

Emotional Intelligence, Transformational Leadership, Training and Development, Employee Engagement as the Predictors of Turnover Intention: A Conceptual Review

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Abstract

Medical representatives' high turnover hampered Bangladesh's pharmaceutical industry's long-term growth. Understanding this issue's causes is crucial. This study aims to examine the relationship between emotional intelligence, transformational leadership, training and development, and turnover intention among medical representatives of pharmaceutical companies in Bangladesh. The study examines employee engagement as a mediator. This study proposes a conceptual framework that draws on relevant literature and key theories (Resource Based View Theory and Social Exchange Theory) in the field of organizational attitudes and behavior to analyze these relationships. This study will use positivist quantitative and explanatory research designs. Quantitative methods enable data collection to determine variable correlations. To ensure proportional representation from each population stratum, the study will use stratified sampling, a type of probability sampling. Medical professionals from Bangladeshi pharmaceutical companies are the target population. The size and unit of the sample will determine the distribution of questionnaires to collect primary data on variables. Data analysis requires SPSS (Version 29.0.2.0) and SmartPLS. The researcher expects emotional intelligence, transformational leadership, and training and development to affect turnover intention significantly. Additionally, employee engagement is expected to mediate the relationship. The study will help Bangladeshi pharmaceutical employers, HR managers, and supervisors address turnover intention factors. It will advise on retention strategies during recruitment, onboarding, and training. The impact can be good or bad. Based on results, the researcher will make recommendations.

Keywords: Emotional Intelligence, Transformational Leadership, Training and Development, Turnover Intention, Employee Engagement, Medical Representative, Pharmaceutical

Introduction

The pharmaceutical industry plays a crucial role in reducing mortality rates by engaging in the research, development, manufacturing, and distribution of life-saving medications and treatments (Milanesi et al., 2020; Vora et al., 2023). According to the IQVIA report, the worldwide pharmaceutical market is estimated to be worth US\$1.4 trillion, and it is expected to expand to US\$1.8 trillion by 2026 (IQVIA, 2022). Research has emphasised the crucial significance of successful recruitment, employee retention, training, talent management, and employee engagement strategies in the pharmaceutical sector to maintain performance and expansion, especially given its elevated employee turnover rate (Hess et al., 2011; Singh et al., 2023). Employee turnover significantly hampered business growth, particularly due to the costs associated with recruiting, orienting, and integrating new employees into the organisational culture (Meredith, 2022; J. Park et al., 2024; Sekar et al., 2021). Based on research conducted by Gallup in 2019, the cost of replacing an employee can range from 50% to 200% of their annual pay. However, on average, it typically amounts to six to nine months' worth of remuneration, as stated by Sekar et al. in 2021. Recognising the crucial role that employees play in the success of an organisation, human resource managers and organisational theorists have placed greater emphasis on comprehending and managing employee turnover (Chen et al., 2022). A recent Gallup analysis revealed that 51% of employees in industrialised nations are actively engaged in searching for new employment chances and have the intention to quit their current professions (Gallup, 2023). Additionally, another survey conducted by CNBC in 2022 suggested that 44% of employees are actively seeking new career prospects. In May 2023, a total of four million employees voluntarily left their jobs, as reported by the US Bureau of Labour Statistics (U.S. Bureau of Labour Statistics, 2023). Multiple polls indicate that a significant proportion of employees, ranging from 70% to 77%, experience disengagement, which in turn influences their inclination to resign (EarthWeb, 2023; Gallup, 2023). The healthcare sector experiences persistent and significant employee turnover on a global scale (Zaheer et al., 2019, as referenced in Racquel S. Moore, 2021). In May 2023, the healthcare and pharmaceutical industries experienced high turnover rates, with 588,000 healthcare professionals resigning from their positions in the US alone. This information is based on data from the U.S. Bureau of Labour Statistics, 2023. According to Rachel Silverman (2020), the healthcare sector has an average global turnover rate of 20.6%. Thilagham et al (2022), reported that the pharmaceutical and healthcare sectors in India had a turnover rate of 35%, surpassing the global average. A recent study conducted in India revealed a significant attrition rate of 31% in the pharmaceutical business (The New Indian Express, 2022).

