements that affect turnover intentions. This looks at how employees' selections to stay or go away from an agency are encouraged by perceptions of company politics, organizational Trust, and unique H.R.M. practices. Organizations may additionally create extra powerful techniques to preserve human beings and keep productive personnel by providing deeper information on these dynamics.

Problem Statement

Even with the implementation of several H.R.M. techniques, excessive employee turnover is still a chief problem. Turnover intentions are known to be influenced by perceptions of organizational politics and organizational beliefs. However, the combined effect of those variables and unique H.R.M. strategies is not understood. This study aims to investigate those connections with a view to assisting agencies in lowering workforce churn and enhancing retention processes.

Research Questions

1. How do perceptions of organizational politics, interpersonal Trust, organizational Trust, and H.R.M. practices (Training & Development and compensation strategies) affect employees' turnover intentions?

2. How do gender and age differences influence employees' turnover intentions?

Research Objectives

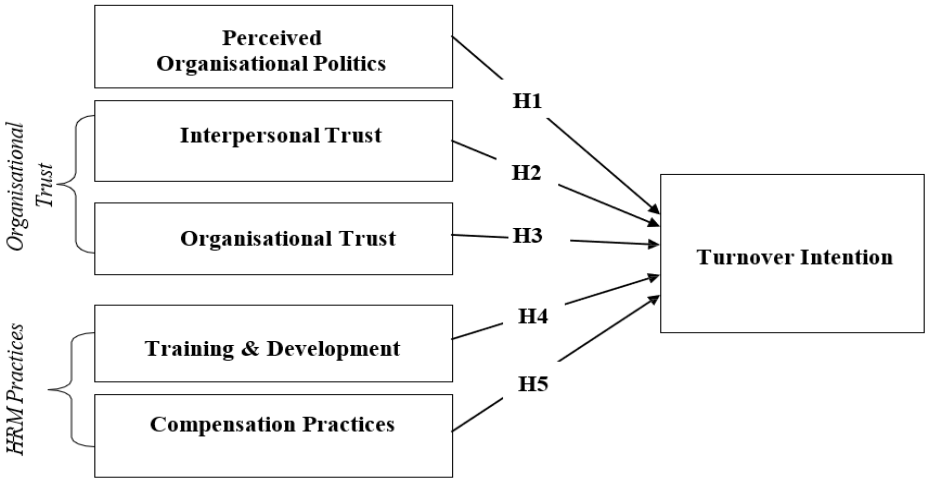
- To investigate the impact of perceptions of organizational politics, interpersonal Trust, organizational Trust, and H.R.M. practices (Training & Development and compensation strategies) on employees' turnover intentions.

- To examine how gender and age differences affect employees' turnover intentions.

Study Framework

The study framework utilized in the present study was developed after a thorough analysis of the literature by various researchers. The framework is built on 2 well-known theoretical frameworks: Affective events theory – A.E.T. (Weiss & Cropanzano, 1996) and the social exchange theory of Blau (1964). It provides a conceptual guide for examining the complex interactions within the research area. The study framework is illustrated in Figure. 1, which clearly illustrates the connection between the dependent and independent variables.

The study framework's visual depiction guides readers through understanding the complex connections among these important factors, offering a well-organized basis for empirical exploration.



Theoretical Foundation of this Study

The look draws upon two theoretical frameworks, which are social change theory (S.E.T.), as proposed by Blau in 1964, and affective activities principle (A.E.T.), framed by Weiss and Cropanzano in 1996. These frameworks elucidate the elaborate courting between turnover intentions, the belief of organizational politics, human useful resource practices, and organizational beliefs.

Social Exchange Theory (S.E.T.)

Actual social interactions generate feelings of self-worth, appreciation, and self-belief; they're therefore exclusive from truthful enterprise exchanges that lack such sentimental elements. Importantly, a substantial body of literature has proven a wonderful courting among perceived organizational politics and turnover propensity (Abbas et al., 2014; Bedi & Schat, 2013; Chinomona & Chinomona, 2013). However, agencies with excessive levels of inner Trust have decreased give-up rates (Costigan et al., 2011).

Affective Event Theory (A.E.T.)

