



**SYNERGIZING TRAINING AND DEVELOPMENT IN THE
WORKPLACE: ANALYSING THE INFLUENCE OF MENTORING,
DELEGATION, EMPOWERMENT, AND JOB ROTATION ON
EMPLOYEE COMMITMENT AT ETIQA, DATARAN MAYBANK**

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Abstract:

The main objective of the current study is to identify the critical factors that affect employee commitment within one of the major insurance companies in Malaysia. The current study, based on the theoretical framework of the Theory of Planned Behaviour, analysed the influences of specific managerial practices, such as mentoring, job delegation, employee empowerment, and job rotation, on employee commitment. To achieve the set goal, a quantitative survey was conducted among 358 employees using a structured questionnaire. The study has indicated that mentoring, job delegation, employee empowerment, and job rotation of employees are positively related factors. The findings of the study suggest that the practice related to employee empowerment, which implies the possibility of providing workers with the needed amount of authority and autonomy, is the most influential factor. It indicates that companies should work on the improvements related to that area to ensure that their employees are dedicated. However, being significant as well, the need to mentor and delegate employees to outline their roles is stressed. The job rotation factor, although positively related, was insignificant. This may be explained as a result of the lack of suitable stimuli in the organization. Thus, the given insights provide practical implications for focused training and development interventions at Etiqa, Dataran Maybank.

Keywords: employee commitment, mentoring, job delegation, empowerment, job rotation, insurance industry, training and development

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1. Introduction

Commitment of employees, made up of job satisfaction, attitudes and workplace experiences, is important to increase productivity, motivation, work performance, and overall life standard (Kanapathipillai *et al.*, 2024; Abuhashesh *et al.*, 2019). Looking into what drives employee commitment is very important to Etiqa Dataran Maybank, as a vibrant workforce can essentially improve the bottom line of any business. Previous academic literature reveals that many factors, such as mentoring, job delegation, employee empowerment, and job rotation, are likely to determine employees' attachment to their organizations.

Mentoring, the guidance provided by experienced staff members to less experienced ones (Onyia *et al.*, 2019), has been shown in some research to increase employees' support and, importantly, their perceived value within an organization, which leads to commitment. Equally so, successful job delegation creates role clarity and boosts employees' confidence as well as dedication, all of which are premises to a better commitment at work with satisfaction towards their job (Martins, 2022). Employee empowerment, through autonomy and decision-making enactment, can result in increased job satisfaction and organizational commitment (Murray *et al.*, 2021), although this effect has been shown to be contingent upon culturally bound issues.

Job rotation (i.e., periodically moving employees to different roles) has also been associated with greater job satisfaction and commitment through more diverse experiences of work, which provides opportunities for growth (Ho *et al.*, 2009). However, the influences of these drivers on employee commitment are not predictive and may have different effects depending upon individual contextual factors; hence it is crucial to analyse them together.

Therefore, this study on mentoring, delegation, empowerment and job rotation characteristics, which influence employee's commitment at Etiqa Dataran Maybank, is to examine these relationships. Thus, this research focuses on how these managerial practices and how they influence the level of employees' commitment at Etiqa, Dataran Maybank in Malaysia.

1.1 Research Problem Statement

Employees are one of the most critical resources for any organization, and their level of commitment to a company can have drastic implications not only on productivity but from also on job performance and overall employee satisfaction. After all, in the customer-centric environment of banking and insurance - an industry characterised by a host of factors that can serve to influence employee commitment or satisfaction (foreign ownership, offshoring or outsourcing, telecommunications technology), itself a primary driver for significant gains on various quality measures affecting financial performance like risk management behaviour, compliance ratings, etc. One of the country's biggest insurance companies, Etiqa, which is located in Dataran Maybank, has been trying to

keep and increase employee commitment as it plays an important role in staying ahead of their competitors, directly affecting its quality service.

The importance of employee commitment has long been recognized, and a number of studies have pointed to how managerial practices such as mentoring, job delegation, empowerment, and job rotation have impacted it without exploring their joint effect in depth. Although mentoring was found to increase employee commitment by providing support and fostering a sense of worth (Kanapathipillai *et al.*, 2023; Gong *et al.*, 2022; Mahmood *et al.*, 2021), this study explores in more detail the interaction between mentoring, job delegation, empowerment and job rotation.

Job delegation, too, has been positively associated with commitment because of role clarity and the provision of opportunities for learning (Martins, 2022; Drescher, 2017). Nevertheless, conflicting results have argued that the association of job delegation and employees' commitment may not be as straightforward in some studies (Afrizal *et al.*, 2022; Jernigan *et al.*, 2002). This variability showcases an area where more research is needed to fully understand the circumstances in which job delegation can most effectively enhance commitment.

Empowerment refers to the delegation of decision-making rights or authority amongst employees and has been found in prior studies to be related to increased job satisfaction and employee commitment (Wong, 2023; Murray *et al.*, 2021). However, various scholars argue that the direct relation of empowerment with commitment could be insignificant in some cases (Suriadnyana, 2020; Sulistiono *et al.*, 2020). Thus, further exploration is needed on how empowerment interacts and impacts commitment.

Job rotation, defined as frequently changing an employee across different jobs within the same organization over a specific period of time, is highly associated with increased employee commitment due to exposure to a variety of experiences leading towards personal growth (Kanapathipillai *et al.*, 2023; Chen *et al.*, 2013; Ho *et al.*, 2009). Nevertheless, the effect of job rotation diffuses with the organizational context and, in specific cases, has yielded mixed outcomes (Mohsan *et al.*, 2012; Ocen *et al.*, 2017).

The Theory of Planned Behaviour (TPB) provides a well-crafted model to explain these relationships, arguing that employees' attitudes, subjective norms, and perceived behavioural control explain their intentions and then affect the behaviour they take accordingly (Zakaria *et al.*, 2016; Ajzen, 1991). Nevertheless, despite this interest, research in alternative industries applying TPB (Ajzen, 1991) to understand how these managerial practices interact with commitment is scarce and missing an essential component which the current study attempts to fill.

Using the TPB (Ajzen, 1991) framework, this study aims to analyse how these managerial practices shape employee commitment in a more structured and compassing way. This research will provide a much-needed and well-supported literature that provides practical advice on how best to improve employee commitment. Thus, this study will contribute to the performance and commitment of Etiqa's workforce, which will ultimately make the company more effective and successful.

1.2 Research Questions

RQ1: Is there a significant relationship between mentoring and the commitment of employees at Etiqa, Dataran Maybank?

RQ2: Is there a significant relationship between job delegation and the commitment of employees at Etiqa, Dataran Maybank?

RQ3: Is there a significant relationship between employee empowerment and employee commitment in Etiqa, Dataran Maybank?

RQ4: Is there a significant relationship between the rotation of jobs and the commitment of employees at Etiqa, Dataran Maybank?

1.3 Research Objectives

RO1: To examine if there is a significant relationship between mentoring and employee commitment in Etiqa, Dataran Maybank.

RO2: To examine if there is a significant relationship between job delegation and employee commitment in Etiqa, Dataran Maybank.

RO3: To examine if there is a significant relationship between employee empowerment and employee commitment in Etiqa, Dataran Maybank.

RO4: To examine if there is a significant relationship between job rotation and employee commitment in Etiqa, Dataran Maybank.

2. Literature Review and Hypothesis Development

The following sections focus on the underpinning theory, literature, and hypothesis developed regarding the influence of mentoring, job delegation, employee empowerment, and job rotation on employee commitment at Etiqa, Dataran Maybank, in Malaysia.