According to the Bangladesh Association of Pharmaceutical Industries (BAPI), the pharmaceutical business in Bangladesh is projected to experience significant growth. In 2023, there are 284 pharmaceutical firms that have been officially established. These companies have a total worth of US\$5.11 billion. It is predicted that by 2025, the value of these companies would increase to US\$6 billion. This information is supported by sources such as Ali et al (2023), BAPI (2023), and The Daily Star (2020). Medical representatives enhance pharmaceutical sales by effective communication with healthcare professionals (Begum et al., 2021; Habib & Alam, 2011; Mohiuddin, 2019). Therefore, the success of pharmaceutical firms is heavily depends on their medical representatives (Thamilvanan & Thavasumani, 2019; as referenced in Begum Farjana et al., 2021). The turnover of medical representatives is a significant issue in the pharmaceutical business of Bangladesh (Habib & Alam, 2011;

Mohiuddin, 2019). The pharmaceutical sector in Bangladesh experiences substantial attrition rates among its medical professionals, ranging from 17% to 38%, posing a considerable obstacle (The Financial Express, 2023). Online reports also warned of an alarming increase in turnover of medical representatives (Ashraf, 2023; Medical Representative Attrition, 2023; Novoprovat, 2023).

Prior research has identified various factors that can predict employees' turnover intention in their organisations, including Emotional Intelligence (Astuti et al., 2022; Olagunju et al., 2022; Park & Shin, 2023), Transformational Leadership (Donkor et al., 2022; Martins et al., 2023; Xiong et al., 2023), Training and Development (Mozaffari et al., 2022; Wincent, 2022), and other related factors. Lamarche (2022), asserts that employee retention and engagement are significant organisational strategic priorities. Employees demonstrate a reduced likelihood of departing from their organisation and exhibit higher levels of job engagement when their bosses possess elevated emotional intelligence (Lamarche, 2022). Transformational Leadership positively influences employee engagement (Wang et al., 2020). According to Tabak et al (2023), the study revealed that Training and Development positively impacts employee job engagement and reduces their inclination to leave their employment. Research has demonstrated that employees are more likely to remain in their positions when they are provided with consistent and scheduled in-house training and development opportunities (EarthWeb, 2023; McKinsey, 2022). According to Winarno et al (2022), employee involvement has the effect of reducing turnover intention.

Emotional Intelligence (EI) is a crucial determinant of Turnover Intention (TI). Alipour et al (2024), defined EI as the capacity of an individual to exhibit, identify, and regulate emotions in both themselves and others. The concept encompasses four dimensions: the ability to perceive emotions, the ability to manage one's own emotions, the ability to manage the emotions of others, and the ability to utilise emotions (Alston & Dastoor, 2010; Naseer et al., 2011). Prior studies have demonstrated that turnover intention is influenced by emotional intelligence (Chen et al., 2024; Park & Shin, 2023). Mustafa et al (2023), conducted interviews with 556 employees working in the service sector in Malaysia. Their findings indicate that EI has a notable and direct impact on TI. Furthermore, numerous research have discovered that EI has a significant and adverse impact on TI (Kurniawan & Susanto, 2023; Lu et al., 2022). Transformational leadership (TL) is a significant determinant of employee turnover and the long-term viability of business operations (Martins et al., 2023). TL is a leadership style characterised by leaders, such as bosses, CEOs, and managing directors, who inspire their people by intellectually stimulating them, inspiring them, and providing individualised consideration. This approach aims to align the employees with the organization's objectives and goals (Bass, 1999; Grošelj et al., 2020). Bass (1999), identifies four primary characteristics of transformational leadership: inspiring motivation, idealised influence, intellectual stimulation, and individualised consideration. Prior empirical research has demonstrated that TL has a considerable impact on TI, as evidenced by studies conducted by Lum (2019), Martins et al. (2023), and (Xiong et al., 2023). In the context of Malaysia, Gabriel et al (2022), discovered that TL has a considerable impact on TI and that leadership ideologies play a vital role in employee retention. Employees may experience dissatisfaction as a result of the transformational leadership style, leading to an increased intention to leave their job (Kara et al., 2013, as cited in Nawardi & Berliyanti, 2023). Rawashdeh et al (2022), discovered that Training and Development (T&D) had a substantial influence on employee Turnover Intention

(TI) in Jordan. Ji-Young et al (2020), examined the correlation between employee training and development and TI in Korea. Their research revealed that staff training and development has a mitigating effect on employee turnover intention. On the other hand, . In their study, Ninroon et al (2020), examined the T&D programs for medical representatives in pharmaceutical firms in Thailand. They discovered that there is a positive correlation between T&D and TI. Specifically, they observed that the absence of career prospects within the company has an impact on employees' intention to leave. Employee Engagement (EE) is a crucial determinant for TI. Engaged employees have a deep level of emotional, physical, and psychological dedication to their work (Anindita & Seda, 2018; Milhem et al., 2019). Researchers have identified a correlation between EI and EE, as noted by Amponsah-Tawiah et al. (2023), Lang (2023), and Widowati & Satrya (2023). EI has a considerable influence on EE, which in turn has a direct effect on TI (Rawhoof, 2021a; Shenaq, 2021). Talent management plays a crucial part in the field of EE and their inclination to remain with the organisation (Ntseke et al., 2022). Multiple studies have demonstrated that TL has a significant impact on EE, as evidenced by the research conducted by (Diko and Saxena, 2023; Nawardi and Berliyanti, 2023; and Syadina et al., 2019). Recent studies have shown a strong correlation between T&D and EE (Erdoğan & Kunday, 2022; Morgan-Petgrave, 2023; Tabak et al., 2023; Thanh & Ha, 2023). Conversely, some studies have found that EE directly impacts TI (Naveed et al., 2022; Zhu et al., 2023). Multiple research have indicated that employee engagement has a mediating role in the influence of EI, TL, and T&D on TI (Lacap, 2019; Lee et al., 2019; Nawardi et al., 2023; Rawhoof, 2021; Rurumingratni et al., 2022). Based on the information provided, it is evident that a greater understanding of TI is necessary to effectively tackle the issues encountered by the pharmaceutical business in Bangladesh. This involves examining the connections between turnover intention, emotional intelligence, transformational leadership, training and development, and employee engagement.

