Investigation of Organizational Commitment and Turnover Intention: A Study of Bahraini Oil and Gas Industry

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Accepted: 19 July 2021 / Published online: 11 August 2021

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Abstract

In the last five years, the turnover rate of the operation employees in Bahrain Petroleum Company (Bapco) has augmented and attend a critical level, particularly with the government's early retirement attractive approach. Bapco starts to lose highly experienced employees who have a significant impact on the performance of the company. Moreover, the new oil discovery and the modernization of the production units push Bapco to minimize the turnover rate and retain talents to stay competitive. This study examines how organizational commitment has affected the Bahrain Petroleum Company's operation employees turnover intent. The tridimensional model of (Meyer and Allen in Commitment in the workplace: theory, research, and application, Sage, 1997) was used to evaluate organizational commitment. In addition, Abrams et al. (Personality Soc Psychol Bull 24(10): 1027–1039, 1998) model of Turnover Intention was used to examine employee intents to leave the firm. This work reports on a quantitative study of the Bapco operations employees. 154 questionnaires were collected, and the data were analysed with SPSS version 23. The results confirm a significant impact of the three dimensions of OC on TI. These results join previous research and conclude that OC can be used to understand and reduce Bapco operation employees' TI.

Keywords Bahrain petroleum company · Affective commitment · Normative commitment · Continuance commitment · Turnover intention

Introduction

The establishment of the Bahrain Petroleum Company (Bapco) in 1932 marked a radical transformation in the petrol and gas industry in the country and across the region. However, today, Bapco faces tremendous challenges related to the international petrol price

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depression, the new oil discovery, the strong competition, and the considerable investment in modernizing production units. Bapco Modernisation Program (BMP) was started by expanding its Sitra oil refinery and increasing its capacity from 267,000 barrels per day (BPD) up to 380,000 BPD. The project, which is expected to be completed in 2022, claims to be the most significant industrial project in the country's history. During the construction phase, the modernization project will generate more than 1,500 new jobs. In addition, it will also create 150 permanent, high-skill jobs".¹ Nevertheless, human resource management in the oil and gas industry is significantly distinguished from other industries because of the severe location of the sites' construction and the hazardous working conditions (Hazini & Sohrabi, 2007). Additionally, the number of projects to be launched and executed, especially in neighbouring countries (Saudi Arabia, Kuwait, the UAE), impacts the availability of experienced employees, which could significantly deter the Bapco project's objectives.

As a result, the oil and gas sector realizes the importance of labor force commitment as an essential element in order to sustain the organization's success (Khumalo, 2015). However, in the last five years, Bapco's turnover rate has increased as more experienced employees left their employment. Furthermore, the government approach in offering valuable deals for early retirement heightened the problem even more. Therefore, losing highly skilled and experienced employees incurs high costs for the organization due to termination, recruitment and selection, training, and lost engagement and productivity (Tubay, 2019).

Several studies (Jehanzeb et al., 2013; Puangyoykeaw & Nishide, 2015; Bonds, 2017) show Organizational Commitment (OC) as a contributing factor to Turnover Intention (TI) in different sectors and categories of jobs such as nurses (Hayes et al., 2006), white-collar workers (Ahmed & Bakar, 2003), low-skilled workers (Puangyoykeaw & Nishide, 2015), and academics (Ayari et al., 2014). In addition, earlier research (Abrams et al., 1998; Meyer et al., 2004) has supported the relationship between OC and the desire to leave the organization and the profession. However, there is still a lack of concrete evidence concerning the factors influencing Organizational Commitment and Turnover Intentions in the Bahraini oil and gas industry.

The high rate of turnover among the operation employees in Bapco provides the base for studying the influence of organizational commitment on the desire to leave.

Turnover Intention (TI)

Turnover Intention: Terminology

Turnover is defined as the segregation process between employee and organization, whether the employee is going to another organization or just to non-employment (Al-Jabari & Ghazawi, 2019). According to Bothma & Roodt (2013), the turnover intention is an employee's way to withdraw from a company because he or she can no longer identify with the work. Many studies (Leip & Stinchcomb, 2013; Park et al., 2014; Robbins et al., 2015) have identified two main types of turnover: involuntary and voluntary turnover. Involuntary