The Affective Events Theory looks at how emotional interactions affect attitudes and movements at work. Employee intentions to live or cease an organization are considerably stimulated by the emotional responses triggered by organizational politics, organizational beliefs, and human aid coverage. In order to absolutely comprehend the connections between emotional experiences, social trade dynamics, and the effects those have on turnover intentions, we have to look at ambitions to combine a number of theoretical strands.

Moreover, the concept of affective occasions (A.E.T.) places extremely good emphasis on the impact of job activities as direct contributors to attitudes at work. This

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theoretical technique holds that workers' attitudes in the direction of their employment, in particular with reference to their goal to leave the agency, are substantially inspired by their perceptions of the equity of their corporation's education packages and compensation.

Formulation of Hypotheses

This study utilizes the idea of affective occasions to formulate and empirically look into hypotheses aiming to apprehend the effect of emotional reports on turnover intentions.

Perception of Organizational Politics (P.O.P.) and Turnover Intentions (T.I.):

The attitudes of personnel can be significantly motivated by their perceptions of the politicization of organizational approaches (Gandz & Murray, 1980). Expanding on this concept, Huang et al. (2003) conducted look at demonstrating a noteworthy and favorable correlation between people's reviews of organizational politics and their intentions to leave their jobs among 600 and twelve tax employees hired through the Taiwan Ministry of Finance. Chinomona (2013), in addition, aids the notion that a greater perception of organizational politics is strongly connected with employees' attitudes closer to leaving their jobs.

This investigation's first premise shows a fine correlation between a worker's assessment of organizational politics and their plans to quit the company. As the belief in organizational politics rises, so does the chance of employees thinking about leaving the company. Another research accomplished by De Clercq et. Al (2020) investigates situations in which personnel, unsatisfied with detrimental choices made by their employer, are much more likely to pursue opportunity task opportunities actively. These grievances would possibly bring about a vicious loop, prompting people to actively strategize their departure from their present positions. The efficacy of moderating this loop is based on the numerous resources available in each peer relationship and the broader organizational surroundings. The empirical facts from this study continuously suggest a widespread and high-quality correlation between personnel' organizational politics' perception and their likelihood of quitting their modern employment.

H_1: A direct relation occurs between organizational politics (P.O.P.) and turnover intentions (T.I.).

The Relationship between Organizational Trust Perception (O.T.) and Turnover Intentions (T.I.)

According to S.E.T. (social change concept), organizations believe perception notably influences their behaviors and attitudes. In line with this concept, Costigan et al. (2011) examined the correlation among self-assurance in supervisors, Chief Executive Officers (C.E.O.s), and intentions to leave employment among 320 mid-stage employees in one-of-a-kind corporations in Krasnoyarsk, Russia. They investigated and discovered an extraordinary and unfavorable correlation, suggesting that trust in senior management had a detrimental correlation with turnover intentions.

H_2 indicates that interpersonal consideration is related to decreased turnover intentions. This indicates that after personnel have a greater sense of self-belief in their interpersonal ties within the company, they are less likely to ponder quitting their gift position. This concept is regular with S.E.T. (social alternate concept), especially highlighting the significance of interpersonal beliefs in shaping employee attitudes and behaviors.

H_3 posits a poor correlation between the notion of organizational agreement and employee turnover purpose. However, while employees have a greater perception of acceptance as true inside the agency, their preference to stop decreases for that reason. This principle is substantiated by way of some other studies, including that carried out by Costigan et al. (2011), Hemdi and Nasurdin (2006), and Paillé, Grima, and Dufour (2012). Relative to turnover aim (T.I.), this research always shows that organizational acceptance as true with (O.T.) is inversely associated.

H_2: A poor relationship is discovered between interpersonal beliefs (I.T.) and turnover purposes (T.I.).

H_3: A terrible relation is discovered among organizational accept as true with (O.T.) and employees' turnover aim (T.I.).

The Relationship between Human Resources (H.R.) Practices and Employee Turnover Intentions

Previous research repeatedly confirms a negative correlation between individuals' notion of Human Resources (H.R.) practices and their rationale for leaving their jobs (Dysvik & Kuvaas, 2008; Dhiman & Mohanty, 2010; Rahman & Nas, 2013; Ashar et al., 2013). The studies found that employees' perceptions of education extensively and detrimentally impacted their inclination to go away from their positions. This highlights the significance of education in shaping employees' emotional dedication and decreasing the chance of them thinking about quitting.