Several studies have been conducted in Bangladesh on the issue of turnover intention. These studies have focused on various sectors, including the banking sector (Islam et al., 2023), the government sector specifically on civil service cadres (Huynh & Sheikh, 2024), the education sector (Rahman & Som, 2023), the healthcare sector (Siddiqi et al., 2023; Roy et al., 2024), the ICT industry (Rahman et al., 2023), the jute industry (Tarafdar et al., 2023), the private sector excluding the pharmaceutical sector (Rahaman, 2023), the telecom industry (N. Islam, 2019), the tourism industry (Islam et al., 2024), and the RMG sector (A. Islam, 2024). Begum et al (2021), conducted a study on turnover intention among pharmaceutical personnel in Bangladesh, including both official and field positions, but did not specifically focus on medical representatives. There is a lack of studies on the pharmaceutical business in Bangladesh, with only a few studies conducted. The literature in Bangladesh has examined various factors associated with turnover intention, including abusive supervision (Shahab et al., 2022), HRM practices (Rahman et al., 2023), job satisfaction (Begum et al., 2021; Huynh & Sheikh, 2024), job security (Rahman et al., 2020), job stress (Islam et al., 2019), compensation (Islam et al., 2024), workplace bullying (Roy et al., 2024), compliance practices (Tarafdar et al., 2023), mental well-being (Begum et al., 2021), organisational commitment (Rahman & Som, 2023), promotion opportunities (Islam, 2024), perceived organisational support (Siddiqi et al., 2023), and supervisor change (Islam, 2019). However, the earlier studies did not examine the impact of emotional intelligence, transformational leadership, training and development, and employee engagement on reducing turnover intention. This issue requires further investigation to determine their potential to reduce turnover intention among

medical representatives of pharmaceutical companies in Bangladesh, which represents a significant research gap.

The researchers conducted empirical investigations to examine the relationship between emotional intelligence and turnover intention in various geographical contexts. These contexts included studies by Abudaqa et al (2022), in the United Arab Emirates Astuti et al (2022), in Bali, Bryson (2019), in the United States, Korankye & Amakyewaa (2021), in Ghana, Kurniawan & Susanto (2023) in Indonesia, Mérida-López et al. (2022) in Spain, Rawhoof (2021b) in Georgia, Ouerdian et al (2021), in Tunisia, Sheikh Khairuddin & Hussain (2021) in Pakistan, Olagunju et al (2022), in Nigeria, Tycoliz (2020), in Florida, USA, Weiss Sandy (2019), in the United States, Mustafa et al (2023), in Malaysia, Chen et al (2024), in China, and Uzunbacak et al (2022), in Turkey. These studies collectively confirmed the connection between EI and TI. Nevertheless, no research studies have been undertaken in Bangladesh, specifically in the Pharmaceutical industry, to investigate the correlation between EI and TI. Furthermore, other studies have sought to show the correlation between EI and TI. Several studies have established a substantial association between emotional intelligence and turnover intention. These studies include Abudaqa et al (2022), Astuti et al. (2022), Korankye & Amakyewaa (2021), Mérida-López et al (2022), Mustafa et al (2023), Olagunju et al (2022), and Park & Shin (2023). Nevertheless, several studies conducted by Brewster (2020), Bryson (2019), Ouerdian et al (2021), Gholipour Soleimani & Einolahzadeh (2017), Nam et al. (2020), Rawhoof (2021b), Sheikh Khairuddin & Hussain (2021), Uzunbacak et al (2022), and Waheed Akhtar et al (2017), have shown that there is no clear and direct relationship between EI and TI. Due to the contradictory results about the correlation between EI and TI, there is an evident lack of conclusive evidence. Hence, the primary objective of this study is to fill a significant research void by examining the impact of EI and TI.