2.1 Underpinning Theory: Theory of Planned Behaviour

The Theory of Planned Behaviour (TPB) (Ajzen, 1991) offers a useful framework for studying and predicting behaviours such as mentoring, job delegation, employee empowerment, and job rotation in organizational settings.

The Theory of Planned Behaviour was introduced by (Ajzen, 1991) and further explored by (Zakaria *et al.*, 2016). Ajzen's (1991) TPB builds upon the Theory of Reasoned Action (TRA) by incorporating additional components such as perceived behavioural control, which enhances the predictive power of the model in understanding human behaviour (Zakaria *et al.*, 2016; Fishbein & Ajzen, 1975). The TPB (Ajzen, 1991) posits that an individual's behaviour is influenced by their intentions, which are shaped by attitudes, subjective norms, and perceived behavioural control (Zakaria *et al.*, 2016). According to Ajzen's (1991) TPB, an individual's intention, which is influenced by attitudes, subjective norms, and perceived behavioural control, acts as a crucial predictor of their behaviour in a given situation (Jebarajakirthy *et al.*, 2017).

The TPB (Ajzen, 1991) considers that apart from individuals' intentions, their behaviour in those contexts is also influenced by attitudes, subjective norms and perceived behavioural control (Armitage & Conner, 2001). Related to mentoring, the TPB (Ajzen, 1991) may explain how attitudes toward the mentorship process and planned self-efficacy about engaging in them (subjective norms) will affect their intent of entering into a mentor-mentee relationship as well as sustaining it over time (Mohammad *et al.*, 2019).

With regards to job delegation, the TPB (Ajzen, 1991) can provide insights into how employees' attitudes toward receiving tasks for being delegated are shaped by normative beliefs about delegating within their organization and perceived control over a successful delegation process (Armitage & Conner, 2001). Awareness of these factors may be beneficial for organizations to develop strategies that can support the effective use of job delegation practice and employee performance and development. Therefore, TPB (Ajzen, 1991) can help explore questions such as how empowerment initiatives are viewed by employees or whether social norms within organizations may affect behaviours related to employee commitment.

When examining job rotation through the lens of the TPB (Ajzen, 1991), researchers can investigate how employees' attitudes towards job rotation opportunities, subjective norms regarding rotational practices, and perceived control over the rotation process influence their willingness to participate in job rotation initiatives (Mlekus *et al.*, 2022). By understanding these factors, organizations can tailor job rotation programs to align with employees' motivations and preferences, ultimately enhancing job satisfaction, skill development, and organizational commitment. The TPB (Ajzen, 1991) can provide a structured approach to analysing the complexities of job rotation and its impact on employee behaviour and organizational outcomes.

In the context of mentoring, the TPB (Ajzen, 1991) can help identify the factors that influence mentors' and mentees' intentions to engage in mentoring relationships, such as their attitudes towards mentoring, subjective norms regarding mentorship, and perceived behavioural control over mentoring activities (Mohammad *et al.*, 2019). By understanding these determinants, organizations can develop targeted interventions to enhance the effectiveness of mentoring programs and support the professional growth and development of employees. Additionally, the TPB (Ajzen, 1991) can offer insights into how job delegation practices are influenced by employees' attitudes towards delegation, subjective norms within the organization regarding delegation, and perceived control over the delegation process (Armitage & Conner, 2001).

Empowerment initiatives can also be analysed through the TPB framework, which can illuminate how employees' attitudes towards empowerment, subjective norms related to empowerment practices, and perceived control over decision-making processes impact their engagement with empowerment initiatives (Armitage & Conner, 2001). By leveraging the TPB (Ajzen, 1991), organizations can design empowerment strategies that resonate with employees' beliefs and motivations, fostering a culture of

autonomy, accountability, and innovation. Furthermore, the TPB (Ajzen, 1991) can provide a structured approach to understanding the factors that influence employees' intentions to participate in job rotation programs, including their attitudes towards rotation, subjective norms regarding rotational practices, and perceived control over the rotation process (Mlekus *et al.*, 2022).

Thus, the Theory of Planned Behaviour (Ajzen, 1991) provides a comprehensive framework for understanding and predicting behaviours related to mentoring, job delegation, empowerment, and job rotation within organizational contexts.

2.2 Employee Commitment

Employee commitment is a measure used to determine the degree of workers' engagement, devotion, and connection to their enterprise. It covers a whole range of components, from satisfaction with one's job to employee attitudes and workplace experiences. Through commitment, employees gain productivity, motivation, work performance, and life satisfaction (Kanapathipillai *et al.*, 2024; Abuhashesh *et al.*, 2019). When employees are happy with their work, it shows how productive and motivated they become at work, which directly affects the overall performance related to their job and life satisfaction (Kanapathipillai *et al.*, 2023). This also extends to employees' personal lives (Abuhashesh *et al.*, 2019). Employee commitment may predict work-related outcomes like turnover, organizational citizenship behaviour, and job performance (Kanapathipillai *et al.*, 2024; Abuhashesh *et al.*, 2019). Providing employees an opportunity to get training and enhance their skills can be one of the ways that employers can increase job satisfaction among them (Kanapathipillai *et al.*, 2023; Rehman *et al.*, 2020). One way of achieving a high degree of employee engagement is by providing employee bonuses and benefits, according to (Kanapathipillai *et al.*, 2023; Mehwish *et al.*, 2019).

Employee commitment can be understood through different types, each with its unique characteristics (Kanapathipillai *et al.*, 2023). Affective commitment, the first level, refers to the positive emotional attachment that an employee develops with their organization (Anwar & Abdullah, 2021). Ongoing commitment, on the other hand, is influenced by the high organizational benefits and privileges that make employees choose to stay with the organization (Rehman *et al.*, 2020). Normative commitment is the third aspect, where employees demonstrate their comfort with the ethics or rawness of their actions (Rehman *et al.*, 2020). Commitment is also deeply linked to employee retention, as employees who are committed are less likely to leave for other firms (Kanapathipillai *et al.*, 2024; Rehman *et al.*, 2020).

Several factors have been identified as influencing an employee's level of commitment. These include role stress, motivation powerlessness, job insecurity, employability, and perceived leadership distribution (Abdullah & Othman, 2019). Loyalty, a key component of commitment, can be defined as either personalized views of value that enable conduct or organizational norms in the organizational context (Kanapathipillai *et al.*, 2024; Sultan *et al.*, 2020).

In customer-centric organizations like banking, the effectiveness of staff plays a vital role as it has a direct relation to customer satisfaction (Kanapathipillai *et al.*, 2023; Singh & Benerji, 2021; Uraon, 2018). As a result, it becomes inevitable for these organizations to have a very skilful and dedicated workforce (Singh & Benerji, 2021; Uraon, 2018). Affective commitment is based on employees building an emotional bond with the organization and believing in its goals. This encourages them to remain loyal and dedicated for as long as they will work there (Kanapathipillai *et al.*, 2024; Anwar & Abdullah, 2021).

2.3 The Relationship Between Mentoring and Employee Commitment

According to (Onyia *et al.*, 2019), mentoring is when a more experienced person (the mentor) helps and guides a less experienced person (the mentee). The main goals are to teach the junior employees about their jobs, introduce them to important people in the industry, help them understand the company and the industry, and support them with any personal or work-related issues. Employees who have mentors often stay longer in their jobs because they feel supported and valued. This makes them more willing to contribute to the company's success (Gong *et al.*, 2022; Mahmood *et al.*, 2021).