Joarder (2011) studied the effect of H.R. practices on an inclination to go away amongst college contributors at private establishments in Bangladesh. This research observation yielded noteworthy findings indicating that numerous elements, particularly pay practices, supervisory support, and activity protection, emerged as big indicators of individuals' intentions to go away from their modern employment.

H_4: A negative correlation is determined between Training & Development (T&D) and turnover intentions (T.I.).

H_5: A negative correlation exists between the belief in compensation strategies and turnover intentions (T.I.).

Demographic Variables

The study used demographic factors, gender, and age to analyze their viable influence on predicting turnover purpose. Studying the impact of differences in age on predicting turnover purpose has produced ambiguous results. Lyness and Judiesch (2001) completed comprehensive research, which included 15,283 male managers and

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11,076 female managers operating in numerous roles, from supervisors to professionals, all over the United States. Their research revealed that men tended to go away from their groups more than girls.

The study indicated that as compared to their older colleagues, younger employees were liable to depart from their corporations (Fochsen et al., 2006). In Taiwan, it was determined that younger personnel exhibited a higher tendency to cease their jobs than older individuals (Lou et al., 2007). This implies that age plays a pivotal role in influencing employees' propensity for organizational turnover, with younger individuals showing a heightened inclination to be closer to professional transitions.

H_6: male tend to depart from their organizations more than women.

H_7: younger workers are likelier to leave their positions than older workers.

Methodology

This study explores connections between turnover intention, perception of organizational politics, H.R. practices, and organizational trust among National Bank of Pakistan employees. Data from 175 participants at the main office were collected via a self-administered Google form using a Likert scale. Convenience sampling occurred from October to November 2023. Descriptive, correlation and multiple regression analyses were employed for data analysis.

Measuring Study's Variables

Turnover Intentions

The evaluation of employees' inclination to leave their jobs relied on well-established metrics in other studies (e.g., Aryee & Chay, 2001; Lam et al., 2002). The scale consists of three items: (1) "Is there a possibility that you would quit the Bank?" and (2) "Is there a possibility that you would cease to be a staff member of the bank while employed?"

Perception of Organizational Politics (P.O.P.)

Perception of organizational politics was measured using a collection of 7 items derived from the scale of Organizational Politics perception developed by Kacmar and Ferris (1991). In addition, Kacmar and Carlson (1997) conducted a study using many samples to validate the scale further following its original creation and validation. The scale has the following items: (1) "Employees in my bank engage in destructive behavior to elevate themselves," (2) "Conforming to the opinions of influential individuals is the most favorable option in my bank," and (3) "In my bank, policies have no bearing on decisions regarding salary increases and promotions."

Organizational Trust

To evaluate employees' views on organizational Trust, a collection of 12 questions was derived from workplace trust assessments created by Cook and Wall (1980). The assessment notably focused on two essential aspects of organizational

Trust: "interpersonal trust at work" and "trust in the organization," employing Cook and Wall's (1980) well-established metrics for workplace trust.

Interpersonal Trust

The subscale assessing interpersonal Trust in the workplace has six items, each carefully crafted to measure the level of Trust among coworkers. These items represent different aspects of interpersonal Trust and are crucial in collecting the subtle details of employees' perspectives. One example of these things is the statement, "The majority of my colleagues would continue working even in the absence of supervisors." and (2) "The majority of my colleagues can be trusted to fulfill their commitments."

Organizational Trust

The subscale assessing organizational Trust at work consists of six items to measure workers' faith in the management and the institution's future. These elements represent several aspects of organizational Trust, thoroughly examining employees' feelings. One example of these elements is the statement, "The bank's management can be relied upon to make prudent decisions for the bank's future." (2) "The administration of my bank is willing to exploit the workers through deception," and (3) "My bank's prospects are bleak unless it can attract more competent administrators."

H.R.M. Practices

This study employed the 12–item Human Resources Management Practices Scale, which was developed by Lam, Chen, and Takeuchi (2009), to analyze the two core characteristics of H.R.M. practices.

Training and Development

The evaluation of employee perspectives on training and development specifically entailed using six items. Examples of items within this scale encompass: (1) "The adequacy of the quantity and the duration of training programs obtainable in my bank is considered satisfactory," (2) "Comprehensive training programs have been methodically arranged in my bank," and (3) "My bank provides extensive training programs for employees in their respective roles, surpassing those offered by other banks."