Multiple studies have investigated the influence of transformational leadership and turnover intention in different countries. For example, Cranick (2022) conducted research in the USA, Donkor et al (2022), in Ghana, Gabriel et al (2022), in Malaysia, Ehtisham (2022), in Florida, Kariuki & Wandiga (2022), in Kenya, Nawardi & Berliyanti (2023), in South Jakarta, Indonesia, and Payton (2022), in the United States. These studies confirmed the impact of TL on TI. Although there is already data available, the connection between TL and TI, which is essential for comprehending staff retention, has not been investigated in Bangladesh's pharmaceutical industry. Moreover, a thorough investigation has been conducted to analyse the correlation between TL and TI. Researchers such as Daeli (2023), Gabriel et al (2022), Lum (2019), Martins et al (2023a), Marbell (2024), and Maxwell Lisa (2024) have demonstrated a noteworthy correlation between TL (Time Lag) and TI (Time Interval). There is a scarcity of research that has established a direct positive correlation between these variables. In contrast, Ahmad (2023), Alkarabsheh et al (2022), Almas (2020), Amankwaa et al. (2022), Ayman (2018), Chhinzer (2021), Daria Gom et al (2021), Donkor et al (2022), and Lynn (2024), contended that TL does not have a direct impact on TI. Given the limited amount of research conducted in the specific context of Bangladesh and the inconsistent results found in previous studies, it is necessary to fill these gaps by doing further examination into the influence of TL on TI.

Extensive research has been conducted on the correlation between training and development and turnover intention in various countries. For instance, Abdallah Yassine & Jacobs (2024), examined this relationship in Lebanon's healthcare sector, Abdel et al. (2022) in Jordan, Hwei & Anuar (2024) in Malaysia, Tahir (2022), in Oman, and Astuti & Harnuansa (2022), in Indonesia. In Bangladesh, few studies have focused on the pharmaceutical sector. However, researchers such as Islam et al (2024), have conducted studies in the tourist business, Rahaman et al (2023), have explored the banking sector, and Mahfuzur Rahman et al (2023), have investigated the ICT industry in Bangladesh. Meanwhile, numerous studies have investigated the correlation between T&D and TI. Ninroon et al. (2020) conducted a study among pharmaceutical medical representatives in Thailand to emphasise this discrepancy. The researchers discovered the clear and beneficial impact of training and development on employees' intention to leave the company. Similarly, a study conducted by Mapelu & Jumah (2013), in Kenya's hotel business revealed that training and development (T&D) had a substantial impact on staff turnover. There is a lack of research that shows a favourable correlation between these characteristics. Contrary to this, several studies including Abdallah Yassine & Jacobs (2024), Aburumman et al. (2020), Astuti et al (2022), Abdel et al (2022), Silva et al (2024), Hassett (2019), Hassanpour & Chong (2021), Hwei & A Anuar (2024), Halid et al (2024), and Hendriati et al (2024), have suggested that there is no direct correlation between T&D and TI. Given the lack of definitive results from past research, it is crucial to overcome this gap. Furthermore, there is a significant lack of study, specifically in Bangladesh, regarding these issues.

Incorporating a mediating variable in research is essential for elucidating the connection between independent and dependent variables, thereby facilitating a more profound comprehension of the underlying mechanisms (Mackinnon, 2020). Researchers can enhance their understanding of intricate linkages and develop more efficient techniques by including mediating variables in their studies (Sidhu et al., 2021). This study presents employee engagement as a mediating factor. A significant body of researchers have investigated the correlation between EE and TI, as evidenced by the studies conducted by Croft et al (2022), Lannita (2022), Laulié et al (2021), and Winarno et al (2022). Multiple studies analyse the influence of employee engagement as a mediating factor in different industries and nations. For example, Malik et al (2023), conducted research on Pakistan's textile business, Wang et al (2020), focused on the hotel industry in China. Lacap (2019), examined the education sector in the Philippines, and Yousf & Khurshid (2024), studied the banking sector in Kashmir. In addition, there is a scarcity of research that specifically examines the role of EE in mediating the effects on EI, TL, T&D, and TI. In the specific context of Bangladesh, a limited number of scholars utilise the concept of EE as a mediating variable. For example, M. Islam & Islam (2021), conducted research in the hotel business, Ahmed (2017) and Rubel & Kee (2013), focused on the RMG sector, Rahman & Karim (2022), studied the educational sector, and Islam et al (2022), investigated the banking sector. Nevertheless, there is a lack of research undertaken in the pharmaceutical industry in Bangladesh. Hence, it is imperative to gather further evidence to definitively establish the role of employee engagement as a mediator in the correlation between EI, TL, T&D and TI. Previous research has shown that emotional intelligence (Mustafa et al., 2023; Ouerdian et al., 2021), transformational leadership (Marbell, 2024; Pattali et al., 2024), and training and development (Halid et al., 2024; Ninroon et al., 2020) have varying associations with turnover intention. While certain researchers have proposed that increased EI can decrease TI via

improving stress management and interpersonal connections, others have shown no substantial correlation, emphasising the necessity for additional investigation (Chen et al., 2024; Goleman, 1998; Uzunbacak et al., 2022; Wong & Law, 2002). Employees that are engaged have higher levels of commitment and are less inclined to resign, resulting in a decrease in turnover intentions. By incorporating employee engagement as a mediating element, it is possible to provide a clearer understanding of the intricate and occasionally contradictory connections between EI, TL, T&D and TI.

