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# [The Impact of Training, Mentorship, and Job Satisfaction on Women Retention in HRM in Sindh, Pakistan]

**Touheed Ahmed**

Universitas Negeri Yogyakarta, Indonesia. [touheed.2023@student.uny.ac.id](mailto:touheed.2023@student.uny.ac.id)

**Zulfiqar Ali Magsi**

Institution of Public Administration Shah Abdul Latif University, Pakistan.

[zulfiqaralimagsi786@gmail.com](mailto:zulfiqaralimagsi786@gmail.com)

**Syeda Mehnaz**

Institution of Public Administration Shah Abdul Latif University, Pakistan.

[syedamahnax@gmail.com](mailto:syedamahnax@gmail.com)

**Safdar Nadeem Ch.**

Institution of Public Administration Shah Abdul Latif University, Pakistan.

[safdarnadeem129@gmail.com](mailto:safdarnadeem129@gmail.com)

**Qeemat Rai Meghwar**

UNIVERSITAS ATMA JAYA YOGYAKARTA, Indonesia. [qeematsoojani17@gmail.com](mailto:qeematsoojani17@gmail.com)

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**ABSTRACT**

The purpose of the present study was to assess the influence of training, mentoring and job satisfaction on retention in human resource management for women within the banking sector of Sindh, Pakistan. The trend of increasing numbers of women entering HRM roles has been complemented by a decline in retention with not many women maintaining their jobs due to the cultural, organizational, and societal barriers. A total of 278 female HR professionals were surveyed through the quantitative research design to ascertain the effectiveness of structured training, mentorship programs and satisfaction at the workplace in determining the sustainability of careers for women. Findings indicate that mentorship was the single-most important aspect followed by training and job satisfaction in determining retention. Mentorship provides the opportunity for guidance, networking, associating and professional supporting. Training enhances skills development, adding to career confidence, but access restrictiveness limits effectiveness. Job satisfaction emanating from life work balance and job recognition may be used in retention but is perverted by discriminatory workplace policies. Correlation and regression statistical analysis support these with significant positive relationship results. The study serves as an eye-opener into the need for gender-inclusive HR policies that foster equitable training and formal mentorship programs, not forgetting conducive workplace environments, for enhancing Women career longevity. The findings also give insights to policymakers as well as corporate leaders on how to reduce turnover and its possible prevention in enhancing Women professional growth in HRM.

**Keywords:** Women Retention, Human Resource Management (HRM), Training Programs, Mentorship, Job Satisfaction

**Introduction**

The issue regarding retention of women in the field of Human Resource Management continues to haunt Pakistan, especially in Sindh where restraints that pertain to culture, organization, and societal practices tend to impede women in their careers. However, females tend to crowd universities and entry-level HR jobs. Barriers still lie ahead concerning the long-term retention of women from the workforce (Khan et al., 2021). The HRM is an area where women are mostly employed by the organization in Sindh, but the slowly diminishing retention rate leaves a lot to be desired concerning Women career advancement, training, mentorship provision, and low job satisfaction (Ali & Kausar, 2022).

HRM training and experience are required to develop career advancement opportunities for these Women careers. Organizations with combined training procedures provide skill advancement to women employees toward improved confidence development that in turn transgresses their self-esteem with respect to them being in roles of leadership (Ahmad et al., 2023). In Pakistan's banking sector, for example, while most such programs are in place in their constituencies, there is very little available for women compared to men (Raza & Nawaz, 2021). Such conditions in turn many times result in greater turnover among female HR professionals.

Mentoring is perhaps the next most important variable in determining Women retention

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in HRM. Mentoring offers a lot of professional guidance, advice on careers and networking that will help one to pass through the tough waters of the workplace (Shahzad et al., 2020). In Sindh banking, there are no formal mentoring programmes available for these women working in HR, which hinders their ability to navigate thorough gender-related issues in the workplace and cause them to exit the profession prematurely (Hassan & Mahmood, 2023).

A concept under job satisfaction that mediates the retention of employees relevant to women specifically relates to their being faced with the double task of work and household duties (Batoool & Sajid, 2024). Work-life balance, recognition of work, and prospects for career advancement constitute the antecedents of job satisfaction for women in the HR sector. Rigid policies and horrible manifestations of gender discrimination on the side of the management in the banking sector of Pakistan blatantly damage job satisfaction, thereby resulting in retention issues for women working in the HRM- cadre (Yousaf & Ali, 2023).

To address this, the study at hand is focused on the testing of the effect of training, mentoring, and job satisfaction on the retention of women in human resource management in the banking sector of Sindh in Pakistan. This study would provide empirical verification on the factors of retention through the survey responses of female HR professionals, thereby helping provide knowledge to policy makers and organizational leaders on gender-inclusive HR practices.