¹ <https://www.hydrocarbons-technology.com/news/bahrain-petroleum-company-commences-refineryexpansion-project/>

turnover is originated by the employer, not the employee (Hom et al., 2012). This type of turnover has many motives, such as low employee performance or staff reduction as a part of the economic decision (Park et al., 2014). On the other hand, voluntary turnover corresponds to the desire of the employee to leave the actual company without the force of the organization (Presbitero et al., 2019). If the employee leaving the organization has low performance, this is called "functional turnover." However, if the employee has high performance, in this situation, it is described as "dysfunctional turnover". Moreover, dysfunctional turnover can be separated into two categories: unavoidable turnover, which happens when the organization cannot control the turnover decision for reasons such as death or migration, and avoidable turnover, such as poor well-being and retirement (Al-Jabari & Ghazzawi, 2019). However, in addition to turnover, *Turnover Intention* definitions have emerged in the literature as the idea of leaving and looking for a new alternative (Liu et al., 2010; McInerney et al., 2015). Furthermore, *intentions* were defined by Fishbein and Ajzen (1977) as an excellent predictor of actual behaviour. So, managers will have a chance to stop, or at least adjust, turnover behavior before it happens (Leip & Stinchcomb, 2013; Cohen et al., 2016).

Turnover Intention: Antecedents and Consequences

Different factors can predict an employee's intention to quit the organization. The leadership style is considered one of the main factors that influence turnover intention. Puni et al., (2016) and Siew (2017) mentioned that employees under autocratic leaders are more prone to quit their organizations. Demonstrated a negative correlation between the turnover intention and the transactional and transformational leadership style. Other researches mentioned the negative correlation between turnover intention and different variables such as organizational climate (Belete, 2018), organizational culture (Belete, 2018), organizational justice (Belete, 2018), employee motivation (Malik et al., 2020), organizational commitment (Mobley et al., 1979; Ciftcioglu, 2011; Morin et al., 2015; He et al., 2016; Bonds, 2017; Al-Jabari & Ghazzawi, 2019), job satisfaction (Al Sabei et al., 2020), and organizational performance (Belete, 2018). In addition, Caillier (2020) showed in his research how workplace aggression, the meaningfulness of the work, job stress and employee dissatisfaction impact the employee attitude negatively and decide to quit his/ her organization.

The intention to quit the organization reduces organizational performance and increases the organization's cost to hire and train new employees (Mobley et al., 1979; Morin et al., 2015; He, Long, & Kuvaas, 2016; Al Sabei et al., 2020). When an employee decides to quit the organization, whether it is for a new opportunity or whatever other benefit that he or she will be able to receive after quitting, this will weaken the firm's credibility, damage reputation and result in the loss of trained and qualified workforce (Bonds, 2017; Gullu et al., 2020). Moreover, these problems will affect the remaining staff's satisfaction, motivation, and performance (Barrick & Zimmerman, 2005; Presbitero et al., 2019; Dartey-Baah et al., 2020). Thus, Turnover intention becomes a significant concern of the companies nowadays, mainly if the company lose talents.

Organizational Commitment (OC)

Organizational Commitment (OC) has been considered the main topic of management and behavioral sciences research in the last five decades. Many definitions and models emerged for Organizational Commitment. OC was defined as a unidimensional and then a multidimensional concept.

Organizational Commitment: An Unidimensional Concept

Becker (1960) suggested that employees are committed to their jobs as long as there is a cost–benefit assessment with the employer, which he called “side-bets”. In other words, the employee will be committed to his organization as long as he receives more benefits or a high cost to him losing these benefits in leaving the organization. Etzioni (1975) argued that Organizational Commitment is the bond between employees and their organizations, which occurs through the employees’ involvement inside the company. Mowday et al. (1982) stated that OC is the identification and involvement of the employees in a particular organization. According to O’Reilly and Chatman’s (1986) definition, OC is a psychological tie between the employee and the organization.

Organizational Commitment: A Multidimensional Concept

Meyer and Allen (1991) suggested OC as a reflection of three main dimensions: Affective Commitment (AC), which is the degree of attachment to the organization; Continuance Commitment (CC), which reflects on the recognition of the cost of the individual to leave the organization; and Normative Commitment (NC), which is the moral duty to remain with the organization. After that, Chow (1994) described OC as the extent to which employees identify with their organization’s goals. Based on this, they must show a willingness to participate in decision-making and devote effort on behalf of the organization (Chow, 1994; Meyer & Herscovitch, 2001; Miller, 2004; Wadhwa & Verghese, 2015).