From the preceding discussion, it is clear that no rapid or final conclusions can be made regarding the consequences of the variables under consideration. Previous research has examined the direct connections between emotional intelligence, transformational leadership, training and development, and turnover intention. However, the outcomes have been inconclusive, and the findings have varied. There is a lack of extensive research and a shortage of studies exclusively focused on Bangladesh's pharmaceutical industry, indicating a substantial gap. Prior scholars, including Abdel et al (2022), Ehtisham (2022), Rawhoof (2021b), Rawashdeh et al (2022), Tackett-Newburg (2018), and Yücel (2021), have urged further investigations to examine these variables in various situations. This study seeks to investigate the correlation between emotional intelligence, transformational leadership, training and development, and turnover intention among medical representatives in the pharmaceutical sector of Bangladesh. The study specifically focuses on the function of employee engagement as a mediator in this relationship.

Theoretical Framework

The current framework is built upon theories from which the independent and dependent variables have been derived. This study employs a strategic integration of Resource-Based View Theory (Barney, 1991) and Social Exchange Theory (Blau, 1964) to thoroughly examine turnover intentions. Pauline E. and Ngo-Henha (2017), state that the Resource-Based View (RBV) consists of employee connections and behaviours, people management approach, and human capital pool. Emotional intelligence, transformational leadership, training and development, and turnover intention are interconnected within the RBV framework. As per the RBV, employees are more likely to remain in their current roles if they believe they are useful and contribute to sustaining their organization's competitive advantage (Gerhart & Feng, 2021; Nayak et al., 2023). Once this notion diminishes, employees may become more receptive to contemplating turnover intentions. The RBV theory provides a fundamental framework for comprehending the crucial significance of emotional intelligence, transformational leadership, training and development, and turnover intention in organisations. Social exchange theory (SET) suggests that these elements hold significant value as resources and are subject to exchanges within an organisation (Barney, 1991). The existence of turnover intention indicates possible imbalances in these interactions. The present study investigates the reciprocal character of relationships by incorporating employee engagement as a mediator, which is consistent with SET's focus on mutual exchanges and psychological contracts (Wincent, 2022). The study of SET is crucial for comprehending voluntary turnover. SET highlights the mutual character of the employee-organization interaction and the various elements that impact an individual's intention to quit their current position (Cranick, 2022). This study used the SET framework (Blau, 1964; Thibaut et al., 1959) to elucidate the function of social exchange contacts in reducing turnover intentions (Smyth & Zimba, 2019).

Literature Review and Hypotheses Development

The Relationship Between Emotional Intelligence and Turnover Intention

There is a wealth of literature available on the correlation between emotional intelligence and turnover intention. A study conducted in Spain investigated the correlation between EI and employees' intentions to leave (Mérida-López et al., 2022). A total of 1,079 teaching professionals from secondary, elementary, and pre-schools in Spain were recruited for the study. The study discovered a negative correlation between EI and TI. Miao et al (2016) also supported the discovery. Mérida-López (2022), discovered a favourable correlation between EI and the perception of support from both supervisors and colleagues. Rawhoof (2022), investigated the correlation between the emotional intelligence of supervisors, the level of employee engagement, and the intention to leave the organisation. A total of 74 employees and 7 supervisors from a manufacturing company in Georgia, located in the southeastern United States, were included in the data collection. The study was based on Kahn's theory of employee engagement (Kahn, 1990). The findings indicated that the emotional intelligence of supervisors did not have an impact on turnover intention. However, there was a substantial correlation between employee engagement and supervisor emotional intelligence with turnover intention. According to Sheikh Khairuddin's (2021), study on 433 healthcare staff in Peshawar, Pakistan, it was found that EI is inversely related to their decision to leave their job. Riaz (2018), conducted a study on a sample of 263 professionals with diverse backgrounds in Pakistan. The poll revealed a noteworthy link between emotional intelligence and turnover intention. Tycoliz (2020), conducted a study on a sample of 38 individuals who worked as restaurant employees in Key West, Florida, USA. In this study, the researcher employed an internet questionnaire survey method. The findings indicated a direct correlation between EI and the intention to leave a job (turnover intention). Korankye (2021), discovered that EI is strongly correlated with the intention to leave a job. This study investigated the influence of emotional and spiritual intelligence on TI and work satisfaction in the telecommunications industry in Ghana. The study included a total of 118 employees who had been employed for at least one year. Out of these, 38 were Vodafone employees, 43 were MTN employees, and 37 were Airtel employees. The results indicated that EI had a beneficial impact on employees' job satisfaction and TI. However, it was found that spiritual intelligence had a negative effect on TI but a favourable effect on job satisfaction (Korankye & Management, 2021). Some of the aforementioned findings indicate that the correlation between emotional intelligence and turnover intention is inconclusive and necessitates additional investigation.