Research by (Cronin, 2023; Curtis & Taylor, 2018; Naim & Lenka, 2017; Arora & Rangnekar, 2016; Stallworth, 2003) shows that mentoring is an important part of personal and professional growth. Many studies have looked at the different aspects, benefits, and challenges of mentoring. By understanding how mentoring helps employees develop throughout their careers, companies can improve their training and development practices (Kanapathipillai *et al.*, 2023). While much focus has been on the mentor's role, it is also important to consider how mentoring affects employees' commitment (Umami *et al.*, 2021).

Oduunayo (2022) suggests that mentoring programmes in businesses lead to better productivity, more career opportunities, improved skills and knowledge, increased confidence, job satisfaction, well-being, and motivation. They also help improve decision-making, leadership skills, and understanding of products and customers, promote creativity, innovation, a positive attitude towards risks, and commitment. Opara *et al.* (2020) found that mentoring had a positive impact on employee performance in family businesses in Abuja, Nigeria. Additionally, (Onyia *et al.*, 2019) also found a positive relationship between mentoring and employee commitment, although it was modest.

Moreover, (Ragins *et al.*, 2016) showed that workers in high-quality mentoring relationships experienced lower reactionary withdrawal toward ambient workplace discrimination. Gong *et al.* (2022) found a significant positive effect of the mentoring relationship on the protégé's organizational commitment. Empirical and theoretical evidence on the positive relationship between mentoring and commitment was highlighted by (Naim and Lenka, 2017). Likewise, (Arora & Rangnekar, 2016) realized that the perceived psychosocial mentoring influenced career commitment and satisfaction positively more than the perception of some career mentoring. Stallworth

(2003) conceptualised a model in which organizational commitment mediated the relationship between mentoring experiences and intentions to leave. Windeler & Riemenschneider (2013) found that career mentoring is one of the most reliable predictors for commitment level among employees. Another study (Curtis & Taylor, 2018) provided practical insights to human resource professionals and managers, where developmental mentoring increases employees' commitment, and, in turn, employees will share knowledge among peers, thus enhancing organizational innovation.

On the contrary, a positive but weak correlation was indicated by (Okolo, 2024) concerning employee mentoring and normative commitment of civil servants; as such, the influence of mentoring on commitment may not be significant compared to training. Hechl (2017) further illustrated that traditional and reverse mentoring did not significantly affect commitment. Additionally, (Lo & Ramayah, 2011) demonstrated no significant association between psychosocial mentoring and employee satisfaction, indicating a diminishing effect of employees' commitment. Furthermore, (Okurame, 2011) also found a negative relationship between career commitment and the level of mentoring support, highlighting the potentially insignificant influence of mentoring on commitment. Therefore, there exist gaps in the literature leading to the development of the following hypothesis:

H1: There is a significant relationship between mentoring and the commitment of employees at Etiqa, Dataran Maybank.

2.4 The Relationship Between Job Delegation and Employee Commitment

Delegation means giving tasks or projects to other team members. This could be to share the workload evenly or because someone else is better suited for the task based on their skills or interests (Martins, 2022). It is an important part of managing a team.

According to (Joiner & Bakalis, 2006) organizational commitment is influenced by job-related characteristics, and these practices help clarify an individual perspective's position towards working within the organization. This implies that the direct effect of effective job delegation practices on increasing employees' commitment may have happened through clarifying roles and responsibilities. Similarly, (Clark *et al.*, 2008) articulated that leaders who delegate jobs can influence employees' commitment towards the organisation. Leaders who empower employees through job delegation create confidence in their employees' ability to make sound decisions and do their duties effectively, leading to commitment. Delegation also encourages learning and development, which makes employees happier and more likely to stay in their jobs and be committed (Tracy B., 2023; Tomizh *et al.*, 2022).

Delegating tasks helps prevent burnout and excessive workloads, which is good for both managers and employees (Martins, 2022). Moreover, studies such as (Drescher, 2017; Al-Kilani, 2017) explore the effects of delegation and organizational justice on turnover intention. Leaders can impact this by shifting ownership and decision-making

down the chain, which (Drescher, 2017) shows leads to greater job satisfaction among employees and, hence, commitment. This shows that delegating tasks helps managers focus on important things and builds loyalty and commitment among employees (Tomizh *et al.*, 2022).

Furthermore, research by (Bailey *et al.*, 2016; Chiang & Jang, 2008) examine the relationship between internal marketing and employee bank identification with job satisfaction through commitment, for which both mediators are embedded to explain how job satisfaction is integrated within staff engagement. Additionally, (Chiang & Jang, 2008) investigate the antecedents and outcome of psychological empowerment, indicating that empowerment influences job satisfaction and commitment. It means that those types of job delegation practices can potentially increase organizational commitment indirectly through increased employee autonomy and intrinsic motivation. When managers delegate tasks to their team, it shows that they are helping them reach their goals within the company. This boosts performance, improves the workplace atmosphere and fosters commitment. It is important for everyone to understand that work is not a competition but a joint effort to serve clients or customers. Employees who feel supported and have opportunities to learn are more likely to be committed to their jobs (Naidoo, 2018).

Contrarily, while some studies suggest a significant impact of various factors on organizational commitment, there are also findings that indicate a less significant relationship between job delegation and employee commitment.

A study by (Afrizal *et al.*, 2022) investigates the mediating role of job satisfaction in the relationship between compensation, motivation, organizational commitment, and employee performance. This study emphasizes the importance of job satisfaction as a mediator influencing employee performance. It suggests that while job delegation may influence job satisfaction, its direct effect on organizational commitment may not be significant. Similarly, (Jernigan *et al.*, 2002) found that employee job performance is not significantly affected by organizational commitment, indicating that the relationship between job delegation and employee commitment may be more complex than initially assumed. This implies that factors beyond job delegation may play a more substantial role in influencing employee commitment levels.

Moreover, studies by (Ocen *et al.*, 2017; Moges & Amentie, 2022) shed light on the mediating effects of job satisfaction and organizational commitment on the relationship between human resource practices, training, and organizational justice with employee commitment. Ocen *et al.* (2017) suggest that while training may not directly contribute to increased employee commitment, other human resources practices, such as career development and appraisal systems, can influence commitment levels. Similarly, (Moges & Amentie, 2022) propose that organizational justice may have an indirect impact on employee performance through organizational commitment, indicating a complex interplay of factors influencing commitment. Therefore, there exist gaps in the literature leading to the establishment of the following hypothesis:

H2: There is a significant relationship between job delegation and the commitment of employees at Etiqa, Dataran Maybank.

2.5 The Relationship Between Employees' Empowerment and Employee Commitment

Employee empowerment means giving employees the freedom to make decisions and take actions independently in their work (Wong, 2023). When employees have more control over how they do their jobs, they tend to work harder and feel more satisfied. Letting employees use their skills and make decisions leads to better results and makes them happier at work (Wong, 2023). Additionally, (Bordin *et al.*, 2006) highlight a recognized relationship between empowerment and commitment, suggesting that empowered employees are more likely to be committed to their organization.

There are three types of commitment employees can have towards their organisation: emotional, based on weighing the benefits and costs, and feeling a sense of duty (Michael *et al.*, 2023). New employees tend to perform better when they feel empowered and involved in decision-making, but this does not affect longer-serving employees as much (Kolarz, 2019). Different cultures understand empowerment differently, affecting how employees react to it (Davidson *et al.*, 2020). Studies have found that empowering employees improves their well-being, productivity, and performance. Empowered workers also provide better service and feel more satisfied with their jobs (Murray *et al.*, 2021), which leads to commitment.

