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THE IMPACT OF JOB EMBEDDEDNESS, JOB INSECURITY, AND JOB AUTONOMY ON TURNOVER INTENTION: ORGANIZATIONAL COMMITMENT AS THE MEDIATING EFFECT

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Abstract

Due to intense competition in the banking sector, employee performance is a crucial developmental factor. Turnover remains a significant issue for banks, with approximately 35% of banks in Pakistan facing this challenge due to various factors such as job satisfaction, organizational culture, and job insecurity, which impact organizational commitment and turnover rates (Aisha Ashraf, 2019). This sector is witnessing rapid growth and operates with a large staff. Turnover intention arises when employees become less committed to their organizations, feel unfocused, and experience dissatisfaction, leading to a desire to leave the organization. Improving employee commitment has become increasingly complex in today's workforce, and a high turnover rate can significantly impact a company's performance and productivity. Various factors influence employee turnover intentions, including organizational reputation, communication, and commitment. This study explores the mediating role of organizational commitment in turnover intention, with job insecurity, job embeddedness, and job autonomy as independent variables influencing turnover intention. A cross-sectional questionnaire was employed to collect data from 278 employees of Bank Al Habib Limited, Askari Bank Limited, and Habib Bank Limited in Karachi. The study utilized deductive reasoning to test hypotheses, aiming to achieve its objectives through survey questionnaires. Non-probability sampling, specifically convenient sampling, was employed as it was not feasible for the researcher to access all employees in the banking sector. The survey instrument consisted of five constructs with twenty-eight indicators, detailed in the literature review, measured on a 5-point Likert scale. The findings indicate a significant relationship between job embeddedness, job insecurity, job autonomy, organizational commitment, and turnover intention. This study's scope could be expanded to include other regions or sectors of Pakistan to enhance its reliability.

Keywords: Commitment, Employee Turnover, Performance, Banking Sector.

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Introduction

In the global village, advancements reflect, among other things, the achievements of beings through the ages, reaching the peak of limitless potential. Among all public and private organizations, strategies for management improvement are vigorously pursued to ensure sustained success and the satisfaction of intelligent customers. This involves enhancing core competencies and employing flexible approaches such as organization restructuring, outsourcing, and strategic alliances. For instance, a study conducted on job types in multinational corporations engaged in the industrial sector between 2015 and 2020, representing approximately 15 countries (World Economic Forum, 2016), indicates that while 7.1 million jobs may decrease in the market, 2 million new opportunities may arise. Long-term strategies and insights are imperative for overall corporate success, considering the anticipated changes in the structure of employment across industries (Kyung Hee, 2018). The concept of lifelong work has transformed into lifelong careers shaped by workers' perceptions within corporations.

Job characteristics and organizational jobs hurt knowledge sharing and commitment to the job. Insecurity in the job leads to turnover intention, change resistance, and unstable connection with the firm. (Kynug Hee,2018). Several sources can lead to the turnover of employees. Turnover is one of the most difficult challenges faced by many organizations. It is essentially the turn of workers or the rotation of workers in intercompany, job position, and unemployment. Around the world, organizations pay attention to this significant issue because they know that a high turnover ratio will directly slow down employee performance and productivity and increase the organization's costs to recruit new employees (Ardiansyah; Fathul et al., 2018). Organizational instability is associated with high employee turnover rates, as employees are more likely to stay in a supportive and stable work environment where they can predict career progression. Work-related stress is a significant internal factor contributing to turnover, typically connected to the work environment or specific job factors. Changes in workplace activities can increase stress, but employees with good resilience skills can mitigate its effects. (Self, Gordon, & Ghosh, 2020).

Work stress, typically associated with the working environment and individual factors, can be exacerbated by changes in workplace activities, such as technological advancements. Employees with low resilience are more likely to have high turnover intentions. Resilience stems from positive psychology, enabling individuals to understand and effectively cope with pressure and adversity. Turnover can be influenced by job embeddedness, job autonomy, and job insecurity during employment. While employees are regarded as the prime assets of organizations, retaining them indefinitely is challenging. Voluntary or involuntary departures of employees leave behind vacancies that are difficult to fill (Purwanto, 2016). Moreover, recruiting new employees incurs significant costs, including selection, training, and induction expenses. Turnover is conceptualized in various categories, including demographic and occupational factors and those related to the organization. Deciding to leave the firm of one’s own is the ultimate decision, shaped by organizational and personal influences (Amponsah & Konadu, 2015).