The Relationship between Transformational Leadership and Turnover Intention

Prior research has mostly examined the correlation between TL and employee turnover intention. Cranick (2022), conducted a study examining the connection between how employees perceive their team leader's style and their intention to leave, with organisational commitment acting as a mediator. A sample of 100 frontline employees from the United States, aged between 18 and 35 years, was used to collect data. The participants completed a survey form in which TL was assessed using the MLQ-5x, intention to leave was examined using the ITQ, and organisational culture was assessed using the OCQ. The results indicated that OC have an immediate impact on the association between TL and the intention to leave. Furthermore, this research also discovered a noteworthy correlation between TL and the intention to depart. Multiple researchers (Herman et al., 2013; Maaitah, 2018; Sun & Wang, 2017) have observed a strong and adverse correlation between TL and intent to quit. Donkor et al (2022), conducted a survey of 300 full-time employees working for the public sector

commission in Ghana. The data were analysed using SEM with the assistance of SmartPLS 3.0 for measurement and evaluation. The researcher investigated the impact of TL on TI. The study utilised organisational commitment as a mediating variable, with the Social Exchange Theory serving as its foundation. The study's primary conclusion was that the TL style had a negligible effect on TI. A recent study conducted by Donkor et al (2022), found that the implementation of transformational and transactional leadership styles resulted in a reduction in attrition rates, an increase in productivity, and an improvement in employee job satisfaction. Indeed, additional research conducted by Ali (2008), has demonstrated that TL effectively diminishes and alleviates TI. A study conducted by Park et al (2020), and Sun & Wang (2017), discovered a substantial negative correlation between TL and TI. Payton (2022), examined the correlation between job performance, transformational leadership, and employee turnover intention in the automobile industry in the United States. The respondents, totalling 57 individuals, were between the ages of 21 and 64 and held positions in the managerial and supervisory hierarchy. The findings indicated that there was no statistically significant correlation between job performance, transformational leadership, and employee turnover intention. In a study conducted by Gom (2021), the author aimed to assess the influence of TL on TI and the cross-cultural psychological capital of frontline staff. The participants consisted of 162 frontline personnel employed at 4 and 5-star hotels located in Sabah, Malaysia. The results indicated that TL has a detrimental impact on TI. A recent study carried out in Seoul, South Korea indicated a detrimental correlation between TI and TL among sales personnel (Chhinzer, 2021). Hence, it is imperative to do a deeper investigation into the correlation between transformational leadership and turnover intention to clarify the ambiguous results.

The Relationship between Training and Development and Turnover Intention

Training and Development play a crucial role in improving the abilities of employees. Nevertheless, the majority of studies examining the correlation between T&D and TI yield inconclusive results. Ji-Young et al (2021), examined the correlation between staff training and turnover intention in Korea. The study examined the impact of T&D on TI among employees of 467 public trade organizations in South Korea, with 78% of the enterprises offering training to their staff. Out of the total number of firms, 349 belonged to the manufacturing sector, 82 were non-financial, and the remaining enterprises were in the financial services industry. The results indicated that employee training, whether it is generic or particular to the organization, decreases employee turnover intention. Studies conducted in Malaysia have found that HR measures, including training and development, remuneration, and appraisal, had a detrimental impact on TI (Kadiresan et al., 2015; Mohd Nasurdin et al., 2018) in both the healthcare sector and other industries. In a study conducted by Ninroon (2020), the author investigated the determinants of employee turnover intention. The researcher gathered data from a sample of 300 pharmaceutical sales reps. The findings demonstrated a clear and direct correlation between T&D and TI. Furthermore, the provision of internal career development chances to employees had a detrimental impact on TI. Hence, it is imperative for firms to offer career advancement prospects by means of training in order to mitigate turnover intention (Ninroon et al., 2020). Wincent (2022), established an association between employee training and professional development and employee turnover intentions in small and medium-sized enterprises (SMEs). The study gathered data from 110 employees of SMEs and examined it using a quantitative approach. The study was based on the Social Exchange Theory. The findings indicate that employee training had no

