

The impact of human resource management practices and career satisfaction on employee's turnover intention

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ABSTRACT

Banks in Jordan are facing a crisis related to their employees, where it has recently become clear that employees are leaving their jobs in increasing numbers. Thus, this study examined the impact of the human resources management (HRM) practices (compensation, performance appraisal, promotion, and training & development) on employee's turnover intention and the mediating role of career satisfaction. The survey questionnaire was gathered from 394 employees located in 25 banks in Jordan. The study used PLS-SEM to get the results and examine the hypotheses. The findings indicate that HRM practices (compensation, performance appraisal, promotion, and training & development) negatively impact employees' turnover intention, and career satisfaction partially mediated the relationship between HRM practices (compensation, performance appraisal, promotion, and training & development) and employee's turnover intention. The study recommends that banks in Jordan provide a high compensation, fair performance appraisal, fast promotion systems, sufficient training & development program and high level of career satisfaction to maintain the human element and reduce the employees' turnover intention. Future studies may include other practices such as employee empowerment, teamwork, employment security information sharing, and job description.

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1. Introduction

Presently, banks are exposed to intense competition in the national and international markets, great change in the external and internal environment, the increasing demands by stakeholders to achieve the goals, aspirations, and profits required from banks to deliver best services and innovations to customers (Rowland et al., 2017). These pressures and requirements fall on managers and employees in all levels of the hierarchy, thus, they must have the knowledge, skills, and abilities related to their work to achieve integration between all levels of the hierarchy in order to achieve the aspirations and objectives to both stakeholders and customers (Suifan & Al-Janini, 2017). The annual report of the Association of Jordanian banks (2017) states that banks in Jordan are faced with problems of employees leaving the work. This is because the offers provided to employees from bank management such as compensation systems, appraisal systems, and promotion systems do not fit the needs and employees' aspirations. The report also indicated that the percentage of employees leaving their bank career is increasing each year. The researchers in Jordanian banking sector suggest that this increase could be the result of the ineffective HRM practices and a significant decrease in the level of satisfaction for employees (Madanat & Khasawneh, 2018; Al-Abdullat & Dababneh, 2018). Al-Abadi (2018) stated that the banks should fulfill the employees' wishes, because they are the main driver of the banking business and banks cannot carry out their works in the absence of talented employees.

Turnover intention is an ongoing issue to researchers and organizations in the context of business organizations, where this issue still a concern for many organizations to nowadays (Hancock et al., 2013; Li et al., 2019). Researchers considered that

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the turnover intention of employees is a serious issue because high turnover intention will generate high stress for employees in the workplace and prohibit employees from increasing their loyalty and their commitment toward their work (Lin et al., 2017). In addition, management will outlay more costs in the attracting and training of new employees due to the high employees' turnover rate (Juhdi et al., 2013). Thus, employee turnover intention is very costly and has become a crucial factor that can affect the overall for organizational performance (Busari et al., 2017). Shah and Beh (2016) pointed out that employees' turnover intention is not only an issue in Western countries, but it is also a dangerous problem facing organizations in Asian countries. At the local level, Jordanian banks face a significant increase in employee turnover (Kasasbeh, 2018). For example, a study of Al-Quraan (2016) found that employees' turnover intention in Jordanian banks sector can also cause abundant and sometimes irreparable damage to these organizations, because the human factor is an element that is difficult to imitate, and continuity of banks in the markets need the permanence of the human element. In addition, when leaving these employees will take with them the skills and work procedures they have acquired and thus will present these banks with the problem of "workflow" because skilled employees' turnover (Nantsupawat et al., 2017). Thus, the current research purposes to search about factors that lead to increasing employees' turnover intention by examining the impact of HRM practices and career satisfaction on employees' turnover intention in Jordanian banks sector. Kong et al. (2012), indicated that increase career satisfaction for employees contributes to reducing the employee's turnover intention. The literature that studied career satisfaction in the Arab world and Jordan is rare because their focus was on job satisfaction (Malkawi, 2016). On the other hand, Lang et al. (2016) confirmed that most of the literature examining the relationship between career satisfaction and employees' turnover intention occurred in the West (e.g. UK, USA, and Germany), but there is an urgent need to study it in other countries, and evaluate the measurements of these dimensions from several sources. The literature that studied HRM practices did not focus on the dimensions that are associated to employee well-being, for example, the compensation, career promotion, career orientation, and safety and health, which could impact on the employee's turnover intention (Srirangam et al., 2018). Hassan et al. (2013) explained that there is a relationship between HRM practices (e.g. training systems provided by organizations) and career satisfaction, but the nature of the relationship is still under consideration and it has not been identified. On the other hand, Jyoti et al. (2015) recommend that researchers should in the future explore more mediating variables between HRM practices and employees' turnover intention. Table 1 shows the research gap and the extent of the contribution of the current study in the literature related to these variables.