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Knowledge Gap

This paper focuses on several gaps identified in prior studies. The objective is to investigate "The Impact of Job Embeddedness, Job Insecurity, and Job Autonomy on Turnover Intention with the Mediating Effect of Organizational Commitment." The study selected different independent, dependent, and mediating variables to research this topic. Job Embeddedness, Job Insecurity, and Job Autonomy are independent constructs, Turnover Intention is the dependent variable, and Organizational Commitment is chosen as a mediator. The study adopted variables from various papers because these variables had not been studied together previously. For example, our base paper focuses on the relationship between Job Embeddedness and Turnover Intention, so the study adopted different variables from several authentic papers. Moreover, our study will be conducted in the context of Pakistan, which is another significant gap in existing research, as previous studies have focused on different contexts. A quantitative approach is used in this research, with an online survey designed based on structured questionnaires. Past research has utilized quantitative and qualitative methods, including interviews and surveys. Additionally, the study selected the banking sector for our study due to its crucial role in the economy. The Pakistani banking sector, listed 21st at PSX, plays a vital role in the economy and aims to operate with maximum efficiency and a significant number of staff. Data were collected from various banks, including Askari, Al-Habib, and Habib Bank Limited, whereas other prior researchers have chosen different sectors to study their derivatives. Our target audience comprises upper and middle management employees, distinguishing our study from others. Furthermore, the study used different population samples and statistical tools compared to past research, highlighting the gaps in existing studies.

Problem Statement

Currently, turnover intention poses a significant concern for organizational performance. External forces such as globalization, technology, demographics, and a diverse workforce require proactive management to develop effective talent management strategies and remain competitive (Mensah et al., 2016). Internal practices, particularly communication and employee cooperation, positively influence employees' attitudes toward their organizations and jobs. Turnover intention precedes actual turnover and acts as a precursor, affecting organizational stability (Henok Emiru, 2021). Different industries experience varying turnover rates, with the average rate across all employees estimated at 3.5%.

Table 01: Employee Turnover Statistics from 2008 to 2011

Year	Total Number of Employees	No of Quits	
		Voluntary	Involuntary
2008	285	5	
2009	283	10	1
2010	276	22	2
2011	272	7	
Total	1116	44	3

Source: The Impact of Employees Turnover on Organizational Commitment at Exhibition Trading Business Corporation (Alle Bejimla),

$$Total\ Turnover\ Rate = \frac{Number\ of\ Voluntary\ Separation}{Averge\ Number\ of\ Employees}\ x\ 100$$

$$= \frac{44}{1116}\ x\ 100$$

$$= 3.9\%$$

As observed from Table 01, the total turnover rate stands at 3.9%, indicating a high turnover rate within the organization. It is evident that a high employee turnover rate adversely impacts an organization's revenue, consequently affecting its profitability. Low employee commitment serves as a predictor for both high turnover and low performance (Angle & Lawson, 1996). The banking sector has been a critical contributor to Pakistan's economic growth (Statistics et al. in Pakistan, 2012). The dynamics within the banking sector, characterized by the establishment of numerous domestic and foreign banks, have garnered attention from researchers and practitioners. Business owners monitor employee behavior closely, where behavior is defined as "the overt responses of an employee to avoid a particular negative consequence" (Spector, 1973, page number). Employees may exhibit low work ethics (Loe et al., 2000), contribute less to their jobs (Hossain, 2017), demonstrate poor leadership qualities (Leedy & Jex, 2014), lack a sense of purpose (Mahdavi, 2016), or experience unfair treatment, leading to organizational injustice and potentially employee turnover (Cohen-Charash & Spector, 2001). Testing the robustness of predictors across different constraints within turnover relative to each other and alternative predictors holds potential usefulness (Brose & Tropred). Job embeddedness, job autonomy, and job insecurity are potential constraints that can be tested as better turnover predictors than other dimensions (Mitchell, 1997). These factors are critical, especially in the banking sector, where recruiting new employees poses challenges. Therefore, it is crucial to identify the factors influencing employee turnover and their commitment to the job. This research aims to fill this gap through theoretical discussions and empirical findings on the factors affecting employee commitment and turnover intentions and their impact on organizations. The present study examines the mediating role of organizational commitment between job embeddedness and turnover intention, job insecurity and turnover intention, and job autonomy and turnover intention.