Empowering employees with responsibility and decision-making makes them more committed and helps the organisation succeed (Macfee, 2023). Empowering employees is similar to engaging and trusting them. When employees have a say in their work, they become more committed to their jobs. Research shows that committed employees are often empowered (Kathryn Davidson, 2020). Moreover, (Shah *et al.*, 2019) explored the impact of psychological empowerment on employee attitudes and found that psychological capital mediated the relationship between empowerment and job satisfaction, organizational commitment, and turnover intention. This implies that psychological empowerment may indirectly influence commitment through other factors.

When empowering employees, businesses should use strategies like observational learning to bridge gaps between trainers and employees (Gumede, 2021). Employees need proper training to understand their role in the company's success (Kanapathipillai *et al.*, 2023). Training sessions should emphasise the company's goals and provide the skills employees need to do their job well (Kanapathipillai *et al.*, 2023; Gumede, 2021).

Empowering employees can sometimes lead to lower efficiency, especially if employees work at different speeds or feel left out. To prevent this, managers need to provide consistent training and supervision to make sure everyone is on the same page (Kanapathipillai *et al.*, 2023; Siddaraju, 2019). It is also important to ensure that employees have the right skills for their tasks to avoid mistakes that could hurt the organisation (Primeast, 2020).

Conversely, However, Suriadnyana (2020) indicates that while satisfaction mediates the relationship between empowerment and commitment, the direct relationship between empowerment and commitment may not be significant. In another study, (Sulistiono *et al.*, 2020) found that empowerment had no significant effect on job satisfaction or commitment, while employee engagement significantly influenced both. This suggests that factors like employee engagement can impact the relationship between empowerment and commitment rather than job empowerment.

Moreover, (Riono *et al.*, 2022) emphasized the importance of organizational factors like empowerment, organizational commitment, and justice in enhancing employee job satisfaction. While higher levels of empowerment, commitment, and perceived fairness lead to increased job satisfaction, the direct impact of empowerment on commitment may not be as pronounced. Therefore, there exist gaps in the literature leading to the conception of the following hypothesis:

H3: There is a significant relationship between employee empowerment and employee commitment in Etiqa, Dataran Maybank.

2.6 The Relationship Between Job Rotation and Employee Commitment

Job rotation means moving employees around different jobs in a company (Chen *et al.*, 2013). This helps them learn new skills and understand how different parts of the company work. There is evidence that there is a significant relationship between job rotation and employee commitment based on several prior research. Studies such as those by (Ho *et al.*, 2009; Chen *et al.*, 2013; Yousaf *et al.*, 2020; Felipe & Dissanayake, 2019) provide empirical evidence supporting the positive impact of job rotation on organizational commitment.

Ho *et al.* (2009) specifically mention that implementing job rotation can increase organizational commitment in terms of employees' careers and emotions. Similarly, (Chen *et al.*, 2013) define job rotation as a planned change in job assignments aimed at increasing job satisfaction and employee commitment, highlighting the positive influence of job rotation on commitment. Additionally, job rotation has been linked to increased job satisfaction and organizational commitment among nursing staff in hospital settings (Chen *et al.*, 2013). Moreover, (Yousaf *et al.*, 2020) also confirm a significant relationship between job rotation and employee commitment, further supporting the notion that job rotation practices can enhance commitment levels.

Furthermore, the study by (Arasi & Aghdam, 2016) conducted among employees of Islamic Azad University in District 13 found a significant correlation between job rotation and affective duty commitment, reinforcing the idea that job rotation positively impacts employee commitment. Additionally, (Khan *et al.*, 2014) emphasize that job rotation is a strong predictor of performance and commitment among bank employees, further underlining the positive relationship between job rotation and commitment. Likewise, the research by (Warman *et al.*, 2022) suggests that a high implementation of

job rotation can increase organizational commitment, providing additional evidence of the positive impact of job rotation practices on commitment levels. Additionally, in an older study by (Ortega, 2001) also demonstrates that job rotation outperforms specialization as a learning mechanism, indicating that job rotation can lead to enhanced skills and knowledge acquisition, which can contribute to increased commitment among employees.

On the other hand, while some researchers argue that job rotation can enhance organizational commitment by providing employees with diverse experiences and opportunities for growth (Ho *et al.*, 2009), others suggest that the relationship between job rotation and commitment may not be straightforward (Ocen *et al.*, 2017). Studies have shown that job rotation can have both positive and negative effects on factors such as employee motivation, job involvement, and commitment (Mohsan *et al.*, 2012).

While some studies suggest a significant relationship between job rotation and employee commitment (Yousaf *et al.*, 2020), others indicate that the impact of job rotation on commitment may vary depending on the context and specific organizational practices (Ocen *et al.*, 2017). For instance, a study in the banking sector of Pakistan found a weak positive impact of job rotation on employee commitment and job involvement, along with a weak negative impact on employee motivation (Mohsan *et al.*, 2012). Therefore, there exist gaps in the literature leading to the formation of the following hypothesis:

H4: There is a significant relationship between job rotation and employee commitment in Etiqa, Dataran Maybank.

2.7 Proposed Conceptual Framework

Figure 2.1 Proposed Conceptual Framework depicts that the independent variables (mentoring, job delegation, employee empowerment, and job rotation), directly impact the dependent variable (employee commitment). The present research is carried out because the present literatures on employee commitment shows several gaps in their understanding of these relationships. Most of the research studies have concentrated on single variables in relation to their impact on the dependent variable. Another drawback is that their analysis of the variations in their concepts and the contexts of industries is still limited. Yet another limitation is that there are no longitudinal studies on their effects on the improvement and sustenance of high levels of commitment.

All of the above limitations imply analysing the relationships between the independent variables and how they affect the dependent variable in question, i.e. employee commitment. This leads to a better understanding of the problem that is supposed to be addressed by the study. Additionally, all the findings will also provide the pattern for the latter to adjust the organizational activities to enhance the level of commitment and improve the overall performance of Etiqa, Dataran Maybank.

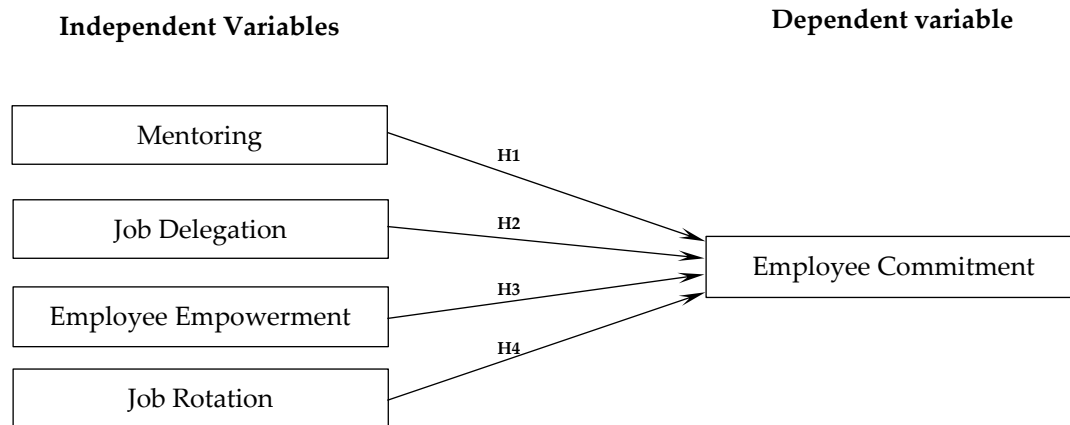


Figure 2.1 Proposed Conceptual Framework

3. Methodology

The subsequent section elucidates the research methodology, centred on the population, sampling techniques, and instruments utilised for data collection in this study.