Table 1
Research Gap

Author/Year	COM and ETI	PA and ETI	PRO and ETI	T&D and ETI	COM and CS	PA and CS	PRO and CS	T&D and CS	CS and ETI	SET
Lee et al.(2018)		√		√						
Alkalha et al. (2012)		√		√						
Duarte et al.(2015)		√	√	√						√
BaniMelhem et al. (2018)	√	√		√						√
Santhanam et al. (2017)	√			√						√
Busari et al. (2017)			√							
Queiri & Dwaika (2016)				√						
Chen et al. (2018)			√							
Yap et al. (2010)					√		√			
Yean & Yahya (2013)					√	√		√		
Hee et al. (2016)					√	√		√		
Madanat & Khasawne (2018)					√	√		√		
Mahatanankon(2007)							√			
Jung & Takeuchi (2018)					√	√		√		√
Chan & Mai (2015)									√	
Guan et al. (2014)									√	√
Joo & Park (2010)									√	
Chan et al. (2016)									√	
Ahmed (2017)									√	
Current Study	√	√	√	√	√	√	√	√	√	√

Note: COM: Compensation, PA: Performance Appraisal, PRO: Promotion, T&D: Training and Development, CS: Career Satisfaction, ETI: Employees Turnover Intention, SET: Social Exchange Theory

2. Literature review

2.1 Employees Turnover Intention

The concept appeared of "turnover intention" or "intention to leave" from Porter and Steers (1973, p 153), which they defined it as "the next logical step after experienced dissatisfaction in the withdrawal process". Employees' turnover intention is the ability of the employee to quit the work, which is classified as voluntary and involuntary discrimination, in addition to its dysfunction in the job that led to quitting the work, and that each type of employee turnover affects the organization to varying and different degrees (Long et al., 2012), where employees' turnover intention is formed when the individuals feel their job does not meet their ambitions and expectations (Zeffane & Bani Melhem, 2017). The concept of employees' turnover intention has not expanded in the last 10 years, where the researchers relied on the models developed by Porter and Steers (1973), Mobley (1977). According to Arshadi and Damiri (2013), intention to leave is a conscious decision to get for alternative

employment opportunities in other companies, this is due to different factors and reasons that prompted employees to leave their jobs. From the point of view of Thirapatsakun et al. (2014), employee turnover intention is divided into three main components as follows: (1) thinking to leave the work; (2) intention to look about a new job and (3) actual leave.

2.2 HRM Practices

HRM Practices have been defined as “a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing) a firm’s human resource” (Lado & Wilson, 1994, p. 701). HRM practices in many organizations are mostly involved in operations, systems and issues of setting compensation, development of individuals and recruiting. However, when HRM practices adopt a strategic role, it focuses on producing high performance in the near future (Pfeffer, 2005). The investments in the HRM practices adopted by the organizations will contribute to creating organization-specific human capital that is difficult to imitate and will contribute to improving the knowledge, skills, and abilities of the employees, reduce the number who leave the organization, and increase their motivation for work (Huselid, 1995). In addition, HRM practices that aim to develop employees’ abilities, opportunities, motivation and which balance between their lives and work are considered effective practices and widely accepted by employees and organizations (Blom et al., 2018). Hiltrop (1996) presents eleven practices for HRM, which can be used as a checklist for evaluating the effectiveness of HRM practices. Although several HRM practices can be introduced as dimensions, this study would focus on four practices, which are compensation, performance appraisal, promotion, and training & development. These practices were selected for their solid connotation with the study’s variables. It is widely believed that these dimensions have the possibility of motivating employees and help prevent employees from leaving their work by offering them some level of safety, independence, continuity and opportunity to achieve career satisfaction (Hee et al., 2016; Busari et al., 2017; Gadi & Kee, 2018).