Compensation Practices

A set of six items was utilized to assess employees' impressions of pay procedures. The scale includes exemplary items such as:

- "The assessment of salary and fringe benefits is perceived as equitable in my organization."
- "Individual job performance is deemed essential in determining employee salaries in my organization,"

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- "The wage level in my bank is relatively elevated compared to other organizations."

Results & Findings

Descriptive Statistics

Four variables, demographic information, human resource management practices, perception of organizational politics, and trust, along with raw data, were processed using SPSS to perform descriptive analyses. This transforming process aimed to provide a thorough and inclusive analysis of the many components within the research environment. The research utilized descriptive statistics – means (average) and standard deviations (S.D.), to reveal primary patterns and variances among the major study variables, enhancing our nuanced comprehension of the dataset.

Reliability Analysis

Cronbach's alpha coefficients were calculated to determine how reliable and consistent the instruments were. Table 1 presents a thorough summary of Cronbach's alpha coefficients, which vary from .65 to .97. These coefficients are within the acceptable range, as proposed by Robinson, Shaver, and Wrightsman (1991), with a minimum criterion of 0.60.

Table 1: Internal Consistency Reliabilities of the Study Variables

Variable	Number of Items	Cronbach Alpha Coefficients
Turnover Intentions	3	0.87
Perceived Politics	7	0.82
Interpersonal Trust	6	0.90
Organizational Trust	6	0.97
Training and Development	6	0.65
Compensation Practices	6	0.88

Response Rate

This study effort entailed disseminating 320 self-administered questionnaires for respondents at the National Bank. Out of the initially sent 320 surveys, 175 valid surveys were returned.

Hence, achieving a suitable response rate of 54.69% by receiving and using 175 genuine questionnaires out of the initial 320 is deemed acceptable for the primary analysis conducted in this study. The response rate exceeds the suggested threshold proposed by Sekaran (2003), who recommended that a response rate of at least 30% is applicable for a cross-sectional research outline.

Data Screening

Care was made to secure a number of crucial assumptions that would guarantee the accuracy and dependability of the results before completing the regression analysis. According to Hair and Black (2010) and Tabachnick and Fidell (2007), these assumptions included multicollinearity assessment, linearity assessment, outlier identification, and normalcy examination. The data was first examined for any missing values using SPSS. Data gaps were not discovered in any situations.

Five outliers were discovered using multivariate approaches. Eliminating these exceptional data items would barely have an impact on the investigation's conclusions. Consequently, each identified outlier was retained, resulting in a final dataset including 175 observations.

Each item in the dataset was put through a rigorous screening process to make sure the presumptions were met. The normality test revealed that only one item satisfied the suggested thresholds of 3 and 7, respectively, for skewness and kurtosis (Hair et al., 2012). The problem was solved by transforming the defective item using the cumulative distribution function, or CDFNorm.

Table 2 displays the outcomes of applying the variance inflation factor (V.I.F.) to this target. The results shown in Table 2 confirmed that there was no violation of the multicollinearity assumption based on the accepted techniques for evaluating multicollinearity (V.I.F. < 5; tolerance > 0.20; condition index < 30). In Hair et al. (2012).

Table 02: Multicollinearity Statistics

	Collinearity Statistics	
Variable	Tolerance	V.I.F.
Perceived Politics	0.50	2.00
Interpersonal Trust	0.60	1.67
Organizational Trust	0.88	1.14
Training and Development	0.63	1.58
Compensation Practices	0.92	1.08

Participants' Profile

The study had the active participation of 175 employees, and their demographic information can be viewed in Table 3. This full demographic breakdown offers precise insight into the participants' composition, enabling a nuanced investigation of the links examined in the study.

Table 03: Respondent's Profile		
Variable	Frequency	Percentage
Gender		
Female	128	73.14
Male	47	26.86
Age		
20 years old	20	11.43
21-30 years old	62	35.43
31-40 years old	75	42.86
51 years and above	18	10.29
Position		
Executive Vice President	4	2.29
Senior Vice President	14	8.00
Vice President	20	11.43
Assistant Vice President	39	22.29
Officers Grade I	62	35.43
Officers Grade II	21	12.00
Officers Grade III	15	8.57
Experience		
Less than 1 year	18	10.29
1-5 years	48	27.43
6-10 years	46	26.29
11 years and above	63	36.00
Education		
PhD	22	12.57
Master's Degree	29	16.57
Bachelor's Degree	124	70.86

Statistical Description

This statistical analysis offers a thorough overview of the dataset's mean, median, and range, providing significant insights into how the responses are distributed among the various variables.