Meyer and Allen’s (1991) tridimensional definition is still considered the most studied definition of Organizational Commitment (Landry et al., 2010). This argument also supported by diverse researches (Rusu, 2013; Wadhwa & Verghese, 2015; Bond, 2017; Gullu et al., 2020), which mentioned Meyer and Allen’s (1997) definition as the most complete and used definition and model to investigate the concept of OC. Consequently, for this present study, Meyer and Allen’s (1997) tridimensional definition is considered the reference and the base of the research.

The organizational commitment has not finished arousing the interest of researchers. Other authors link organizational commitment to motivation theory (Meyer & Allen, 2004; Cohen, 2007; Ayari et al., 2014) and define it as the motivation of an individual to work in a profession or a career or in a company that he/she has chosen (Ayari et al., 2014).

In general, OC is considered an individual attitude toward the organization that impacts employee behavior to participate in decision-making, accept organization objectives, and engage in high effort and energy (Rusu, 2013; Gullu et al., 2020). It also impacts employee levels of satisfaction and performance (Leip & Stinchcomb, 2013). Other researches (Morin et al., 2015; Wadhwa & Verghese, 2015; Bond, 2017; Gullu et al., 2020) demonstrated that employees with high organizational commitment levels tend to stay and continue with the organization. Commitment research continues to advance, especially in times of crisis like the Covid-19 pandemic, and is primarily viewed as one of the best

predictors of employees' intention to leave and the first variable to investigate and build when managers try to secure talents retention (Hong, 2020).

Therefore, this study chose Organizational Commitment as an independent variable to investigate the Turnover Intention of operation employees in the Bahrain petrol and gas company.

Organizational Commitment and Turnover Intention

The article aims to investigate the influence of Organizational Commitment on the Turnover Intention of Bapco operation employees. Different researchers (Morin et al., 2015; Wadhwa & Verghese, 2015; Ayari et al., 2014; Bonds, 2017; Gullu et al., 2020) stated that the link between OC dimensions and TI is proven in all the researches done in this field, where the three dimensions of OC was found negatively associated with TI.

Organizational Commitment and job satisfaction relationship with Turnover Intention were the most examined relationships in this field (Jaros et al., 2017). However, many researchers found that Organizational Commitment is more accurate than job satisfaction in predicting Turnover Intentions (Wadhwa & Verghese, 2015; Gullu et al., 2020). Mobley et al. (1979) found that Organizational Commitment is one of the highest studied variables against Turnover Intention. An original assumption mentioned that "the more committed the employee is, the more chances they will stay with the organization" (Porter and al., 1974). This finding is still valid today as recent studies show that the less committed employees are, the more they will have intentions to leave than their peers. (Ciftcioglu, 2011; Morin et al., 2015; Salahudin et al., 2016; He et al., 2016; Al-Jabari & Ghazzawi, 2019).

Moreover, the literature review pointed out the effect of each dimension of Organizational Commitment on Turnover Intention. Affective Commitment (AC) is concerned with the emotional attachment to the organization. Employees with high AC have a strong sense of identification and tend to remain in their organization because they feel they must stay (Bonds, 2017; Fahdy et al., 2020). Based on the above, the impact of the AC on the TI of Bapco operation employees can be formulated into the following hypothesis:

H1: Affective Commitment (AC) Impacts Negatively Turnover Intention (TI) of Bapco Operation Employees

Continuance Commitment (CC) refers to the employees' inclination to stay in the company for the financial exchange with the organization. Remaining in the organization represents a means of subsistence for the employee, who will leave only for a better opportunity (Salahudin et al., 2016). As a result, employees who have a high degree of CC toward the organization remain due to the related costs of their leaving (Becker, 1960; Meyer & Allen, 2004). Thus, it is imperative to consider the continuance dimension of the OC when investigating the TI of Bapco operation employees. Therefore the following hypothesis is developed to test the CC–TI relationship in this study:

H2: Continuance Commitment (CC) impacts negatively Turnover Intention (TI) of Bapco operation employees.

Normative Commitment (NC) represents an attitude of loyalty to the organization resulting from a sense of moral obligation (Meyer & Allen, 1991). An employee with an

Fig. 1 Conceptual framework of the research

Fig. 2 Summary of the results

important level of NC has the moral duty the stay with the organization (Meyer & Herscovitch, 2001; Miller, 2004; Wadhwa & Verghese, 2015). Hence, the study proposes:

H3: Normative Commitment (NC) impacts negatively Turnover Intention (TI) of Bapco operation employees.

Based on the hypothesis developed above, a conceptual model is presented (Figs. 1 and 2).

Research Methodology

In order to investigate the impact of Organizational Commitment on Turnover Intention and test the research hypothesis, data were collected among Bapco employees.