2.3 Career Satisfaction

Career satisfaction is defined as “the satisfaction that stems from intrinsic and extrinsic parts of their careers” (Judge et al., 1995, p. 487). Career satisfaction reflects the satisfaction for employees with internal aspects (e.g. compensation and promotion) and external aspects (e.g. performance appraisal and training & development) along their career (Seibert & Kraimer, 2001), which is considered as a result of work-related psychological consequence accumulated for the employee through work experience (Judge et al., 1995; Kang et al., 2015), which include outcomes for employees well-being and the quality of their life-career (Stauffer et al., 2018). Career satisfaction is abstracted in the present study as an individual subjective evaluation for the level of success, which they have attained in their job fully (Judge & Kammeyer-Mueller, 2007), and we focus on career satisfaction as an important factor, because it has the ability to contribute to reducing the employee’s turnover intention (Chan & Mai, 2015). There are a few main reasons to study the career satisfaction of employees. First, career satisfaction is an important variable, where it reflects feelings the employees have about the work environment, and the extent of achievements which have been achieved by employees in their career lives (Van Der Weijden et al., 2016). Second, the researchers began investigating the sources of career satisfaction. For instance, Hee et al. (2016) found that career satisfaction is an outcome of diverse and effective HRM practices. Thus, the employees are appraisers of the progress they have achieved in their careers, are able to evaluate their career success and whether they want to stay or leave their work through a level of career satisfaction which they have achieved in their work (Spurk et al., 2015; Nie et al., 2018). Third, career satisfaction is more appropriate with the objectives and variables of the current study, because it is expected to explain the relationship between HRM practices and employee turnover intention.

3. Theoretical Framework

3.1 Hypotheses Development

HRM practices contribute to develop and raise the level of skills, knowledge, and commitment of employees, thus, employees are empowered to work and motivate themselves to continue their careers, and increase their desire to stay longer at work (Yousaf et al., 2018). High compensation systems and fair performance appraisal systems are the most important HRM practices associated with employee turnover intention, because they are the main driver of employees’ intention to stay or leave the work (Rubel & Kee, 2015; Shaukat et al., 2017; Dechawatanapaisal, 2018). Moreover, the lack of promotion speed and training & development programs that do not contribute to the progress and growth of employees are considered as the reasons to drive employees to leave work (Busari et al., 2017; Santhanam et al., 2017). The following hypotheses are drawn from the above discussion:

H1a: Compensation will be negatively related to employee’s turnover intention.

H1b: Performance appraisal will be negatively related to employee’s turnover intention.

H1c: Promotion will be negatively related to employee’s turnover intention.

H1d: Training and development will be negatively related to employee’s turnover intention.

The effective use of HRM practices contributes to suit the needs of employees to increasing the level of career satisfaction for employees and increasing employee’s correlation with their organizations (Yean & Yahya, 2013). Using compensation systems and performance appraisal based on equitable reward may lead to increase the productivity and employee’s loyalty, decrease the bias in work environment and increase the level of career satisfaction of employees (Howell et al., 2016; Hee et al., 2016). In addition, promotion to high positions, receiving a high salary, and training & development programs which

ensure career progression and performance improvement, will lead the employees to a highly satisfied about the career (Karatepe & Vatankhah, 2015; Ahmed, 2017). The following hypotheses are drawn from the above discussion:

H2a: There is a positive relationship between compensation and career satisfaction.

H2b: There is a positive relationship between performance appraisal and career satisfaction.

H2c: There is a positive relationship between promotion and career satisfaction.

H2d: There is a positive relationship training & development and career satisfaction.