Research Questions

1. How does work embeddedness affect the intention to leave?
2. How does job instability affect the intention to leave a job?
3. How does job autonomy affect the intention to leave a job?
4. What is the role of organizational commitment as a mediator in the relationship between job embeddedness and intention to leave?

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5. What is the role of organizational commitment as a mediator in the relationship between job insecurity and intention to leave?

Research Objectives

1. To examine the influence of work embeddedness on the intention to leave among employees.

2. To assess the impact of job instability on employees' intention to leave their current jobs.

3. To investigate how job autonomy influences employees' intention to leave.

4. To determine the role of organizational commitment as a mediator in the association between job embeddedness and the intention to leave.

5. To explore the role of organizational commitment as a mediator in the relationship between job insecurity and the intention to leave.

Significance

Theoretically, this study can inform organizations about turnover intention concerns, prompting them to consider initiatives based on the mediating variable of commitment to understand better and improve dependent variables. Moreover, it allows individuals and organizations to identify areas for further improvement in work and organizational perceptions.

Literature Review

The Effects of Job Embeddedness and Turnover Intention

Several studies have revealed empirical and theoretical evidence on job turnover. For example, one study found that job embeddedness significantly influenced employee turnover, which explained substantially more variance than job satisfaction and organizational commitment. It is commonly recognized that choices regarding leaving a job are impacted not just by job attitudes, labor market potential open doors, and socioeconomics but also by the apparent degree of relationship with one's job and association (Cortex & Zerbini, 2019). Employee intention to stop, characterized as a singular tendency to leave their present place of employment and look for another one immediately, firmly corresponds with job conditions and open doors in the labor market. Numerous researchers across different papers have seen that turnover intention represents a critical danger to the present associations, frequently emerging from low hierarchical responsibility and turnover intention. For example, DeConinck and Johnson (2009) stated that employees with lower levels of authoritative responsibility are bound to show unfavorable overflow impacts, such as job-search conduct, genuine turnover, and turnover intentions. High job embeddedness, portrayed by a solid commitment to one's occupation here and there, diminishes employees' intention to stop (Halbesleben & Anthony, 2008). Therefore, the negative relationship between organizational commitment and employee turnover intention is enhanced (Qaiser et al. Rehman, 2012). Additionally, research by Çolakoğlu (2019) investigated the impact of

job embeddedness on employee turnover intentions and found a negative association between job embeddedness and turnover intentions. The hypotheses to be tested as a result of the conducted study are as follows:

H_1: Job embeddedness has a positive relationship with turnover intention.

The Effects of Job Insecurity and Turnover Intention

Job insecurity has been a significant concern for organizations and their employees (Orhan et al., 2014). According to Greenhalgh and Rosenblatt (1984), job insecurity is "a motivator or the perception held by a person that his job is at risk." On the other hand, Sverke et al. (2002) defined job insecurity as a "perceived powerlessness to preserve desired continuity in a threatened job situation." It is a subjective threat experience created from objective threats using an individual's cognitive perception processes and interpretations of the existing work environment (Dupe Adesubomi, 2018). One of the main effects of job insecurity in an organization is the increasing turnover intent of workers since they will, therefore, seek better and more stable employment in the face of job threats (Mosadeghrad, 2013). Job insecurity also leads to decreased satisfaction, strained relationships with co-workers and managers, low control of the environment, and reduced employee creativity and problem-solving efficacy (Ranisya et al., 2020). Work turnover intention is a significant issue that organizations encounter. It is a conscious attempt by an employee to reduce their performance and dedication to succeed at a job, and this subsequently occurs when workers feel disappointed in their work(Nazim et al., 2017).In addition, (Pertiwi et al., 2020) suggest that employees' feeling uncomfortable at work causes a decrease in employee satisfaction, accordingly positively influencing employee turnover intention.

H_2: There is a positive relationship between job Insecurity and turnover intention.