3.1 Population, Sampling and Measurements

A Google Form questionnaire was distributed randomly to the employees at ETIQA, located in Dataran Maybank. The participants in the questionnaire surveys encompass a diverse range of ages, genders, employment positions, salary levels, and other demographic characteristics of Etiqa employees. Each of the ETIQA staff working at Etiqa Insurance & Takaful in Dataran Maybank received a questionnaire via Google Form that was delivered to them. This study opted for a blend of simple random and cluster sampling methodologies in this study (Stratton, 2021). This involves randomly selecting employees from the entire population at ETIQA, ensuring that each employee has an equal chance of being chosen. As a result, a sample size of 358 employees was chosen for its accessibility and convenience in accurately representing the broader employee population at ETIQA, situated in Dataran Maybank. The primary data are collected from a non-interactive human source using the questionnaire method.

The data collection method is to develop a structured questionnaire to gather quantitative data on employees' perceptions of their level of commitment. In essence, the objective of quantitative research is to comprehend the relationship between the independent variables and a dependent variable within a population (Busayo, 2023). Respondents used a Likert scale ranging from (1) strongly disagree to (5) strongly agree to know the influence of factors (mentoring, job delegation, empowerment, and job rotation) on their commitment to Etiqa. Data analysis was conducted using SmartPLS 4 (Ringle *et al.*, 2024).

3.2 Reliability Test

Table 3.1: Reliability Analysis (N = 358)

Variables	Cronbach's Alpha	No of Items
Mentoring (M)	0.907	5
Job Delegation (JD)	0.851	5
Employee Empowerment (EE)	0.894	5
Job Rotation (JR)	0.900	5
Employee Commitment (EC)	0.879	5

Table 3.1 shows that Cronbach's alpha for the construct mentoring and job rotation is (0.907; 5 items) and (0.900; 5 items), respectively, which indicates an excellent reliability level. The Cronbach's alpha values for the construct job delegation, empowerment, and employee commitment are (0.851; 5 items), (0.894; 5 items, and (0.879; 5 items), respectively, which shows a good reliability level. Thus, all 5 constructs in this study are ideal and reliable.

3.3 Normality Test

Figures 3.3.1 – 3.3.5 illustrate the Q-Q plot, which determines whether the regression assumptions are violated or not. It is possible to analyse the plots with residuals and the values of residuals. Therefore, the Q-Q plots for mentoring, job delegation, empowerment, and employee commitment suggest that the residuals are normally distributed to an approximate extent and satisfy the normality requirement. This implies that the regression assumptions are generally met. It is also slightly violated for job rotation, but the deviations are not prominent and very slight deviations at the tails. Consequently, it should not constitute a violation of model assumptions.

Thus, the assumptions are well met, and the statistical inferences are valid in all aspects.

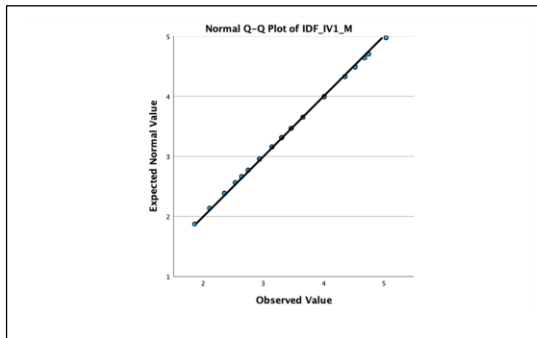


Figure 3.3.1: Mentoring

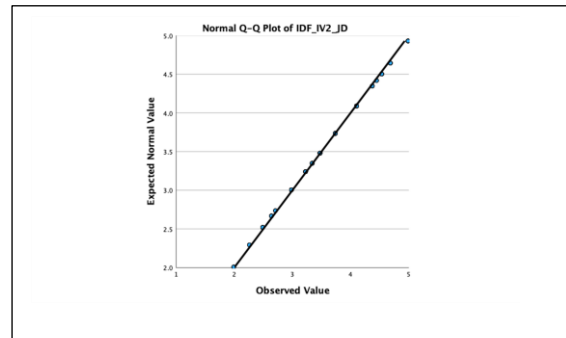


Figure 3.3.2: Job Delegation

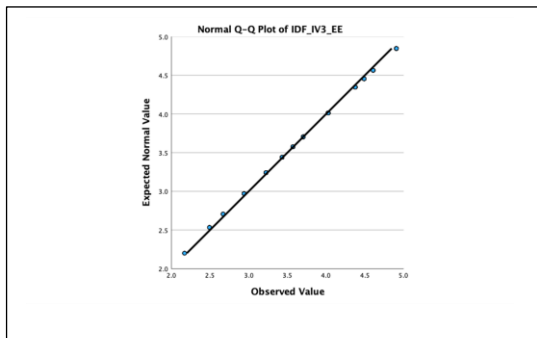


Figure 3.3.3: Empowerment

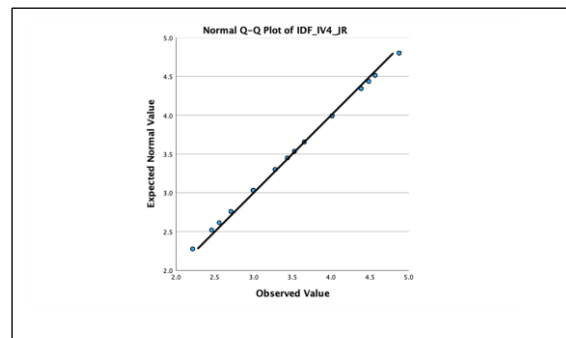


Figure 3.3.4: Job Rotation

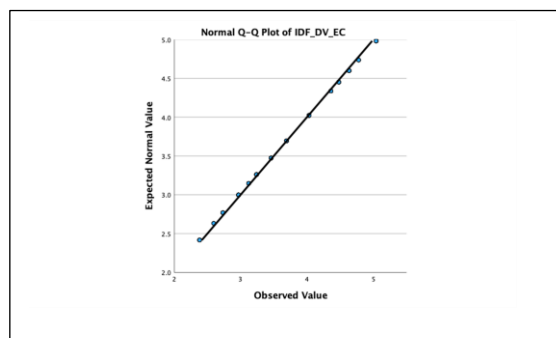


Figure 3.3.5: Employee Commitment

4. Findings and Interpretation

This fourth section provides the findings of this study, including the respondents' demographic profiles, descriptive analysis, correlation matrix, and regression analysis.

4.1 Mean and Standard Deviation Analysis

From Table 4.1, the dependent variable, employee commitment, has the highest mean value of 3.838 ± 0.650 . The lowest mean value is job delegation, 3.668 ± 0.682 . Moreover, the skewness and kurtosis values have a threshold of ± 2 , therefore, the data are distributed normally, as cited by Chinna & Yuen (2015) and Gravetter & Wallnau (2014), which was also previously proven to be normally distributed by the Q-Q plots in figures 3.3.1 – 3.3.5.