Data Collection Process

The study will focus on employees working in the operation department of the Petroleum Bahraini Company (Bapco). A questionnaire was distributed in English and Arabic to ensure that respondents fully understand the studied variables and can reliably answer the questions. The data was then transformed into the "Statistical Package for Social Science" (SPSS) program, version 23, for further analysis and investigation. This study adopts a simple random sampling technique where all individuals within the population have an equal chance to be selected (West, 2016). This type of sampling is appropriate (Green & Salkind, 2013), with a 95% confidence level and six confidence intervals from 365 employees. Therefore, the drawn sample will be 154 employees of Bapco. The participants were

Table 1 Cronbach's alpha

Variable	Cronbach's Alpha	N of items
Affective commitment AC	0.787	6
Continuance commitment CC	0.809	6
Normative commitment NC	0.808	6
Turnover intention TI	0.830	4

invited to participate in this research voluntarily and were assured of anonymity and confidentiality.

Measurement Scales

The research uses a questionnaire to collect data from Bapco's operation employees. The Commitment Questionnaire (OCQ), developed by Meyer and Allen (1997), was used to assess the three dimensions of OC, the independent variable. In addition, Abrams et al., (1998) research model was used to measure Turnover Intention (TI), the dependent variable. Both scales are widely used measures with high validity and reliability.

The questionnaire is organized into three sections. The first section, consisting of seven questions devoted to demographic factors and information from the participants. The demographic data draws an essential picture of Bapco's human resources and will provide essential information about the respondents and their characteristics. Section two consists of three subparts. Each part measures one dimension of OC through six questions for each dimension. Finally, section three is devoted to measuring turnover intention using four questions. The dependent and independent variables were measured based on a 5-point Likert scale, ranging from one (strongly disagree) to five (strongly agree).

The internal reliability of constructs was assessed through Cronbach's alpha, which was accepted at the threshold of 0.7 as recommended by Nunnally and Bernstein (1994). Organizational Commitment dimensions (AC; CC; NC) show good values of Cronbach's alpha (0.787, 0.809, and 0.808, respectively), indicating a good level of internal reliability (Table 1). Turnover Intention displays Cronbach's alpha values of 0.830, indicating good reliability. Note that the scores obtained in this research are slightly higher than the results of the Meyer et al. (2002) study (AC=0.82; CC=0.76; NC=0.73).

Data Analysis

Descriptive statistics are used to illustrate the characteristics of the respondents. First, correlation analysis is used to identify the relationship between OC and TI. Then multiple regressions analysis is employed to analyze the impact of the OC on TI.

Respondent Characteristics

38.3 percent of the respondents are between the age of 30 and 40 years, and 31.1 percent are between 41 and 50 years. In all, 88.3 percent are married, and 11.7 percent are single. Most respondents hold more than a diploma, such as 22.1 percent hold a high national diploma, 24.7 percent a bachelor degree, and only 7.1 percent with a postgraduate degree. The majority of the respondents (66.9 percent) have more than ten years

Table 2 Respondent characteristics

Demographic variables	Group	Frequency	Percent
Age	20–30	29	18.8
	30–40	59	38.3
	40–50	48	31.2
	> 50	18	11.7
Experience	0–10	51	33.1
	11–20	66	42.9
	21–30	21	13.6
	> 30	14	9.1
Tenure	0–10	70	45.5
	11–20	51	33.1
	21–30	16	10.4
	> 30	12	7.8
Salary	400–800	40	26.0
	801–1200	63	40.9
	1201–1600	27	17.5
	1601–2000	9	5.8
	2001–2400	3	1.9
	2401–2800	1	.6
	More than 2800	1	.6
	Shift worker	146	94.8
Marital status	Day worker	7	4.5
	Married	136	88.3
Education	Single	18	11.7
	secondary	10	6.5
	Diploma	61	39.6
	High national diploma	34	22.1
	College BSc	38	24.7
	Postgraduate	11	7.1
Nationality	Bahraini	131	85.1
	Expat	17	11.0

Table 3 Descriptive statistics

	Mean	SD
AC	23.721	4.5410
CC	23.175	5.0243
NC	22.987	5.0032
TI	9.08	4.307

of experience, and concerning their tenure, 54.5 percent have more than ten years of experience within Bapco. Forty percent perceive a salary between 801 and 1200 Bahraini dinars and 27 percent between 1201 and 1600 Bahraini dinars. The majority of the respondents (85.1 percent) are Bahraini, as shown in Table 2.