The Effects of Job Autonomy and Turnover Intention

It refers to the independence and freedom degree allowed by a job arranging work, decision making, and choosing the performance methods (Morgeson & Humphrey, 2006), classifying that employees have autonomy at work and can complete their tasks freely according to their preferences and judgment. It anticipates the strength of the association between work engagement and a proactive personality (Inyong Shin, 2019). Generally, there is an opposite correlation between job autonomy and turnover intention. That means employees with higher perceived autonomy are slightly more likely to consider leaving their jobs (Nikita et al., 2023). Therefore, while job autonomy may not increase turnover, it does not seem to decrease it. (Dysvik, Anders; Kuvaas, Bård, 2013). Argued that a lack of job autonomy decreases organizational commitment and increases turnover. It is widely organized and considered valuable for organizations because it is universally interlinked as a helpful work outcome, such as low intention to quit. The authors shall further theorize the underlying mechanisms of these relationships and hypothesize that job autonomy reduces the likelihood of turnover consistent with the JDR model (Mao, Shan; Jiang, Wei, 2019).

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A past meta-analysis found that job autonomy positively related to affective factors like intrinsic motivation and organizational commitment, eventually behaviorally essential outcomes such as job performance, and negatively related well-being factors such as stress and burnout. The same meta-analytic study, however, found no impact of job autonomy on turnover intention. (Ahmad, Kawsar; Sharifa, Yazam; Oye, N.D., 2011).

H_3: Job insecurity is positively related to intentions to leave their organizations.

The Effects of Job Embeddedness, Organizational Commitment & Turnover Intention

Numerous studies indicate that job embeddedness greatly influences job turnover, considering factors such as job attitudes, labor market opportunities, and demographic characteristics. Additionally, the level of perceived interdependence with one's job and sense of job security plays a significant role in decisions related to turnover. Research by (Humphrey et al.,2017) has shown that employees' intention to quit reflects their desire to leave their current job and find a new one shortly, with a connection between job satisfaction and the off-the-job environment highlighted by Hsiao-Ping Chang (2019). Organizational sacrifice in job embeddedness and community connections off-the-job are linked to organizational commitment and turnover intention. Meta-analysis studies by Wilpen Gorr (2017) have revealed negative associations with job embeddedness, organizational commitment, and turnover intention. Specifically, higher levels of organizational commitment are associated with increased turnover intention. Therefore, this study proposes the following hypotheses:

H_4: Organizational Commitment plays a mediate role between job embeddedness and turnover intention.

The Effects of Job Insecurity, Organizational Commitment & Turnover Intention

JIS is defined as the feeling of employees in an organization that is threatening. It signals future job loss, unpredictability, and uncontrollability (Homayoun et al., 2019). It is the perception of employees of a potential threat in order to continue their existing jobs. It is concerned with the overall existence of the job in the future (Sverke et al., 2002). Told there is “a significant amount of past literature showing that job insecurity is negatively associated with organizational commitment,” a series of layoffs obliterates any semblance of employee commitment (Rose, 1988, page number).In their studies, they found that feelings of job insecurity are the start of “threatens one of the basic three subordinate systems of attachment, such as satisfaction, trust, and commitment as these are likely to break down as job insecurity will happen – which all are involved in the dynamics of organizational commitment.”High-profile scholars (Greenhalgh & Rosenblatt, 2016), for example, have shown that the higher the job insecurity, the less committed employees are to their firms, and this will directly impact intentions to leave their organizations. Furthermore, it is essential to note that individuals with permanent, temporary, and fixed contract terms tend to react differently to job insecurity.

H_5: Organizational commitment plays a mediate role in job insecurity and turnover intention.