#### **Objectives of Study**

1. To know the impact of training on Women retention in HRM in banking sector
2. To know the impact of mentorship on Women retention in HRM in banking sector
3. To know the impact of job satisfaction on Women retention in HRM in banking sector

#### **Research Questions**

1. Is there any impact of training on Women retention in HRM in banking sector?
2. Is there any impact of mentorship on Women retention in HRM in banking sector?
3. Is there any impact of job satisfaction on Women retention in HRM in banking sector?

#### **Literature Review**

##### **Training and Women Retention in HRM**

The major factors in professional development and training are career growth and retention, especially by the presence of women in HRM. Structured training programs have helped women grow their skills and confidence from attrition rates in the corporate sector in Pakistan, revealed by Ahmad et al. (2023). On the other hand, Raza and Nawaz (2021) mentioned the restrictive opportunities of training availabilities for women in Pakistani banks as compared to men, leaving a void in career progression. All these differences result in frustration and early exits from HR jobs.

Considering cultural values and organization-specific biases, women can hardly avail of leadership training across Sindh (Khan et al., 2021). Study results discussed that advanced training for female HR professionals working in state banks in Sindh is often denied to these employees, which has negative consequences for retention (Hassan et al., 2022). Therefore, equitable training policies will ultimately maintain Women careers in HRM.

### **Mentorship and Retention in HRM**

Mentorship is a key avenue in HRM where guidance, networking, and emotional support could sustain women. Shahzad et al. (2020) asserts that mentorship programs in Pakistani organizations significantly boost Women chances of career longevity through guidance in overcoming workplace hurdles. Yet formal mentorship approaches are noticeably absent in Sindh's banking sector (Yousaf & Ali, 2023).

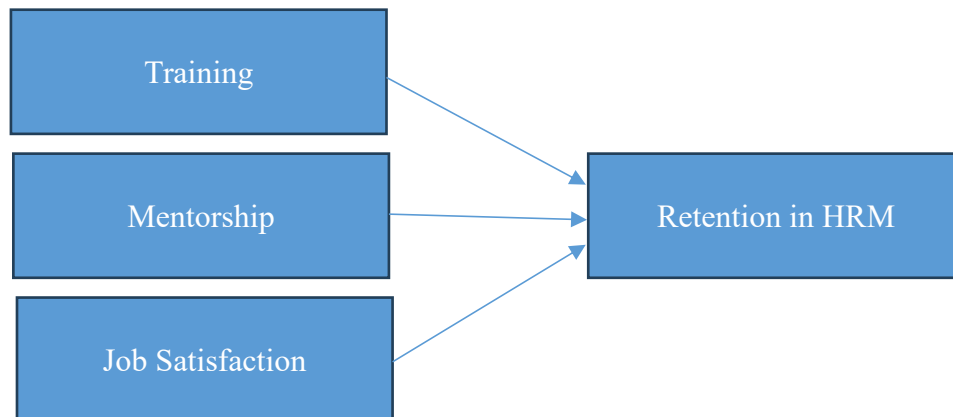
Batool and Sajid (2024) contend that where women are concerned, a lack of mentorship is an impetus behind elevated turnover intentions and feelings of isolation with limited career guidance. On the other hand, women with mentors feel more job satisfaction and commitment toward their organizations. Findings speak for the institutionalization of mentorship programs in banks so that women would be retained in HRM positions.

### **Job Satisfaction and Retention in HRM**

Job satisfaction is rather one among the determinants of employee retention especially for women who juggle work and home responsibilities. It was found that Women low job satisfaction levels were resulting from workplace gender biases, poor work-life policies, and other determinants such as lack of recognition. This was reported by Ali and Kausar (2022) when they studied Pakistani female HR professionals.

The study in the banking sector of Sindh by Malik and Riaz found the significant positive influence of work-life balance, career development opportunities, and support from the organization on job satisfaction for women in HRM. In low satisfaction between them, women quit from their HR positions even more easily, reinforcing gender disparities in the leadership positions (Hassan and Mahmood, 2023).

### **Research Model**



### **Research Hypothesis**

1. There is positive and significant impact of training on Women retention in HRM in banking sector
2. There is positive and significant impact of mentorship on Women retention in HRM in banking sector
3. There is positive and significant impact of job satisfaction on Women retention in HRM in banking sector

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### Research Methodology

#### Research Design

The present study uses a quantitative research design to assess the influence of training, mentorship, and job satisfaction on women retention in human resource management (HRM) in the banking industry of Sindh. The study adopts a descriptive design requiring empirical data collection and the application of statistical analysis to establish relationships among the identified variables.