Table 4.1: Descriptive Statistics (N = 358)

Factors	Mean	SD	Skewness	Kurtosis	Min	Max
Mentoring	3.693	0.749	-0.746	0.293	1	5
Job Delegation	3.668	0.682	-0.362	0.757	1	5
Empowerment	3.752	0.643	-0.175	0.639	1	5
Job Rotation	3.808	0.697	-0.224	0.189	1	5
Employee Commitment	3.838	0.650	-0.115	0.296	1	5

4.2 Pearson's Correlation Coefficient Analysis

Table 4.2: Pearson's Correlation Matrix (N = 358)

Factors	M	JD	EE	JR	EC
Mentoring (M)	1				
Job Delegation (JD)	0.704**	1			
Employee Empowerment (EE)	0.741**	0.707**	1		
Job Rotation (JR)	0.533**	0.608**	0.589**	1	
Employee commitment (EC)	0.677**	0.717**	0.760**	0.561**	1

Note: Correlation is significant at the 0.01 level (2-tailed)

Table 4.2 Pearson's Correlation Matrix reveals significant positive relationships between mentoring (M), job delegation (JD), employee empowerment (EE), job rotation (JR), and employee commitment (EC), with all correlations significant at the 0.01 level (2-tailed). Mentoring shows strong positive correlations with job delegation ($r = 0.704$), employee empowerment ($r = 0.741$), and employee commitment ($r = 0.677$), and a moderate positive correlation with job rotation ($r = 0.533$). Job delegation is strongly correlated with employee empowerment ($r = 0.707$), job rotation ($r = 0.608$), and employee commitment ($r = 0.717$). Employee empowerment demonstrates a very strong positive relationship with employee commitment ($r = 0.760$) and strong correlations with job rotation ($r = 0.589$). Job rotation, while positively correlated with all other variables, has a moderate impact on employee commitment ($r = 0.561$). These findings indicate that mentoring, job delegation, and employee empowerment are critical in enhancing employee commitment at Etiqa, Dataran Maybank, with employee empowerment having the most substantial impact.

4.3 Multiple Regression Analysis

Table 4.3: Model Summary

Model	Dependent Variable: Employee Commitment
R-square	0.652
R-square adjusted	0.648
Durbin-Watson test	1.943

Table 4.3 Model Summary indicates that the regression model is a strong fit for predicting employee commitment, with 65.2% of the variance explained by the independent

variables. The adjusted R-square of 64.8% confirms the robustness of the model after accounting for the number of predictors. The Durbin-Watson statistic of 1.943 suggests that there is no significant autocorrelation in the residuals, validating the independence of the errors. Overall, these statistics demonstrate that the model is both reliable and valid for analysing the influence of mentoring, job delegation, empowerment, and job rotation on employee commitment at Etiqa, Dataran Maybank.

Table 4.4: ANOVA

	Sum square	df	Mean square	F	P value
Total	150.923	357	0.000	0.000	0.000
Error	52.537	353	0.149	0.000	0.000
Regression	98.386	4	24.597	165.267	0.000

Table 4.4 ANOVA indicates that the regression model explains a significant portion of the variance in employee commitment. The total sum of squares (150.923) represents the overall variance, with the regression model explaining 98.386 of this variance. The mean square values for regression (24.597) and error (0.149) provide insight into the average explained and unexplained variance, respectively. The high F-statistic (165.267) and the very low p-value (0.000) demonstrate that the regression model is statistically significant, meaning that the independent variables (mentoring, job delegation, empowerment, and job rotation) collectively have a significant impact on employee commitment at Etiqa, Dataran Maybank.

4.3.1 Regression Model

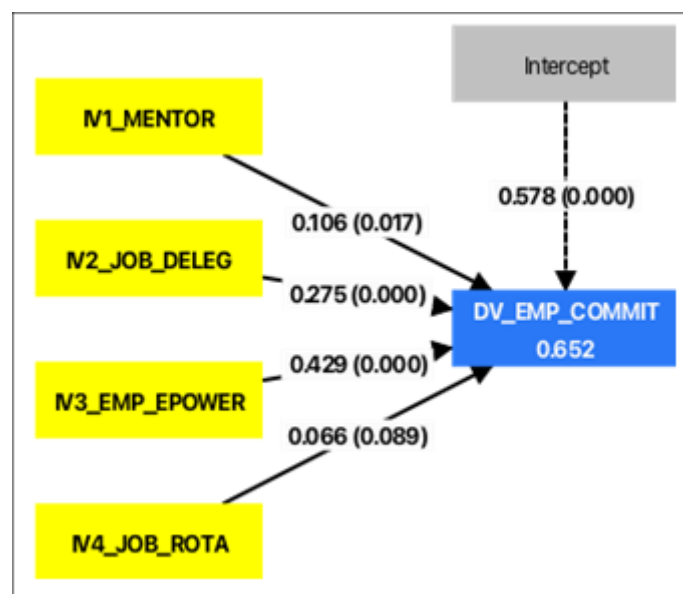


Figure 4.1: Regression Model

Figure 4.1 Regression Model presented above provides insights into the impact of mentoring, job delegation, empowerment, and job rotation on employee commitment at Etiqa, Dataran Maybank. The unstandardized coefficients and their corresponding p-values for each independent variable (IV) illustrate the strength and significance of these relationships.

Firstly, the intercept, which is the baseline level of employee commitment when all the independent variables are zero, is 0.578. This is statistically significant ($p < 0.05$), indicating a solid baseline level of commitment in the absence of the specified managerial practices.

Secondly, mentoring (IV1_MENTOR) has a coefficient of (0.106; $p < 0.05$). This signifies that for each unit increase in mentoring, employee commitment increases by 0.106 units, demonstrating a statistically significant positive effect at the 5% significance level. This highlights the importance of mentoring programs in fostering employee commitment.

Thirdly, job delegation (IV2_JOB_DELEG) shows a coefficient of (0.275; $p < 0.05$), indicating a highly significant relationship. Each unit increase in job delegation results in a 0.275 unit increase in employee commitment, emphasizing the substantial role of job delegation in enhancing commitment levels among employees.

Fourthly, empowerment (IV3_EMP_EPOWER) has the highest coefficient at (0.429; $p < 0.05$), showing a very strong and statistically significant impact. This suggests that increasing employee empowerment by one unit leads to a 0.429 unit increase in employee commitment, underscoring the critical influence of empowerment on fostering a committed workforce.

Fifthly, job rotation (IV4_JOB_ROTA) has a coefficient of (0.066; $p > 0.05$). Although this indicates a positive relationship, the p-value suggests that the effect is insignificant at the 5% level, though it is close to being marginally significant. This implies that while job rotation might contribute to employee commitment, its impact is less clear.

Therefore, the regression model reveals that mentoring, job delegation, and empowerment are significant predictors of employee commitment at Etiqa, Dataran Maybank, with job delegation and empowerment showing particularly strong effects. Job rotation, while positively correlated with commitment, does not show a statistically significant effect in this model, indicating that its role may be less influential or more context-dependent. This analysis suggests that enhancing mentoring, job delegation, and empowerment practices can effectively boost employee commitment within the organization.

4.3.2 Regression Equation

Based on Figure 4.1 Regression Model, the linear regression equation is as follows:

$$EC = 0.578 + 0.106(M) + 0.275(JD) + 0.429(EE)$$

Where;

M = Mentoring,

JD = Job Delegation,

EE = Employee Empowerment,

EC = Employee Commitment,

0.578 is the constant or the y-intercept.

As seen in the regression equation, all three factors positively affected employee commitment. However, it is employee empowerment that has the most substantial effect, followed by job delegation and mentoring. The coefficients of each variable are positive, indicating that an increase in mentoring, job delegation, and empowerment levels leads to higher commitment levels among Etiqa, Dataran Maybank employees.