Table 04: Descriptive Statistics		
Variable	Mean	Std. Deviation
Turnover Intentions	4.04	0.83
Perceived Politics	3.71	0.67
Interpersonal Trust	2.41	0.64
Organizational Trust	3.03	0.77
Training and Development	2.15	0.73
Compensation Practices	3.07	0.81

Testing of Hypotheses

This study used "simple regression" and Pearson correlation analysis to evaluate the associations among variables. Table 5 shows a strong and positive correlation between organizational politics' perception and turnover intentions ($r = 0.44$, $p < 0.01$), which supports hypothesis 1. Hypothesis 2 was confirmed as the data showed a substantial negative correlation ($r = -0.39$, $p < 0.01$) between turnover intentions and the impression of interpersonal Trust. However, unlike expectations, the impression of organizational Trust did not correlate significantly with turnover intentions ($r = -0.01$.), hence failing to corroborate hypothesis 3.

Furthermore, the study revealed a substantial and adverse correlation between training and development and turnover intentions ($r = -0.58$, $p < 0.01$), supporting hypothesis 4. Hypothesis 5 was validated by the substantial and negative association ($r = -0.16$, $p < 0.05$) found between compensation practices and turnover intentions.

These findings provide a thorough knowledge of the complex relationships between the main factors in the research, enhancing our understanding of how they affect turnover intentions.

Table 05: Correlation for Variables						
Variables	Turnover Intentions	Perception of Politics	Interpersonal Trust	Organizational Trust	Training and Development	Compensation Practices
Turnover Intentions	1.00	0.44	-0.39	-0.01	-0.55	-0.16
Perception of Politics		1.00	-0.62	0.21	-0.58	-0.01
Interpersonal Trust			1.00	-0.12	0.45	-0.06
Organizational Trust				1.00	-0.21	0.23
Training and Development					1.00	0.05
Compensation Practices						1.00

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Given the limited ability of correlational studies to establish causality, it is crucial to investigate the study hypotheses through regression analysis. This methodology assists in validating or disproving the assumed connections, providing insights into the influence of predictor factors on turnover intentions.

The results of the regression analysis are shown in Table 6. The findings suggest that the combination of five predictor factors displayed in Table 6 explains 37 percent of the variation in turnover intention. A value of $R^2 = 0.37$ reflects this.

This study uses regression analysis to examine the complex relationship between predictor variables and turnover intentions. The goal is to understand the factors influencing workers' intentions to quit their organizations.

Table 06: Summary of Hypotheses

Hypotheses	Relations	Beta	S.E.	t-value	p-value	Findings
H_1	Perceived politics	0.17	0.11	1.55	0.06	Supported
H_2	Interpersonal Trust	-0.18	0.10	-1.73	0.04	Supported
H_3	Organizational Trust	-0.13	0.07	-1.84	0.03	Supported
H_4	Training and Development	-0.5	0.09	-5.66	0.00	Supported
H_5	Compensation Practices	-0.12	0.06	-1.87	0.03	Supported

Consistent with Hypothesis 1, which suggests that organizational politics perception is linked with an increased likelihood of wanting to leave a job, the results shown in Table 6 confirm a statistically significant and positive correlation ($\beta = 0.17$; $p < 0.10$; $t = 1.55$). Therefore, in line with Hypothesis 1, it indicates that an escalation in the perception of organizational politics amplifies the probability of employees having intentions to leave the company.

As for Hypothesis 2, which says that Trust between people is linked to being less likely to leave a job, Table 6 shows a strong negative correlation ($\beta = -0.18$; $p < 0.05$; $t = -1.73$). Therefore, H2 is validated, suggesting that increased levels of interpersonal Trust serve as a barrier for employees considering quitting.

The findings of the multiple regression analysis (refer to Table 6) confirm Hypothesis 3, which suggests a negative link between organizational trust and turnover intentions. The regression coefficients indicate a significant and negative association ($\beta = -0.13$; $t = -1.84$; $p < 0.05$). This provides evidence for Hypothesis 3, indicating that higher levels of confidence in the organization are associated with lower turnover intentions.

