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**Impact of Organizational Learning Culture on Employee Engagement
and Turnover Intentions: The Role of Job Satisfaction and Protean
Career Orientation in Pakistan's Banking Sector**



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DEDICATION

I dedicate this thesis to my *Nanu*, Malik Muhammad Nazeer-ud-Din, who passed away earlier this year. He instilled in me an unquenchable desire for seeking knowledge, for which I will forever be grateful to him. Much of what I am today will always trace back to his wisdom and how he guided me through different facets of my life.

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ABSTRACT

This study was conducted to explore whether there are any positive or negative correlations between organizational learning culture (OLC) and employee engagement and turnover intentions. The mediating position of job satisfaction in these relationships is also explored while also assessing whether this mediation is moderated by a protean career orientation (PCO). Survey data of 159 active bankers from 14 scheduled banks of the country was analyzed to explore the association between variables using correlation, regression, and bootstrapped regression models for moderation, mediation, and moderated mediation. In terms of findings, significant correlations were established among all variables, the mediation of job satisfaction in the model was also supported, while the moderating effect of a protean career orientation was established only with regards to employee engagement, with not moderated mediation effects. The study is hindered by the size of the sample and the lack of a longitudinal design and control variables. The practical implications of this research focus on establishing an organizational learning culture to harness positive job-related outcomes, a counter-intuitive finding that persons with a protean outlook are not prone to turnover, and the contextualization of these variables in the Pakistani context. To the best of one's knowledge, this is among the first studies to look into the association between a protean orientation and employee engagement, while also contributing to the scarce literature on an organizational learning culture's relationship with employee engagement.