Career satisfaction is an important indicator of employees' turnover intention, and employees who have the intention to stay and not leave their organizations have a high level of satisfaction for their career (Egan et al., 2004). Thus, organizations must expend greater effort to better understand and improve career satisfaction, which can help to decrease the employee turnover intention (Direnzo & Greenhaus, 2011). Recent research has revealed that career satisfaction is negatively related with employees' turnover intention (Chan & Mai, 2015; Kang et al., 2015; Chan et al., 2016; Guan et al., 2014, 2017). The following hypothesis is drawn from the above discussion:

H3: Career satisfaction will be negatively related to employee's turnover intention.

Previous studies show that the relationship between HRM practices and employees' turnover intention is not a direct relationship, and may be mediated by other variables (Allen et al., 2003; Duarte et al., 2015; Dechawatanapaisal, 2018; Srirangam et al., 2018). Career satisfaction can be used as a mediator in the mentioned relationship (Karatepe, 2012; Chan & Mai, 2015; Zopiatis et al., 2018). According to social exchange theory (Blau, 1964), the current study suggests that career satisfaction for employees should mediate the expected negative relationship between HRM practices and employees' turnover intention. The following hypotheses are drawn from the above discussion:

H4a: Career satisfaction mediates the relationship between compensation and employee's turnover intention.

H4b: Career satisfaction mediates the relationship between performance appraisal and employee's turnover intention.

H4c: Career satisfaction mediates the relationship between promotion and employee's turnover intention.

H4d: Career satisfaction mediates the relationship between training & development and employee's turnover intention.

3.2 Research Model

The theoretical framework of the current study was developed through a model of Peterson (2004) as it corresponds to the variables of the current study. The model of Peterson (2004) highlights the part played by the human resource management and other internal factors (e.g. HRM practices) over which the organization has large control in influencing the intentions of employees to leave or stay in work. Peterson (2004) confirmed that intentions to leave ultimately lead to actual turnover, and that intention, goals, commitment, and satisfaction are factors over which the organization has substantial control and over which HRM can play a critical role in controlling it. There are factors that are external to the organization, and which the organization has no control over (e.g. socialization). The focus of this model is on internal organizational behaviors that the organization has substantial control over. Many studies in the field of turnover intention have been focused on job satisfaction as a mediating variable (Poon, 2004; Liu et al., 2010; Kuo et al., 2014; Huang & Su, 2016). This meaning that the focus has not been on career satisfaction (Kong et al., 2016). There is a marked difference between career satisfaction and job satisfaction; career satisfaction is broader and more comprehensive than job satisfaction; in career satisfaction case, the employee is satisfied with all aspects of the career such as promotion, administrative decisions, achievement and income (Chan & Mai, 2015), while job satisfaction is associated with the work environment (Raziq & Maulabakhsh, 2015). In the current study, HRM practices were selected as an independent variable and career satisfaction as a mediating variable, because they're managed by HRM and it conforms to the model of Peterson. Fig. 1 shows the research model of the current study.