The Effects of Job Autonomy, Organizational Commitment & Turnover Intention

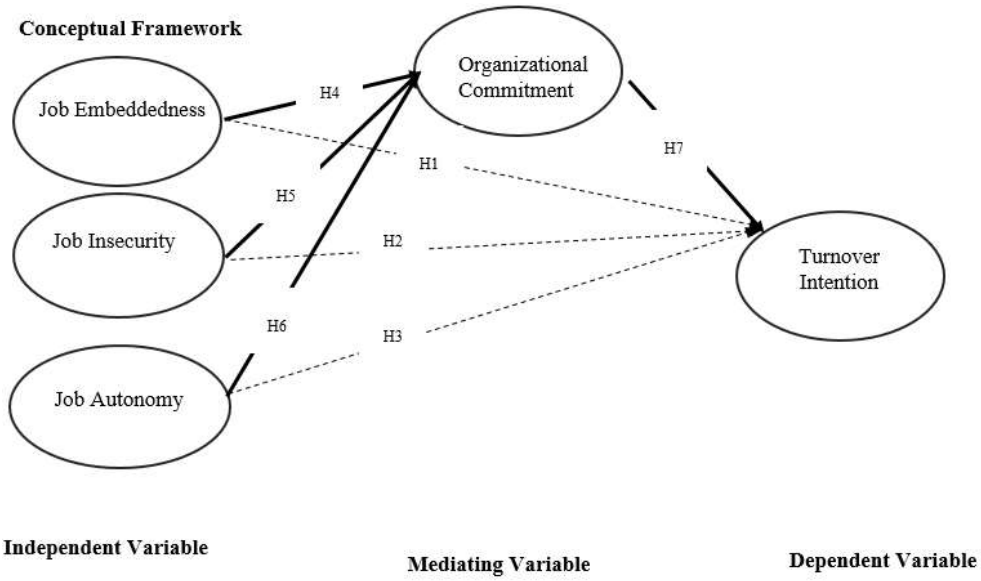
According to a study by Lee et al. Yee (2014) argued that job autonomy significantly affects organizational commitment, further justified in this study; various authors noted a strong connection between organizational commitment and job autonomy Shalini et al. Das (2013) indicates that the need for high job autonomy tends to lead to less work absence. Furthermore, (Mehmood et al., 2012) recommended in their study that there is a positive relationship between job autonomy and organizational commitment, and an increase in job autonomy will also increase organizational commitment.

According to research by Jaehee et al. (2015), employees with a high level of autonomy feel accountable for the results of their actions and see the outcome of their work as dependent on their efforts. Additionally, meta-analysis studies suggest that having more control at work is linked to increased commitment and performance and lower stress levels, role stress, conflict, ambiguity, and turnover intention (Mallinckrodt, 2015). Furthermore, higher levels of autonomy are positively associated with organizational commitment and reduced turnover intention.**H_6:** Organizational commitment plays a mediating role in job autonomy and turnover intention.

Mediation Effect

An indirect and facultative straight relationship was found between organizational commitment and turnover intention (Yasser et al., 2018). However, as discussed above, the organizational commitment would influence JE, JA, and JI. Turnover intention and photocopy would probably close the indirect relationship between JE, JA, JI, and OE turnover intention (Dr. et al., 2015) because Organizational commitment influences turnover intention negatively (Bernard Obiechina,2019). The research findings showed that worse organizational commitment could lead to a reduction in turnover intention. A statistically significant relationship is found b/w, an assembly of information reoccurring or collected over time showing trends or tendencies (Nazim et al., 2005).

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Study Hypotheses

H_1: There is a direct correlation between job embeddedness and turnover intention.

H_2: Job insecurity is positively correlated with turnover intention.

H_3: Job autonomy has a positive association with turnover intention.

H_4: Job embeddedness has a positive relationship with turnover intention, which will be mediated by organizational commitment.

H_5: Organizational commitment will mediate a positive relationship between job insecurity and turnover intention.

H_6: Organizational commitment will mediate a positive relationship between job autonomy and turnover intention.

H_7: Organizational commitment will mediate a positive relationship between turnover intention.

Methodology

The study developed a framework to align with objectives and questions, incorporating independent, mediating, moderating, and control variables. A designed diagram illustrates the relationships between these variables. The study then defines the research onion stages, including research philosophy (Positivism et al.), research design (quantitative or qualitative, inductive or deductive), research approach, and strategy. Moreover, the study discusses the study population, sample size, data collection methods, and sampling techniques. Measurements of variables are defined, including measures and scales for all constructs, using questionnaires or websites to gather data. Statistical tools such as Descriptive, Reliability, Correlation, and Multiple Regression analysis are employed with the help of software like Smart PLS.

Descriptive analysis helps to understand the impact between variables, while reliability analysis assesses the reliability of the research and selected constructs. Correlation analysis aids in determining relationships, and regression analysis identifies significant values.