The results show a significant and strong negative relationship ($\beta = -0.50$; $p < 0.01$; $t = -5.66$) between training and development and plans to leave the company. This supports Hypothesis 4. Therefore, empirical evidence confirms Hypothesis 4, indicating that greater views of training and development are linked to reduced turnover intentions.

Finally, the statistically significant negative relationship in Table 6 ($\beta = -0.12$; $p<0.05$; $t = -1.87$) supports H5, which says how people feel about pay practices is linked to their plans to leave their jobs. Therefore, Hypothesis 5 is confirmed, suggesting that improved perceptions of pay practices are associated with reduced turnover intentions.

We used independent sample t-tests to observe the effect of demographic factors on the turnover intentions of employees. Table 7 displays the subsequent results:

Table 07: Independent Sample T-test for Gender and Employees' Turnover Intention

	Levene's Test for Equality of Variance		T-test for Equality of Mean		
	F	Sig	t	df	Sig (2 tailed)
Equal Variance Assumed	3.82	0.05	-2.00	173	0.04
Equal Variance is not Assumed.			-2.41	125.20	0.01

A significant gender gap in turnover intention was observed ($p < 0.05$). For men, the mean turnover intention was 4.25 (SD = 0.59), while for women, it was 3.97 (SD = 0.90), supporting hypothesis 6. ANOVA was conducted to assess the impact of age on turnover intention, with participants categorized into age groups: 21–30, 31–40, 41–50, and 51 and above (Table 8).

The table reveals significant statistical differences in turnover intention among the four age groups ($p < 0.05$, $F = 0.555$, SD = 0.646). The 21–30 age group exhibited the highest desire to leave the company, with a mean of 4.23 and a standard deviation of 0.77, supporting hypothesis 7.

Table 08: ANOVA-Age and Employees' Turnover Intention

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.164	3	0.388	0.555	0.646
Within Groups	119.640	171	0.700		
Total	120.804	174			

Overview of the Results

Table 8 provides a thorough overview of the data related to the hypotheses being investigated. It includes regression analyses and assessments of noteworthy differences. This table presents a comprehensive overview of the results to give a comprehensive comprehension of the hypotheses examined.

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Table 09: Overview of Hypotheses Testing		
Hypothesis	Relationship	Finding
Perceived organizational politics	Positive	Supported
Interpersonal Trust	Negative	Supported
Organizational Trust	Negative	Supported
Training and development	Negative	Supported
Perception of compensation practices	Negative	Supported

Discussion

This study proposed that employees perceiving more organizational politics are more inclined to consider quitting. Alternatively, when employees have high confidence in the organization and experience excellent human resources (HR) practices, they are less inclined to consider leaving their employment.

Relationship between Organizational Politics Perception and Turnover Intention

There is unanimous agreement that the original hypothesis, which postulated a positive correlation between organizational politics perception and turnover intention, was correct. Consistent with previous research by Bedi and Schat (2013), Huang et al. (2003), Harris et al. (2007), Miller et al. (2008), Abbas et al. (2012), and Vigoda (2000), the research found a positive correlation between the organizational politics perception and the desire to leave a job.

Organizational Trust and Employee Intentions to Leave

Following the lead of earlier studies suggesting, inside an organization, Trust might predict an individual's desire to leave (Brashear et al., 2005; Aryee et al., 2002; Hemdi & Nasurdin, 2006; Costigan et al., 2011), the present research strongly supports both the second and third hypotheses. Both measures of organizational Trust were negatively correlated with the intent to leave the company. Employees perceiving higher levels of Trust inside the organization had less intent to quit their jobs (Aman et al., 2023).

Human Resource (H.R.) Practices and Their Impact on Workers' intent to quit.

The study validated the fourth hypothesis, showing a negative correlation between training, development, and turnover intentions, consistent with previous research (Dysvik & Kuvaas, 2008; Rahman & Nas, 2013; Ashar et al., 2013). It also found that equitable remuneration policies reduce turnover intentions, echoing prior findings (M. H. Joarder et al., 2011; M. Joarder & Sharif, 2011). The importance of H.R. practices in fostering an environment of growth, equity, and emotional attachment to decrease turnover intentions was emphasized (Rawashdeh et al., 2022), supporting the fifth hypothesis.