impact on turnover intentions, however professional development showed a substantial correlation with turnover intentions. The combined impact of professional development and employee training on turnover intentions in employees of SME was not found to be statistically significant. Hassett (2019), investigated the impact of having access to training and development opportunities on the likelihood of employees leaving their jobs and their level of dedication to their profession in the United States. An extensive survey was conducted, interviewing a grand total of 486,107 federal employees from 80 different agencies in the United States. The findings indicate that the availability of training and development opportunities is associated with higher turnover intentions. Work engagement serves as an intermediary factor that influences the connection between training and development and turnover intentions. Tahir (2022), investigated the impact of high performance work practices (HPWP) on turnover intentions, with psychological contract breach acting as a mediator, in the information technology industry in Oman. This study employed a quantitative technique in conjunction with the cross-sectional survey method. A total of 124 IT personnel in Oman were surveyed to gather data. AMOS was utilized for the purpose of analyzing and determining the reliability, validity, and hypothesis testing. The findings indicated that training and development, job security, and recruitment and selection had a detrimental and statistically significant impact on employees' intentions to leave their jobs (Tahir, 2022). Abdel (2022), discovered that the level of satisfaction with training has a detrimental influence on the intention to leave a job and a beneficial effect on the loyalty of government employees in Jordan. The research conducted a survey of 354 public sector employees. Based on the information provided, it is evident that the research findings regarding the correlation between training and development and turnover intention vary across different countries. However, the majority had a negative correlation. Therefore, additional research is required to investigate the correlations described above.

Employee Engagement as a Mediator

Employee engagement is crucial for firms as it serves as a primary catalyst for efficiency and productivity. Engagement is the motivating force that propels the organization towards its objectives, and it is realized through the efforts of the employee (Jan et al., 2021). Engaged employees demonstrate a deep sense of emotional, physical, and psychological dedication to their work (Anindita & Seda, 2018; Milhem et al., 2019). Prior studies have demonstrated that the influence of EI, TL, T&D on TI is mediated by employee engagement, as evidenced by the works of Lacap (2019), Lee et al. (2019), Rawhoof (2021), and Rurumingratni (2022). Lamarche (2022) conducted a study on the effects of teleworking on work engagement and intention to leave among 254 employees from 18 Canadian organizations during the Covid-19 pandemic. The study examined both the direct and indirect impacts of teleworking. The findings indicated a positive correlation between emotional intelligence, recognition, and skills, and work engagement. In addition, the researcher discovered that higher levels of work engagement resulted in a drop in the intention to leave. Waheeda Akhtar (2017), investigated the intermediary function of employee engagement and well-being in the correlation between emotional intelligence and turnover intention among 450 bank employees in Islamabad and Rawalpindi, Pakistan. The findings indicated that employee engagement and well-being had a mediating role in the link between EI and TI. Rivera (2022), did a study to investigate the correlation between TL and EE in nursing facilities across the United States. The researcher employed a combination of qualitative and quantitative methodologies for this investigation. A total of thirty-four staff from nursing facilities in Florida were questioned.

The analysis revealed a substantial correlation between TL and EE. In a study conducted by Monje Amor et al (2020), it was shown that structural empowerment plays a mediating role in the connection between TL and EE. Data from a survey was gathered from a total of 240 individuals who work in the tourism industry in Spain. Based on this investigation, the researcher discovered that TL promotes work engagement. In a recent study conducted by Moshinsky (2022), the objective is to uncover the correlation between TL, laissez-faire leadership style, and EE. A total of 108 employees from the non-alcoholic beverage industry in Carolina were chosen as the survey sample. The study discovered a notable correlation between TL and EE as well as an inverse correlation between laissez-faire leadership and EE. Thanh and Quang (2022), conducted a study to examine the correlation between leadership styles (TL, Transactional, and Laissez-Faire) and employee engagement in the public sector of Vietnam. A total of 325 civil personnel in Vietnam participated as respondents in this study. The study revealed a strong correlation between leadership styles and employee engagement. Laulié et al (2021), examined the association between TL and TI through the mediating influence of EE. The study sample consisted of 8724 employees working in multinational retail establishments in the Republic of Chile. The study revealed that employee engagement was influenced by transformational leadership, particularly leader contingent reward behavior, and therefore affected turnover intentions. Tien Thanh and Thu Ha (2023), sought to determine the impact of T&D on EE, employee satisfaction, and employee retention. A total of 361 personnel were questioned from both the commercial and public sectors in Vietnam. Theoretical frameworks such as Social Exchange Theory, JD-R Theory, and Person-Environment Theory were employed. The results demonstrated that training and development is favorably and directly influenced by employee engagement, employee satisfaction, and employee retention. In addition to this, EE facilitated the indirect correlation between training and development and the ability to retain employees. A study undertaken by Akter et al (2022), aimed to establish a connection between talent management, T&D and EE within the telecommunications industry in Malaysia. A total of 242 individuals were surveyed to gather the data. The findings indicated that talent management practice had a significant impact on employee engagement, whereas training and development did not have a significant effect on employee engagement. A separate investigation conducted by McCarthy et al (2020), examined the correlation between EE and TI among federal government workers in the United States. The findings suggest that an increase in EE is associated with a decrease in TI. EE has a substantial correlation with TI.