#### Population and Sampling

The research has therefore targeted population of female HR practitioners in the banking industry of Sindh, Pakistan. This study applied purposive sampling technique to participants such that they meet the requirements specified for this research. A sample of 278 has been selected to give their experiences about training, mentorship, job satisfaction, and retention.

#### Method of Data Collection

The survey questionnaire is the main instrument used for data collection. The questionnaire is a structured one divided into four sections:

Training (Section A)

Mentorship (Section B)

Job Satisfaction (Section C)

Retention in HRM (Section D-Dependent Variable)

Each of the above sections has Likert scale items running from 1 (Strongly Disagree) to 5 (Strongly Agree) which indicate the experiences of respondents related to training opportunities and mentorship, job satisfaction, and retention intention.

#### Research Instrument

Some of the items in the questionnaire have been adopted from existing studies concerning retention in HRM, mentoring effectiveness and job satisfaction (Ali & Kausar, 2022; Batool & Sajid, 2024). For its validation and reliability, the instrument shall be pre-tested on a small sample so as to establish its precision.

#### Data Analysis

In this sense, the data collected would be prepared and subsequently analyzed quantitatively.

Regression analysis defines the effect of training, mentorship, and job satisfaction on retention.

Correlation checks the association of one variable with another. Results obtained would be interpreted, and hypotheses confirmed through SPSS Statistical Software.

#### Data Analysis

#### Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.918	20

The Reliability Statistics table provides important information about the internal consistency of a set of items. It includes Cronbach's Alpha, which is a statistical measure that captures how closely related a set of items is within a scale. In this case, Cronbach's Alpha is reported at 0.918, thereby indicating that there is a high degree of reliability,

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which implies that the items are measuring the same underlying construct. The table further states that the items used in this reliability assessment were 20 in number. The strong value of Cronbach's Alpha indicates that there exist very strong inter-item correlations, thus providing further support for the construct validity of the given items.

### Correlation Analysis

		Correlations			
		Training	Mentorship	Satisfaction	Retention
Training	Pearson Correlation	1	.938**	.899**	.950**
	Sig. (2-tailed)		.000	.000	.000
	N	278	278	278	278
Mentorship	Pearson Correlation	.938**	1	.883**	.994**
	Sig. (2-tailed)	.000		.000	.000
	N	278	278	278	278
Satisfaction	Pearson Correlation	.899**	.883**	1	.893**
	Sig. (2-tailed)	.000	.000		.000
	N	278	278	278	278
Retention	Pearson Correlation	.950**	.994**	.893**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	278	278	278	278

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

This table is called a correlation matrix table, which illustrates the association of the four major variables such as Training, Mentorship, Satisfaction, and Retention. As per the available results, the correlation coefficient for all four variables using the Pearson method indicated that the relationship among the variables was strongly positive and statistically significant at the 0.01 level.

Training highly correlates with Mentorship (0.938), Satisfaction (0.899), and Retention (0.950), which implies that an increased amount of Training is supposed to help in increasing the Mentorship, Satisfaction, and Retention-length factors. Here, again, Mentorship correlates quite strongly positively with Satisfaction at 0.883 and zero-allied to the correlation with Retention at 0.994. Such fact denotes that effective mentoring greatly contributes to both satisfaction as well as retention of employees. Further, Satisfaction correlates positively with Retention at 0.893, corroborating the fact that greater retention should mean higher satisfaction.

Thus, it may be said that the table throws light on these four greatly interconnected variables, which place many ways Training, Mentorship, and Satisfaction have to increase Retention. The significance of these correlations also signifies that if one variable has some strength, it will be positively influenced by the rest.

### Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995 <sup>a</sup>	.990	.990	.07331

a. Predictors: (Constant), Satisfaction, Mentorship, Training

Statistical indicators used in estimating the regression model are embedded in the "Model Summary" table. This means that the model has a very high correlation since the

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R value is equal to 0.995, which implies that predicted and observed values are very closely related. Besides, it is quite impressive that the R Square value is 0.990, which means that 99 percent of the variation in the dependent variable can be explained through independent variables-Satisfaction, Mentorship, Training. The adjusted R Square value is 0.990, confirming the robustness of the model through adjustment against the number of predictors. The Standard Error of the Estimate also shows a value of 0.07331, which means that very minimum deviations exist of actual values from the regression line and, thus, indicate a good fit of the model

Thus, it brings the conclusion, from this summary that predictors Satisfaction, Mentorship, and Training would account for significant changes in the dependent variable due to high reliability and statistical adequateness of this regression model.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.423	3	49.141	9144.087	.000 <sup>b</sup>
	Residual	1.472	274	.005		
	Total	148.896	277			

a. Dependent Variable: Retention

b. Predictors: (Constant), Satisfaction, Mentorship, Training

The ANOVA table is an analysis of variance concerning the effects of the three predictors Satisfaction, Mentorship, and Training on the dependent variable Retention. The Regression row tells of these predictors' explained variability, as summing up to 147.423, three degrees of freedom and mean square of 49.141. F-value which is 9144.087 also comes out remarkably high. This then alludes to strong effects, and the significance level (Sig.) is less than 0.001 proving that indeed these predictors together statistically highly influence the variance in Retention.