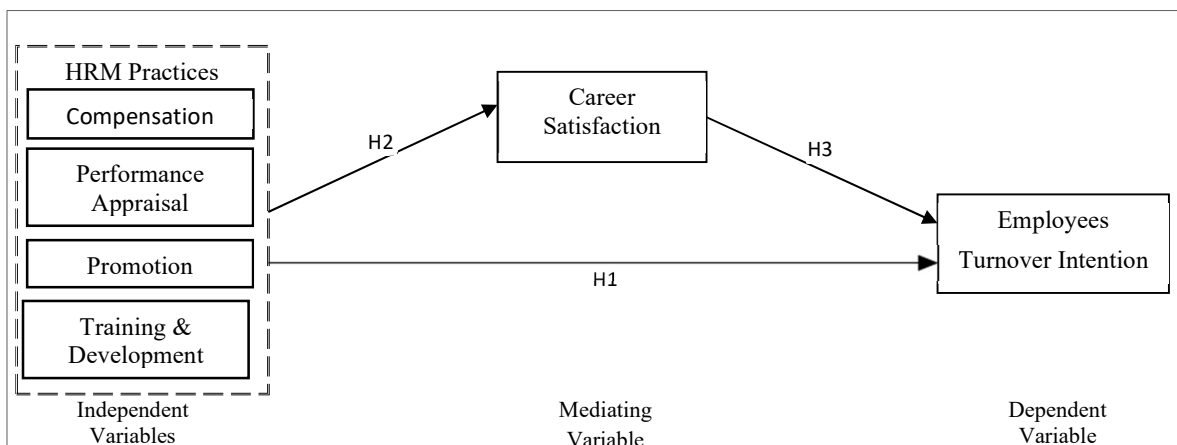


Fig. 1. Research Model

4. Research Methodology

4.1 Population, Sample Size, and Respondent

The current study adopted a quantitative research design method based on a survey questionnaire (cross-sectional study). According to the Association of banks in Jordan for the annual report for 2017, the Jordanian banking sector consists of 25 banks (Commercial, Islamic and Foreign) and the number of employees in the Jordanian banks sector is 21090 employees. The study sample included the main management and main branches for these banks in the Amman capital, where it contains 81% of the total number of employees in the Jordanian banks sector. As for the respondents to study are all employees in Jordanian banks sector for the three management levels (general manager, regional directors, heads of department/ deputies, branch managers/deputies, supervisors, and front-line employees). According to the table of Krejcie and Morgan (1970), a sample size of 377-379 should be obtained from participants ranging from 20000-30000. Thus, the researcher selected 379 as the sample size. On the other hand, As stated by Creswell (2012), the larger the sample size, the higher will be the confidence level, the smaller will be the error variance, the better will be a representation of results, the more homogenous will be the sample. Thus, we have added a 20% to the study sample, to become a sample study 455 (20%×379) employees from the Jordanian banking sector. This was done after recommendations of Hair et al. (2010) to reduce the sampling error, to take care of non-response bias and reduce from a problem the missing questionnaire. The method of the stratified random sample was used for data collection from respondents, because it fits in with the current study. The study sample was divided into 25 strata (each stratum represents one bank). Then, within strata, we have used the simple random sampling method to select the respondent from each stratum. All banks in Jordan agreed to participate in the current study through the filling in the questionnaire. The questionnaire was distributed with the assistance of one employee of the human resources department to distribute the questionnaire randomly. The total number of responses was 394 which represent 86.6 percent of the number of distributed questionnaires were taken for further analysis, and a total of 61 questionnaires were missing.

4.2 Measurements of Study

HRM Practices: Measurements of Lee et al. (2010) and Mostafa et al. (2015) were used to measure HRM practices in 17 items. In measurements of Lee et al. (2010), the compensation was measured in four items, performance appraisal in five items, training & development in four items, and achieved reliability of 0.87, 0.70 and 0.77, respectively. In the measurement of Mostafa et al. (2015), the promotion was measured in four items, and achieved the reliability of 0.94. Career Satisfaction: Measurement of Greenhaus et al., (1990) was used to measure career satisfaction in five items. These items have been used in many previous studies with a consistently top reliability outcome of 0.88. Employees Turnover Intention: Measurement of Kuvaas (2008) was used to measure employee's turnover intention in five items, which carried out in a Norwegian setting. These items have been used in many previous studies with a consistently top reliability outcome of 0.74. All variables were measured by used a 5-point Likert scale.

4.3 Demographic Information of Respondents

Fig. 2 shows the demographic information for 394 respondents in the current study. The results of the analysis indicate that 223 respondents are male and 171 respondents are female. The age group from 21 to 25 years is the largest group to employees in the Jordanian banking sector, it reached about 93 respondents. Regarding the job position, 239 respondents were in the lower level of management, 126 respondents were in the middle level of management, 29 respondents were in the top level of management. Finally, 162 respondents get a monthly salary from 250 to 500\$ and it is the largest group to employees in the Jordanian banking sector.