4.3.3 Summary of Hypothesis Test

Table 4.5: Summary of Hypothesis Test (N=358)

Hypothesis	p-value	Result
H1: There is a significant relationship between mentoring and the commitment of employees at Etiqa, Dataran Maybank.	$p < 0.05$	Supported
H2: There is a significant relationship between job delegation and the commitment of employees at Etiqa, Dataran Maybank.	$p < 0.05$	Supported
H3: There is a significant relationship between empowerment and employee commitment in Etiqa, Dataran Maybank.	$p < 0.05$	Supported
H4: There is a significant relationship between job rotation and employee commitment in Etiqa, Dataran Maybank.	$p > 0.05$	Not Supported

Table 4.5 Summary of Hypothesis presents the results of the hypothesis tests for the relationships between mentoring, job delegation, empowerment, job rotation, and employee commitment at Etiqa, Dataran Maybank. Hypotheses H1, H2, and H3, which propose significant relationships between mentoring, job delegation, empowerment, and employee commitment, are supported with ($p < 0.05$). This indicates that mentoring, job delegation, and empowerment are significantly related to higher employee commitment. In contrast, hypothesis H4, which posits a significant relationship between job rotation and employee commitment, is not supported, as it is ($p > 0.05$). This suggests that job rotation does not have a statistically significant impact on employee commitment in this context. Overall, the results highlight the importance of mentoring, job delegation, and empowerment in fostering employee commitment, while job rotation does not show a significant effect.

4. Discussion

This study delved into the analysis of data collected from respondents from a renowned insurance company called Etiqa, situated at Dataran Merdeka, Kuala Lumpur, Malaysia. The results were computed using the SmartPLS 4 statistical software.

Firstly, this study attempted to answer research question 1: Is there a significant relationship between mentoring and the commitment of employees at Etiqa, Dataran Maybank?

The analysis demonstrates a significant positive relationship between mentoring and employee commitment at Etiqa, Dataran Maybank ($p < 0.05$). This finding aligns with previous literature, which suggests that mentoring plays a crucial role in enhancing employee commitment by providing support, fostering a sense of value, and facilitating professional growth (Kanapathipillai *et al.*, 2023; Gong *et al.*, 2022). The Theory of Planned Behaviour (TPB) supports this, indicating that attitudes towards mentorship and subjective norms influence the intention to engage in mentoring, thereby affecting commitment (Ajzen, 1991; Mohammad *et al.*, 2019). Therefore, hypothesis H1 is supported, confirming that effective mentoring positively impacts employee commitment.

Secondly, this study tried to answer research question 2: Is there a significant relationship between job delegation and the commitment of employees at Etiqa, Dataran Maybank?

The study finds a significant positive relationship between job delegation and employee commitment ($p < 0.05$). This is consistent with existing research indicating that job delegation enhances role clarity, provides learning opportunities, and boosts employee confidence and dedication (Martins, 2022; Drescher, 2017). According to the TPB, attitudes towards delegated tasks and perceived control over these tasks influence commitment (Armitage & Conner, 2001). This supports hypothesis H2, suggesting that well-implemented job delegation practices significantly enhance employee commitment at Etiqa, Dataran Maybank.

Thirdly, this study strived to answer research question 3: Is there a significant relationship between employee empowerment and employee commitment in Etiqa, Dataran Maybank?

The results show a strong positive relationship between employee empowerment and commitment ($p < 0.05$), making it the most influential factor among those studied. Empowerment, which includes granting autonomy and decision-making authority, significantly boosts job satisfaction and commitment (Murray *et al.*, 2021; Wong, 2023). The TPB framework further explains that employees' attitudes towards empowerment and their perceived control over decision-making processes directly impact their commitment (Ajzen, 1991). Hence, hypothesis H3 is supported, indicating that enhancing empowerment practices is crucial for fostering a committed workforce at Etiqa, Dataran Maybank.

Finally, this study endeavoured to resolve research question 4: Is there a significant relationship between the rotation of jobs and the commitment of employees at Etiqa, Dataran Maybank?

Contrary to expectations, the study finds no significant relationship between job rotation and employee commitment ($p > 0.05$). While some literature suggests that job rotation can increase commitment by providing diverse experiences and growth opportunities (Ho *et al.*, 2009; Chen *et al.*, 2013), other studies indicate mixed outcomes depending on organizational context (Mohsan *et al.*, 2012; Ocen *et al.*, 2017). The TPB also supports that attitudes towards job rotation and subjective norms affect willingness to participate, but this effect might be more context-dependent (Mlekus *et al.*, 2022). Consequently, hypothesis H4 is not supported, indicating that job rotation does not significantly influence employee commitment at Etiqa, Dataran Maybank in this study.

Thus, the findings confirm that mentoring, job delegation, and employee empowerment significantly enhance employee commitment, with empowerment having the most substantial impact. However, job rotation does not show a significant effect in this context. These insights provide practical implications for management practices aimed at improving employee commitment within Etiqa, Dataran Merdeka.

5. Conclusion

The first objective of this study is to examine if there is a significant relationship between mentoring and employee commitment in Etiqa, Dataran Maybank.

The examination of the relationship between mentoring and employee commitment at Etiqa, Dataran Maybank, reveals a significant positive association. The Theory of Planned Behaviour (TPB) (Ajzen, 1991) supports this finding, as it suggests that attitudes towards mentorship and subjective norms influence employees' intentions and behaviours related to mentoring, thereby enhancing commitment. The literature consistently underscores the value of mentoring in providing support, fostering professional growth, and reinforcing a sense of value and belonging among employees (Kanapathipillai *et al.*, 2023; Cronin, 2023; Gong *et al.*, 2022; Curtis & Taylor, 2018; Naim & Lenka, 2017; Arora & Rangnekar, 2016; Stallworth, 2003). These aspects of mentoring create an environment where employees feel valued and supported, leading to higher levels of commitment. Moreover, there is a significant indication that mentoring has a positive effect on employee commitment at Etiqa, which may stimulate their personal and professional development. To an extent, this can be explained by the fact that, when mentored, employees of Etiqa are provided with advice and feedback; which, in turn, increases their chances to advance professionally. This also helps build an atmosphere of trust between a mentee and a mentor at Etiqa, against the backdrop of the mentee becoming more loyal Etiqa. In turn, this strengthens the factors responsible for the mentee to feel valued by Etiqa. At the same time, the process of mentoring familiarizes mentored Etiqa employees with the specifics of Etiqa's corporate culture. This naturally results in

them becoming more intent on attaining Etiqa's goals, as they are outlined to employees. The provision of emotional support from mentor to mentee can also be discussed as the factor promoting the mentees' abilities to withstand the stress of their job, therefore also promoting their commitment towards Etiqa. As a result, the mentored employees become more likely to feel connected to Etiqa.

Conversely, this study negates the findings of (Okolo, 2024; Hechl, 2017; Lo & Ramayah, 2011; Okurame, 2011), who previously found that mentoring does not influence employee commitment. There are a number of reasons why mentoring does not affect employee commitment. First, they are not valued if the relationship is worthless and does not develop. It means that people do not feel special and unique, and their feelings and attitudes are not understood. Second, when mentoring and organizational culture and policies are not interdependent, the former plays no role in the change of commitment. Third, it is possible that individual differences in intrinsic motivations are more influential than the mentoring relationship. Finally, mentoring may foster dissatisfaction and not the opposite if it is of low quality. So, it is not the absolute solution to the problem of commitment.