Results

The descriptive statistics of this study, highlighted in Table 3, show the mean scores for three dimensions of OC and TI. The mean of each OC dimension is slightly high, ranging from 22.987 to 23.721, with a standard deviation ranging from 4.5410 to 5.0243.

The mean score for Affective Commitment (AC) is 23.721, and SD is 4.5410. Respondents with a score below 19.18 have a low level of AC, and employees with a score above 28.262 have a “high level” of AC. For CC (23.175 ± 5.0243), employees with a score below 18.1507 have a “low level” of CC. The mean score of Normative Commitment (22.987 ± 5.0032) shows that respondents with a score above 27.9902 have “high level” NC.

The mean score of Turnover Intention (TI) is 9.08 (SD=4.307). The 154 Bapco Operation employees are classified into three groups. Employees with a score below 4.723 have a “low level” of Turnover Intention. Respondents with a score between 4.307 and 13.387 have a “moderate level” of TI, and employees with a score above 13.387 are classified as “high level”.

Table 4 displays the correlations between the dimensions of Organizational Commitment and Turnover Intention. The results of the correlations analysis show that the three dimensions of Organizational Commitment (OC) are negatively correlated with Turnover Intention (TI) and do not show a correlation coefficient greater than 0.7, confirming the absence of multicollinearity (Tabachnick & Fidell, 2001). The Correlation between Affective Commitment (AC) and Continuance Commitment (CC) show a moderate degree of negative correlation with the TI, while NC and TI show a higher degree of negative correlation.

The model’s overall summary with $R=64,7\%$ measures the regression between Organizational Commitment and Turnover Intention (Table 5). R^2 is around 41,8% for the research model (statistically significant at the 5% threshold). R^2 shows the variance for the TI that the OC explains. R^2 can take any values between 0 to 1, which is, in this case, 0.418, which means that the dimensions of Organizational Commitment cannot explain 58.2% of the variation in TI. Consequently, there must be other factors that impact Turnover Intention and should be considered for future research.

The p -value in the Analysis of Variance (Table 5) shows a significant value as $P < 0.05$. Therefore the research confirms the significance of the model.

The first hypothesis predicts that Affective Commitment (AC) significantly impacts Turnover Intention (TI). As shown in Table 5, the regression analysis presents the beta value of affective commitment equal to -0.160 . If AC increases by 1, the TI will decrease by 0.160. The significant level is 0.040 ($P < 0.05$), and it is less than 0.05.

This result supports the existence of a negative relationship between AC and TI. Therefore hypothesis 1 is supported. Then, with a beta value equal to -0.148 , the CC increases by one, TI will decrease by 0.148. The significance level is 0.032 ($P < 0.05$). Continuance Commitment (CC) has a negative relationship with Turnover Intention (IT), and consequently, hypothesis 2 is fully proven. Hypothesis 3 posited that Normative Commitment (NC) and Turnover Intention (TI) would significantly affect the relationship. The results of the regression analysis, as Table 5 indicated, a value of beta is -0.462 . The significance level is 0.000 ($P < 0.05$). Normative commitment has a negative and significant relationship with TI, so hypothesis 3 is supported.

Table 4 Displays the between-subjects correlations

	TI	AC	CC	NC
Pearson Correlation				
TI				
AC	-.465**			
CC	-.381**	.213**		
NC	-.621**	.593**	.430**	
Sig. (2-tailed)	.000	.000	.000	.000
N	154	154	154	154

* $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$, $N = 154$

Table 5 Results of regression analysis

TI			
		<i>Beta</i>	<i>t-value</i>
			<i>P</i>
AC		− 0.160*	− 2.072
CC		− 0.148*	− 2.163
NC		− 0.462*	− 5.551
<i>R</i>		0.647 ^a	
<i>R</i> ²		0.418	
<i>F-test</i>	36.387		

a. Predictors: (Constant), AC, CC, NC

* $P < 0.10$; ** $P < 0.05$

Discussion

The target of this study was to investigate the impact of OC of the operation employees on their intention to leave Bapco. Therefore, the results show that operation employees intention to quit their organization is negatively related to the three dimensions of OC. These findings agree with earlier studies (Allen & Meyer, 1991; Bentein et al., 2005; Weibo et al. 2010; Ciftcioglu, 2011; Morin et al., 2015; Rusu, 2013; Wadhwa & Verghese, 2015; Bond, 2017; Al-Jabari & Ghazzawi, 2019; Gullu et al., 2020) about how the three dimensions of commitment “describe and explain different reasons why employees stay with or decide to leave their organization” (Thiranagama, 2017, p. 417).