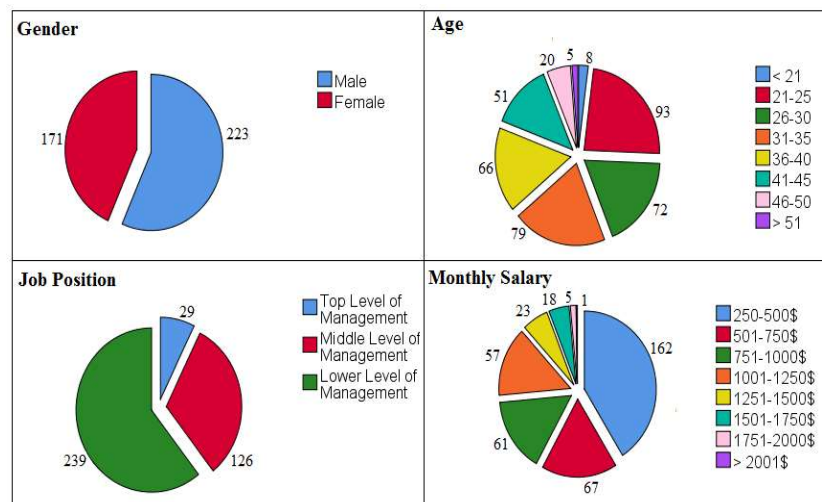


Fig. 2. Demographic Information of Respondents

5. Data Analysis and Results

The first step to data analysis was descriptive statistics analysis by using the software SPSS version 25. Table 2 shows the findings of the descriptive statistics of the variables. The mean for all variables ranged from 2.861 to 3.533, and the standard deviation for all variables ranged from 0.956 to 1.124.

Table 2
Descriptive Statistics of The Variables

Variable	N	Mean	Std. Deviation	Variance
HRM Practices	Compensation	394	3.062	1.036
	Performance Appraisal	394	3.533	1.116
	Promotion	394	3.358	.956
	Training and Development	394	3.300	1.073
Career Satisfaction	394	3.056	1.124	1.266
Employees Turnover Intention	394	2.861	1.117	1.248

Note: Five-points scale: 1=strongly disagree; 5=strongly agree

5.1 Measurement Model Assessment

Based on recommendations of Hair et al. (2017), the measurement model was an assessment by two aspects including convergent validity and discriminant validity. In convergent validity, we must retain the items that achieve loading more than 0.70, Cronbach's alpha and composite reliability should be more than 0.7 and AVE should be more than 0.5. Table 3 shows the results of convergent validity analysis, and it achieved the minimum requirement suggested by Hair et al. (2017). Thus, all latent constructs in the current study are valid and reliable.

Table 3
Convergent Validity Analysis

Variable	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	AVE
Compensation	COM1	0.708	0.864	0.906	0.709
	COM2	0.887			
	COM3	0.874			
	COM4	0.887			
Performance Appraisal	PA1	0.886	0.924	0.943	0.767
	PA2	0.867			
	PA3	0.890			
	PA4	0.890			
	PA5	0.844			
Promotion	PRO1	0.860	0.851	0.900	0.692
	PRO2	0.800			
	PRO3	0.876			
	PRO4	0.787			
Training & Development	T&D1	0.850	0.885	0.920	0.743
	T&D2	0.889			
	T&D3	0.852			
	T&D4	0.857			
Career Satisfaction	CS1	0.818	0.904	0.929	0.724
	CS2	0.885			
	CS3	0.878			
	CS4	0.842			
	CS5	0.828			
Employees Turnover Intention	ETI1	0.745	0.909	0.932	0.735
	ETI2	0.875			
	ETI3	0.912			
	ETI4	0.857			
	ETI5	0.887			

Note: COM: Compensation, PA: Performance Appraisal, PRO: Promotion, T&D: Training and Development, CS: Career Satisfaction, ETI: Employees Turnover Intention

Regarding the discriminant validity, Table 4 shows the results of discriminant validity based on Fornell-Larcker Criterion, where the results indicate that construct has discriminant validity based on recommendations of (Henseler et al., 2016).

Table 4
Discriminant Validity Based on Fornell-Larcker Criteria

Fornell-Larcker Criterion						
	COM	PA	PRO	T&D	CS	ETI
COM	0.842					
PA	0.249	0.876				
PRO	0.229	0.328	0.832			
T&D	0.141	-0.045	0.237	0.862		
CS	0.399	0.519	0.613	0.289	0.851	
ETI	-0.440	-0.489	-0.595	-0.313	-0.819	0.857

Note: COM: Compensation, PA: Performance Appraisal, PRO: Promotion, T&D: Training and Development, CS: Career Satisfaction, ETI: Employees Turnover Intention

5.2 Structural Model Assessment

Structural model assessment includes the coefficient of determination (R^2) and path coefficients (Hypotheses Testing). Table 5 shows the R^2 values for the endogenous latent variables based on recommendations of Chin (1998). These results indicate the structural model developed in the current study has predictive accuracy.