Profile of Respondents

This study is conducted on the banking sector in Karachi, which is considered one of the most highly contributing and competitive in Pakistan's economic development. Two hundred forty-three banking employees were selected for this study. A convenient sampling technique was chosen for the respondents. The questionnaire was used to collect the respondents with a five-Points Likert scale; in the questionnaire, it is analyzed that 34% of employees are females, whereas 55% are males regarding their marital status, age, and education level. Furthermore, the above tables demonstrate the number of respondents.

Table 02: Proportion of Gender	
Gender	Percentage
Male	55%
Female	40.7%
Prefer not to say	4.3%

Table 02 determines that there is a moderate balance between males and females. The following table evaluates the total number of respondents in this study. The above figure suggested that bank employees were moderately more male than female. In support of past research conducted by Sopiah and Etta Mamang Sangadji (2020) based on commercial bank employees in Indonesia, it was discovered that the commercial sector of the banks had fewer women (20.9%) than men (62.1%).

Table 03: Age of Respondents	
Age	Percentage
20-25 Years	41.1%
26-30 Years	45.2%
31-25 Years	0.0%
36-40 Years	9.6%
40 and Above	4.1%
Total	100%

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Correspondingly, table 03 specifies that 55% of the respondents were aged between 25-30 years, followed by 53% in the age group of 35-40 years and 48% in the age group. The above figure discloses that employees aged 25-30 and 35-40 were employed in the sector banks of the study. Additionally, 48% and 44% of the respondents were between 20 and 25 years old and above 40. This category signifies the lowest group in the survey.

Quantitative Study

Table 04: Reliability and Descriptive Analysis

	Items	Cronbach's Alpha	Mean	Std. Dev	Skewness	Kurtosis
Job Insecurity	7	0.678	3.56	0.72	-0.339	0.78
Job Autonomy	6	0.726	3.42	0.62	-0.398	1.38
Job Authority	4	0.805	3.67	0.88	-0.614	0.81
Organizational Commitment	5	0.837	3.88	0.89	0.377	0.89
Turnover Intention	6	0.928	4.03	0.75	0.559	1.13

Table 04 of reliability results suggests that Cronbach's Alpha of Job Embeddedness is the highest one (Mean= 3.67, STD=0.88, α = 0.805), whereas the lowest is for job insecurity (Means= 3.56, STD= 0.72, α =0.678). The kurtosis ranges from 0.78 to 1.13, which means that most variables show positive excess kurtosis. Referring to the above table, the highest value of the mean is 3.56 to 3.67. Moreover, turnover intention (Mean= 4.03, STD =0.75, KR= 1.13has the highest kurtosis value. The internal consistency satisfies the requirements.

Convergent Validity

Table 05: Convergent Validity

	Mean	Std. Dev	Composite Reliability	(AVE)
Job Insecurity	3.56	0.72	0.821	0.606
Job Autonomy	3.42	0.62	0.834	0.569
Job Authority	3.67	0.88	0.902	0.650
Organizational Commitment	3.88	0.89	0.798	0.774
Turnover Intention	4.03	0.75	0.885	0.660

Discriminant Validity

Table 06: Discriminant Validity					
	Job Insecurity	Job Autonomy	Job Embeddedness	Organizational Commitment	Turnover Intention
Job Insecurity	0.778				
Job Autonomy	0.706	0.754			
Job Embeddedness	0.641	0.638	0.755		
Organizational Commitment	0.625	0.594	0.669	0.780	
Turnover Intention	0.867	0.561	0.623	0.581	0.812

The constructs examined in the research are distinct and unique (Fornell & Larcker, 1981). Job autonomy has a positive relation between job embeddedness values of 0.638(63%) and the value of job insecurity (70%). At the same time, the mediated relationship of organizational commitment indicates that (59%), i.e., 0.594. Furthermore, turnover intention on job autonomy value is 56 %(0.561). Additionally, job insecurity and job embeddedness are 64 %(0.641), whereas organizational commitment value is 0.669. The turnover intention on job embeddedness has a 0.623 value. Consequently, job insecurity on organizational commitment populates 0.625, and turnover intention has 0.867, the highest value. Lastly, organizational commitment and turnover suggested a positive relationship with each other, with a value of 0.581(58%). Organizational commitment is one of the effective connections that enables employees to encourage decision to work and remain committed to continuing work with their current firms.