The findings mention that the strength of the correlation between the three dimensions of OC and TI varies. The correlation patterns of this research reveal that AC (− 0.160**) have a moderate and significant negative correlation with TI. Operation employees with a moderate AC felt emotionally and professionally attached and committed to their company and have a low desire to leave Bapco. Operation employees desire to see their organization flourish, prosper and achieve goals, and feel a sense of pride for being a member of the organization (Allen & Meyer, 1991; Al-Jabari & Ghazzawi, 2019).

The Continuance Commitment (− 0.148**) also have a moderate and significant negative correlation with TI. Bapco operation employees with moderate CC will reflect carefully about the side-bets, cost, and alternatives related to the withdrawal before deciding to leave (Salahudin et al., 2016).

Normative Commitment (NC) presents a higher correlation with TI (− 0.462**). It means that NC can be considered as the OC dimension that has more impact on the intention to leave and. These findings suggest that an operation employee’s Normative Commitment is the essential dimension of OC to predict TI. So to reduce the IT, Bapco should foster on NC. Thus, Operation employees with a high level of NC will have a strong tendency to stay more with Bapco and feel an obligation to remain as they feel they ought to take it to their company (Gullu et al., 2020).

However, these results do not conform to the previous results concerning the intensity of the relationship between the different dimensions of OC and IT. Indeed Meyer and Allen (1991), in their previous researches about the relationship between the dimensions of OC and TI of university students and employees working in several organizations, found that AC has a stronger correlation with TI compared to normative and continuance commitment. Stephen (1995) also found that AC (− 0.535) have a significantly stronger correlation with TI than CC (− 0.193) and NC (− 0.134).

The results in Table 4 show a high and strong positive correlation (0.593) between AC and NC. Similarly, with an earlier study, both NC and AC were significantly and positively associated. This correlation can be justified by Meyer and Allen's (1991) definitions of these commitment dimensions. AC and NC reflect emotional attachment to the organization: "Affective Commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization... Normative commitment reflects a feeling of obligation to continue employment" (Meyer and Allen, 1991, p 67). This could result in a high bivariate correlation between NC and intention to leave the organization because "the specific normative feelings that characterize this attitude reflect an obligation to remain with the organization" (Stephen, 1995, p. 320).

Conclusion and Practical Implications

The results of this research lead to several conclusions and practical implications for future research. First, the present study mentioned a significant relationship between the Organizational Commitment (OC) and Turnover Intention (TI) of operation employees in Bapco. Examining the impact of organizational commitment on operation employees' turnover intention is essential because petrol and gas operation employees are an essential part of the organization's success and the sector in general. Operation employees in Bapco are the most critical asset, especially in the coming months. The government announced the start of exploring and extracting the newly discovered sites by the end of the current year. So the organizational commitment of operation employees has never been more significant.

Managers in gas and oil organizations should pay attention to the results of this study, which can help with the retention and mobilization of critical workers. Bapco's Human Resources managers can also use these findings to identify ways to retain qualified employees and decrease turnover costs. In addition, Bapco's managers should develop a positive employee brand and provide a clean, safe, and appealing environment to involve and engage experienced employees.

Limitations and Future Research

Some limitations were noted and needed to be addressed and carefully considered when generalizing the findings. First, data were collected from the Bahrain Petroleum Company employees, and most of them are Bahrainis. In general, these findings do not fully reflect the employee composition of other industries and companies, where the majority are expatriates and therefore may not be generalizable to such populations. Then, the study only focuses on organizational commitment as a predictor of Turnover Intention. On the other hand, commitment is complex and continuous, and, in this research, the commitment state of employee participants was assessed at a single point in time using self-reported measures of the criterion variables. Therefore, longitudinal research that includes looking at variables over an extended time, such as weeks, months, or even years, will better reflect employees' organizational commitment and Turnover Intention. Finally, future studies can investigate the relationship between organizational commitment and turnover intention during a crisis such as the Covid-19 pandemic.

Authors' Contribution These authors contributed equally to this work.

Data Availability The datasets generated during and/or analysed during the current study are available from the corresponding author (Asma Ayari) on reasonable request.

Code Availability SPSS version 23.

Declarations

Consent to Participate Informed consent was obtained from all individual participants included in the study.

Consent for Publication Not applicable.

Conflict of Interest No potential competing interest was reported by the authors.

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