On the other hand, for the residual row, which signifies the unexplained variability, the sum of squares is shown to amount to 1.472 with 274 degrees of freedom and an average squared amount of 0.005. This signifies that indeed only a negligible amount of variability is left unexplained. The Total here sums both regression and residual components to realize total sum of squares 148.896 from 277 degrees of freedom.

This analysis reveals the great predictive capability of Satisfaction, Mentorship, and Training over Retention, as demonstrated by the quite high F-value with a really much lower significant p-value thereby proving that the model was indeed very robust and significantly statistically.

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.133	.156		-.857	.392
	Training	.137	.021	.125	6.498	.000
	Mentorship	.831	.018	.849	47.179	.000
	Satisfaction	.038	.018	.031	2.146	.033

a. Dependent Variable: Retention

The coefficients table shows the regression analysis results which tries to see the effects

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of Training, Mentorship, and Satisfaction on Retention. The B coefficients are unstandardized coefficients measuring direct effects; Beta coefficients measure relative importance.

The highest B value is observed for Mentorship (0.831), while its Beta is 0.849, thus explaining its being the most important predictor concerning retention with positive influence. Training still has significant impact, having a B value of 0.137 and Beta coefficient of 0.125 indicating positive effect, not as much as Mentorship. Satisfaction although lower with regards to B value (0.038) and Beta coefficient (0.031) is still statistically significant showing that while the effect may not be big on retention, it is still a contributing factor.

The significance level (Sig.) for each predictor is less than 0.05, which indicates that indeed all of them have statistically meaningful effects on retention. The constant term (-0.133, Sig = 0.392) is not statistically significant; hence it can be inferred that retention is mainly due to the predictor variables and not some other forces.

Thus this table proves that Mentorship is the most leading predictor for focusing on the outcome, followed by Training and Satisfaction, and they all lead to significantly increased retention of employees. The high t-values very much support these results.

#### **Conclusion**

The retention of women along Human Resource Management (HRM) paradigms in the banking sector of Sindh, Pakistan, has been investigated by this paper under the various conditions necessary. Among the variables of interest were training and mentorship concerning the aspects of job satisfaction, the identification of primary barriers and facilitators affecting Women long-term involvement in HRM careers.

In this regard, it is reported that attending a training programme has been formalized, which impacts the confidence and competences women develop to be able to perform their HR duties. However, it brings out the unequal access to HR training, which is being deprived of advanced training or in such programs dedicated to leadership development because both exclude being available to women. Thus, denying opportunities for advanced training results in a contribution to turnover and emphasizes the need for equity in policies on professionals' development.

Mentoring is the topmost factor for women retention in HRM. Evidently, research studies have found that mentoring be the tool providing professional guidance, development in career connection, and workplace support-all three being influential in helping women to overcome gender-related challenges. Furthermore, the absence of a formal mentorship program in some banks in Sindh invariably works against this effort as women are left to navigate the continuation of many workplace hurdles. Development of structured mentorship programs would suffice in this regard, providing career satisfaction and retention.

The satisfaction with the career is very low in direct influence over retention; however, it is one of the main causes that decides the future time that women spend in the career. Dimensions that highly influence the morale of a person at work and retention are work-life balance, acknowledgement at work, and organization support. Negative workplace policies, gender discrimination, and lack of support from leadership affect the job satisfaction of women and aggravate the retention problem at work. Such



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problems need to be addressed by inclusive HR strategies that are sensitive to women and promote a balanced work environment.

The urgency demanded by the findings of this study for organizational leaders and policymakers to introduce HR policies such as gender inclusivity in training, informal mentorship programs, and better job satisfaction for women in HRM cannot be overstated. Gender-equitable career development measures that will ensure the retention of female HR practitioners but also promote them to leadership positions within their organizations ultimately will lead to the creation of a more diverse and inclusive workplace environment.

In conclusion, training, mentoring, and job satisfaction are the variables influencing long-term retention of women in the banking sector in Sindh. Addressing the barriers highlighted in this study would ensure stronger support for women entering HR leadership, thereby safeguarding sustainable career growth and professional stability for women in HRM. Targeted interventions will liberate women and facilitate the reduction of turnover and establishment of gender equity in the corporate world of Pakistan.

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