Path Coefficients

Table 07: Path Coefficient Analysis				
	Beta	T-Stats	P-Value	Results
Job Autonomy -> Turnover Intention	-0.174	3.092	0.002	Accepted
Job Embeddedness -> Turnover Intention	0.144	2.448	0.014	Accepted
Job Insecurity-> Turnover Intention	0.863	20.322	0.000	Accepted
Job Autonomy -> Organizational Commitment -> Turnover Intention	0.152	2.021	0.043	Accepted
Job Embeddedness -> Organizational Commitment -> Turnover Intention	0.408	5.674	0.000	Accepted
Job Insecurity-> Organizational Commitment -> Turnover Intention	0.257	3.403	0.000	Accepted

Table 7 presents the analysis of path coefficients in the inner model. The t-stats value for job insecurity on turnover intention is 20.322, with the highest t-value of β=0.863 and a p-value of 0.000, which indicates that JIS has a direct relationship and significant effect on turnover intention. Thus, mediation hypotheses tests are needed to detect the position of intervening variable in the model to detect the position

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of the variable in the model (Kyung et al.; Bo-Young Kim, 2018). The following method is used to investigate the relationship nature among constructs as they both are complete mediation.

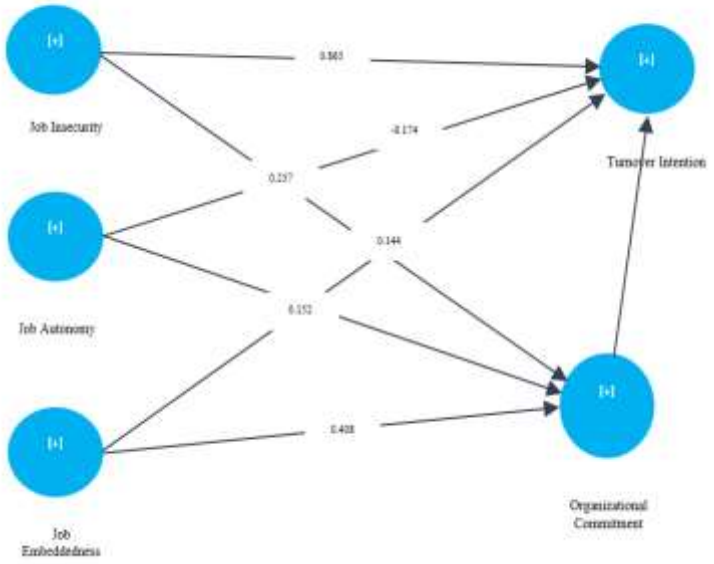


Figure1: Measurement Model

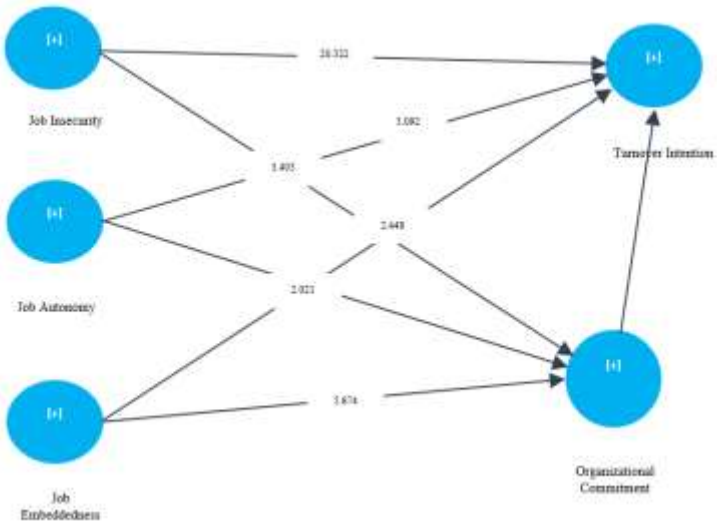


Figure 2: Structural Model

Organizational Commitment, Job Insecurity, and Turnover Intention

The results study postulates that commitment to the organization has a relationship with job insecurity having ($p< .05$), $\beta=0.257$, which was statistically significant. A previous study (Dupe Adesubomi, 2018) determined that organizational commitment is vital to the long-term connection with the firm.