Therefore, this study has demonstrated that mentoring is a crucial factor in strengthening employee commitment within the organization, justifying its inclusion in training and development programs. Therefore, this study has bridged the gap in the literature and achieved the first research objective.

The second objective of this study is to examine if there is a significant relationship between job delegation and employee commitment in Etiqa, Dataran Maybank. The analysis confirms a significant positive relationship between job delegation and employee commitment at Etiqa, Dataran Maybank. According to the TPB (Ajzen, 1991), attitudes towards job delegation, perceived control, and normative beliefs about delegation practices play pivotal roles in influencing employee commitment. The literature further supports that effective job delegation clarifies roles, provides learning opportunities, and enhances confidence, leading to increased dedication and commitment (Tracy B., 2023; Tomizh *et al.*, 2022; Martins, 2022; Drescher, 2017; Clark *et al.*, 2008; Joiner & Bakalis, 2006). By delegating tasks appropriately, managers can empower employees, reduce workload stress, and foster a sense of responsibility and ownership. This, in turn, enhances their commitment to the organization, justifying the implementation of robust job delegation practices. This significantly denotes that one of the ways in which job delegation impacts employee commitment at Etiqa is by providing them with meaningful responsibilities. Consequently, when feeling empowered for being trusted with such responsibility, Etiqa's employees might be more committed to the organisation. Being delegated such an important role, employees of Etiqa might also find that their work can make a difference, which serves as a factor heavily contributing to commitment. Furthermore, as a result of job delegation, Etiqa's employees are likely to receive opportunities to develop further their expertise and transition to new jobs within the organization that require more experience, knowledge, and advanced skills. This also

allows them to stay motivated and aim to further advance their careers with the help of a number of opportunities provided within their company.

On the other hand, this study invalidates the studies of (Ocen *et al.*, 2017; Moges & Amentie, 2022) and has shown that job delegation can affect employee commitment, with training and development emerging as the factor that has a significant impact in this relationship. Moreover, it implies that organizational commitment can be increased through job delegation and adequate training, with the role of organizational justice coupled with the nature of leadership being the two 'soft' factors that determine the ability of delegation to increase employee commitment. Thus, this study has bridged the gap in the literature and achieved the second research objective.

The third objective of this study is to examine if there is a significant relationship between employee empowerment and employee commitment in Etiqa, Dataran Maybank.

The study identifies a strong positive relationship between employee empowerment and commitment, highlighting empowerment as the most influential factor among those studied. The TPB (Ajzen, 1991) framework explains that employees' attitudes towards empowerment, subjective norms, and perceived control over decision-making processes significantly impact their commitment. The literature consistently shows that empowerment enhances job satisfaction, productivity, and overall commitment (Macfee, 2023; Wong, 2023; Davidson, 2020; Murray *et al.*, 2021). Empowerment affects employee commitment by providing autonomy and control over their responsibilities, which makes individuals take ownership and have control. Once employees feel confident and motivated in their jobs, they are satisfied that they have made a meaningful and valuable contribution. Therefore, there is ongoing organizational goal congruence that guarantees loyalty, dedication, and a strong commitment to the success of Etiqa. Therefore, enhancing empowerment practices is crucial for fostering a committed workforce at Etiqa, Dataran Maybank, justifying the need for continuous improvement in empowerment strategies.

Although this study nullifies previous studies by (Suriadnyana, 2020; Sulistiono *et al.*, 2020). Etiqa must also be aware that even if it trusts and values its employees, empowerment may not influence the commitment of the employees. If there is inadequate support, resources, and recognition, empowerment becomes useless. Additionally, empowerment can lead to employees feeling overwhelmed and stuck because they do not know how to use their autonomy, leading to fear among the workforce. Besides, if it is not part of the company culture to be empowered, not leaders lead by being empowered, employees within the organization would feel as if it were a put-on. As such, they would not be genuinely committing to the company and would disengage from their roles. Hence, this study has bridged the gap in the literature and achieved the third research objective.

The fourth objective of this study is to examine if there is a significant relationship between job rotation and employee commitment in Etiqa, Dataran Maybank.

Contrary to expectations, the study does not find a significant relationship between job rotation and employee commitment. The TPB (Ajzen, 1991) suggests that attitudes towards job rotation, subjective norms, and perceived control may influence willingness to participate in job rotation, but this effect might be more context-dependent (Mlekus *et al.*, 2022). While some literature supports the positive impact of job rotation on commitment through diverse experiences and growth opportunities (Warman *et al.*, 2022; Yousaf *et al.*, 2020; Arasi & Aghdam, 2016; Chen *et al.*, 2013; Ho *et al.*, 2009), which is annulled in this study, other studies indicate mixed outcomes depending on organizational context (Mohsan *et al.*, 2012; Ocen *et al.*, 2017) which significantly supports this study.

In the context of Etiqa, Dataran Maybank, job rotation may not have been implemented effectively or may not align with employees' preferences and expectations, leading to its insignificant impact on commitment. Therefore, in this context, job rotation does not significantly impact employee commitment at Etiqa, Dataran Maybank, suggesting a need for re-evaluation and possible adjustment of job rotation practices to better meet employee needs.

7. Limitations and Further Research

Despite the best efforts made in this study, there are several limitations that need to be addressed. First of all, the research was constrained by a short time frame. The researchers had only ten weeks to design the survey, collect data, and analyse the outcomes. Therefore, managing all these processes efficiently was a challenging task. Additionally, the sample size was small; consequentially, all details and participants' responses had to be taken into account. Therefore, sufficient time and a step-by-step approach had to be planned to ensure that the full completion of the research was possible. Furthermore, the team partook a lack of expertise in some research rules and principles, as well as tools they used. For example, the material and data had to be analysed with the use of SmartPLS 4, which was new for the research team. Moreover, the installation of this software on team members' personal laptops could not be done without the permission of the IT department of the company.

Regarding future research, it is suggested that the variety of companies and a greater number of branches should be analysed. At present, the research is dedicated to Etiqa Insurance and Takaful Dataran Maybank, Bangsar in Malaysia. At the same time, responses of people who work in other companies and branches might have brought an even more profound understanding of how the employee commitment level differs in a variety of contexts. Furthermore, it is advised that more factors need to be analysed that can affect the level of employee commitment. Future research should consider organizational communication, the absence or presence of learning opportunities, and leadership skills. Moreover, even though numerous relationships between mentoring, job delegation, empowerment, and job rotation were discovered with the help of quantitative

analysis, further examining the issue from a qualitative perspective would be beneficial. Thus, mixed methods should be used.

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Conflict of Interest Statement

As far as the authors are concerned, there is no conflict of interest associated with this work, and there has been no sponsorship of this study, authorship, or publication that could have influenced its findings. As the study's researchers, the authors confirm that it is original, has not previously been published, and is not currently being considered for publication anywhere.

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Kumaran Kanapathipillai, a prominent figure in academia, earned his PhD in management and business from Management and Science University (Malaysia). With an impressive tenure of 23 years in the academic world, he has honed expertise in areas such as Management, Marketing, Supply Chain Management, and Logistics Management. Within academia, he plays a pivotal role in guiding and assessing both Masters and Ph.D. candidates. He also serves as an external examiner for several universities in Europe and Asia. Additionally, he is a peer reviewer for numerous academic journals. Beyond academia, he provides specialised training sessions on entrepreneurship, creative problem-solving, and project management across diverse industries. His scholarly pursuits predominantly concentrate on contemporary entrepreneurship, management, and marketing.

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