Conceptual Framework

This study is based on the assumption that there is a relationship between Emotional Intelligence, Transformational Leadership, Training and Development, and Turnover Intention with Employee Engagement as the mediator. The three independent variables are Emotional Intelligence, Transformational Leadership, Training, and Development; the dependent variable is Turnover Intention, and Employee Engagement is a mediating variable. A framework is conceptualized based on the literature review.

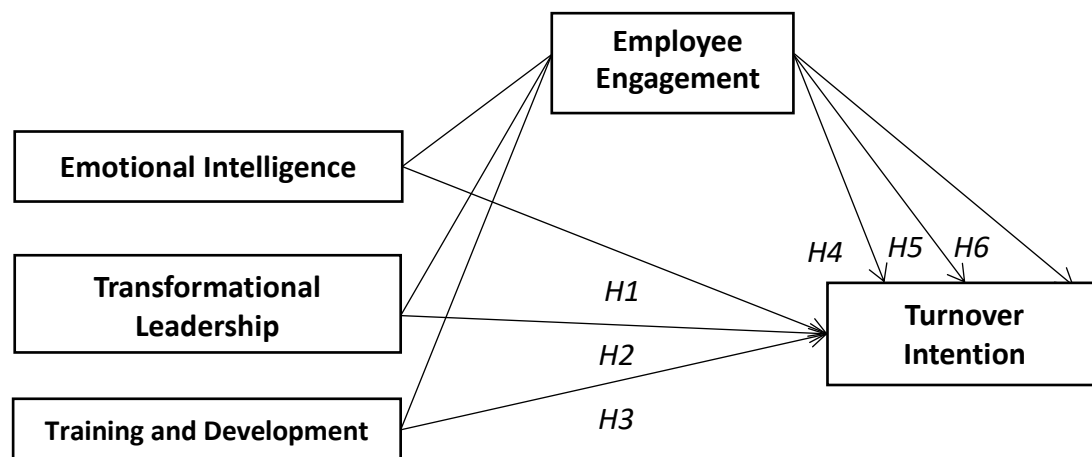


Figure 1 *Conceptual Framework*

Conceptual Framework

Emotional intelligence, transformational leadership, training and development, employee engagement as predictors of turnover intention: A conceptual review

Hypotheses Development

Based on an earlier literature review, the study proposes the following hypotheses:

- H1:** There is a significant relationship between emotional intelligence and turnover intention.
- H2:** There is a significant relationship between transformational leadership and turnover intention
- H3:** There is a significant relationship between training and development and turnover intention
- H4:** Employee engagement mediates the relationship between emotional intelligence and turnover intention
- H5:** Employee engagement mediates the relationship between transformational leadership and turnover intention
- H6:** Employee engagement mediates the relationship between training and development, and turnover intention

Conclusion

Based on the preceding information, particularly the literature review, it is evident that there is an absence of a suitable framework for investigating the current subject matter, which is centered on emotional intelligence, transformational leadership, training and development, employee engagement and medical representative turnover intention within pharmaceutical companies in Bangladesh. As a result, the framework employed in this study contributes to the existing literature by examining the impact of emotional intelligence, transformational leadership, training and development on turnover intention, while also considering the mediating role of employee engagement. Furthermore, the framework is anticipated to bridge the gap in the literature by presenting a novel model within the pharmaceutical sector. The expected findings of this study are anticipated to enhance employee retention strategies and policies by decreasing medical representatives' intentions to depart their positions, capitalizing on the positive influence of favorable work attitudes within their working environments. Through the inclusion of factors such as emotional intelligence,

transformational leadership, and training and development, this research aims to positively impact the reduction of turnover intention among medical representatives. Ultimately, these insights could significantly benefit the Bangladeshi pharma sector by improving the retention of skilled medical representatives, thereby promoting competitive advantage and fostering steady growth, akin to successful outcomes observed in the pharma industry in the world.

Furthermore, the outcomes of this study are expected to aid HR professionals, administrators, leaders, policymakers, and other stakeholders in recognizing the importance of promoting emotional intelligence, transformational leadership, training and development, and employee engagement as strategies to mitigate turnover intention and actual turnover, which contribute to workforce shortages in the respective field of study. The findings from this research could also offer valuable insights into employee retention within the pharmaceutical sector.

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