Organizational Commitment, Job Embeddedness, and Turnover Intention

In this study, 2nd hypothesis suggests that organizational commitment plays a mediating role in the relationship between job embeddedness and turnover intention. After the findings, the following table examines that ($\beta=0.408$, $t=5.674$, $p<.05$). The results in the table support the idea that organizational commitment helps individuals align their skills, values, aspirations, knowledge, and organizational culture, ultimately influencing their intentions to leave their current job (Masood et al., 2018).

Organizational Commitment, Job Autonomy, and Turnover Intention

The last hypothesis of the study suggests that organizational commitment plays a mediating role in the connection between job autonomy and turnover intention. The results showed a significant relationship between job autonomy and organizational commitment, particularly regarding authority work methods. Research has shown that employees with decision-making freedom are more motivated and less inclined to leave their jobs (Balan & Mariscal, 2020).

Conclusion

The study showed that H_1 is accepted as it has significant path coefficients. The T-stats value is 3. 092. Thus, job autonomy (JA) and intention to leave are positive. Ba˚rd Kuvaas and Anders Dysvik, (2013) argue that the study of meta-analysis unveiled a null association between job autonomy (JA) and turnover intention (TI). The same study suggested that (JA) is less influential, indirectly decreasing employees' turnover intention and, in turn, actual turnover. Many studies have found an undesirable relationship between job autonomy (JA) and turnover intention (TI). While H2 is job embeddedness has positively related to turnover intention based on T-stats, which is 2.448; $p \leq .000$. Accompanied by empirical research on higher education based in Pakistan, their study demonstrates that there is a significant and negative relationship between JE and TI, another study of (Wang et al., 2013). Additionally, H3 is job insecurity and turnover intention. The value of T-stats is 20.322; $p \leq .000$. The previous study by (Abdul et al., 2018) indicates that turnover intention is negatively related to job insecurity (Anusuiya et al., 2019). The quantitative study demonstrates an indirect effect: increased organizational commitment OC (mediating variable) leads to lower turnover intention. H4 is job autonomy, organizational commitment, and turnover intention. The t-stats value is 2.021. At the same time, H5 is based on JE, OC, and TI with p lesser than 0.00 t-stats value of 5.674. It is the best predictor that has been investigated in (Yuserrie et al.'s, 2019) study, conversely showing a consequential negative correlation between turnover intention (JI) and job embeddedness (JE). Lastly, the hypothesis is H6 on job insecurity (JI), organizational commitment (OC), and turnover intention (TI). The p-value is 0.00, and the t-stats value is 3.403. To

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support our results, previous studies also indicate that turnover intention and reduced organizational commitment are related to job insecurity.

Limitations of the Study

Many of the boundaries related to this paper directly distress our conclusion, and it is based on cross-sectional data, which limits the explanation despite the author trying to define the mediation process through previous empirical research and theory. Based on the literature and findings of this paper on the impact of job insecurity (JI), job embeddedness (JE), and job autonomy (JA) have confirmed their negative influence. These factors appear to be hindrance stressors, and lack of career progression is a major cause of staff turnover. Organizations are highly dependent on motivation and innovation in human resources. Secondly, this paper is Quantitative. Further, researchers used both research designs, such as mixed research, and interviewed respondents to understand better the factors that affect turnover intention. However, future research should include sectors such as the garment, airlines, and any country's public sector. It is significant for organizations to focus on increasing organizational commitment amongst their employees in a way that pleases all age groups. This study is limited to the banking sector and has a specific sample size. It is recommended that further investigation be conducted on a larger sample size in order to generalize the results and also do a comparative study.

Recommendations

Based on the literature review and observed data, the researcher provides a few recommendations for management practices. The concern of turnover intention (TI) seems to be one of the topics of discussion between professional HR managers and high-performance employees. First, management should be aware of turnover intentions and employees' knowledge of potential tangible and intangible costs of turnover, which should lead to prioritization of this issue on the manager's "to-do" list. A cross-sectional study examined the connection between job embeddedness, job insecurity, job autonomy, turnover intention, and the mediating role of organizational commitment. The findings revealed an indirect correlation between organizational commitment (OC) and turnover intention (TI).

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