Demographic variables & turnover Intention:

The study supports the sixth hypothesis, echoing findings that male employees are more likely to leave organizations compared to females (Lyness & Judiesch, 2001). Employee demographics, such as age, job function, and position, also influence turnover intentions (Dello Russo et al., 2020; De Clercq & Belausteguigoitia, 2017). Younger employees show a higher intent to leave compared to older colleagues, consistent with prior research.

Study Implications

The results of this study are important in both theoretical and practical contexts.

Previous studies have identified various organizational factors affecting turnover, including perceptions of justice, organizational culture, job satisfaction, H.R. practices, breach of the psychological contract, and perceived organizational support (Allen et al., 2003; Cantor et al., 2011; Ali & Jan 2012; DeConinck & Johnson, 2009; Deery & Shaw, 1999; Kickul & Lester, 2001; Koys, 2001; Mobley, 1977). This study contributes by examining the relationship among turnover intentions, organizational politics perception, Trust, and H.R. practices, focusing on employees of the National Bank of Pakistan (N.B.P.).

The findings demonstrate how organizational characteristics impact attitudes and behaviors by demonstrating a connection between the opinions of N.B.P. employees regarding organizational politics and their intention to leave the company (S. A. Robbins et al., 2010). More precisely, it has been found that attitudes toward organizational politics reduce the likelihood of leaving one's work.

The study also examines the relationship between employees' tendency to leave Pakistan's banking industry and interpersonal and organizational Trust. It highlights how important H.R. practices such as training, development, and reward schemes are in predicting the intentions of employees to leave.

Organizations should handle the ubiquitous problem of employees' inclinations to leave because it significantly affects costs. Effective comprehension of the variables impacting employees' intentions to depart has practical consequences for bank administration. Previous studies (Costigan et al., 2011; Bedi & Schat, 2013; Abbas et al., 2014; Chinomona & Chinomona, 2013) have shown a correlation between elevated organizational politics and an increase in job-leave intentions, whereas elevated organizational Trust is linked to a decrease in job-leave intentions. Employee turnover is lower when they believe they are getting fair pay and have lots of opportunities for professional growth (Dhiman & Mohanty, 2010; Ashar et al., 2013).

The study underscores the importance of organizational politics principles to bank management. The findings indicate that perceptions of organizational politics and Trust largely influence employees' intentions to leave the National Bank. Addressing the goal of turnover by implementing fair remuneration practices and offering a plethora of options for training and growth to N.B.P. staff members is advised.

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Prospects and Limitations

The study's cross-sectional design limits making definitive statements about the total population; future research could benefit from a longitudinal approach. Additionally, the R-squared value, explaining 37% of turnover intention variability, suggests unexplored influential factors. Future studies should consider additional H.R.M. practices like career development and performance assessment. Moreover, the sample's homogeneity from the National Bank of Pakistan's Head Office restricts generalization; future studies should include diverse populations from various banking institutions for broader applicability.

Conclusion

This investigation's findings spotlight the giant correlation between organizational politics and turnover intentions, declaring H_1. Employees who perceive higher levels of organizational politics are much more likely to recall leaving their jobs. This underscores the importance of groups managing perceptions of equity and transparency to reduce turnover. H_2, which posited a terrible dating between interpersonal trust and turnover intentions, changed into additionally supported, indicating that employees with stronger interpersonal trust are less likely to depart their jobs. This emphasizes the position of fine relationships in enhancing activity retention.

Contrary to expectations, H_3, which tested the connection between organizational acceptance as true and turnover intentions, did not discover a huge correlation. This suggests that while interpersonal belief is important, organizational-level trust may not directly impact turnover intentions as predicted. H_4, which targeted education and improvement, was strongly supported by the statistics, showing that funding for worker improvement appreciably reduces turnover intentions. Similarly, in H_5, the study identified that equitable compensation has an indirect impact on employee turnover. The compensation strategies of the organization have an important role in reducing the turnover of employees.

The regression analysis similarly determined that the aggregate of those elements explains an extraordinary part of the model in turnover intentions amongst personnel. This nuanced record of ways organizational factors interact in guidance turnover is valuable for developing powerful retention techniques. The findings emphasize that fostering interpersonal consideration, trying to improve worker performance, and keeping honest reimbursement practices are critical in mitigating turnover. By addressing those elements strategically, corporations can enhance worker engagement and retention, which ultimately make contributions to their regular success.

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