Table 5
The R^2 Values for The Endogenous Latent Variables

Endogenous Variable	R^2	Predictive Relevance
Career Satisfaction (CS)	0.561	Moderate
Employees Turnover Intention (ETI)	0.712	Substantial

Regarding the path coefficients (Hypotheses Testing), the current study used a PLS algorithm and bootstrapping techniques embedded with Smart PLS version 3.2.8 with 5000 bootstrap samples. Fig. 3 shows the results of the structural model.

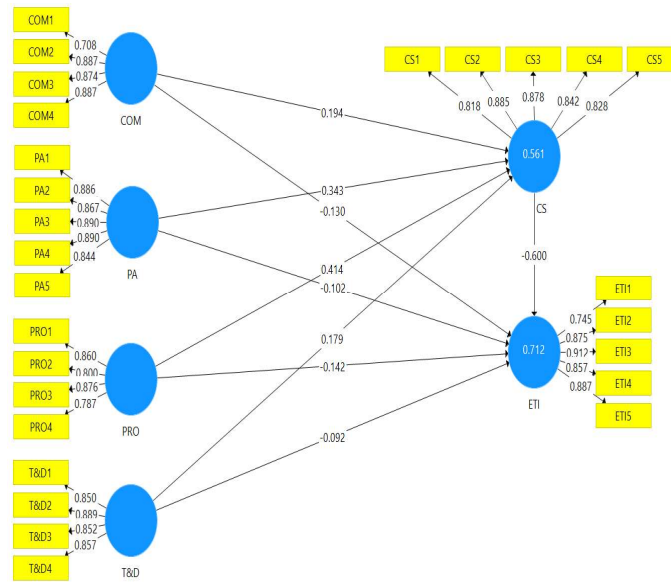


Fig. 3. Results of the Structural Model Based on P-Value

Table 6 shows the path coefficient values and e bootstrapping results for hypothesized relationships between study variables. As indicated in Table 6, compensation had a negative direct effect on employee’s turnover intention ($\beta = -0.130$; $t = 4.589$; $p < 0.001$), as a result, H_{1a} was supported. Performance appraisal had a negative direct effect on employee’s turnover intention ($\beta = -0.102$; $t = 2.864$; $p < 0.01$), as a result, H_{1b} was supported. Promotion had a negative direct effect on employee’s turnover intention ($\beta = -0.142$; $t = 2.941$; $p < 0.01$), as a result, H_{1c} was supported. Training and development had a negative direct effect on employee’s turnover intention ($\beta = -0.092$; $t = 2.628$; $p < 0.01$), as a result, H_{1d} was supported. According to these results, the employees in Jordanian banks sector are working in an environment with ineffective HRM practices, will respond to such an environment by displaying the intention to leave work. Compensation is the most HRM practice that negatively impacts an employee’s turnover intention followed by promotion, performance appraisal, and training & development respectively. The current study highlighted that HRM practices caused negative emotions that affected the employee’s turnover intention. Therefore, when employees realize that their organizations’ compensations do not commensurate with their needs

and desires, there are some unfair performance appraisal, promotion speeds are low, training & development programs do not contribute to improve the job performance, they may leave work. These observations are in line with previous results (Santhanam et al., 2017; Busari et al., 2017; Yousaf et al., 2018; Srirangam et al., 2018).

Table 6
Hypotheses Testing (Direct Effect)

No.	Hypotheses	Path Coefficient	Standard Error	T-Value (T Statistics)	P-Value	Decision
H1a	COM → ETI	-0.130	0.028	4.589	0.000	Supported***
H1b	PA → ETI	-0.102	0.036	2.864	0.004	Supported**
H1c	PRO → ETI	-0.142	0.048	2.941	0.003	Supported**
H1d	T&D → ETI	-0.092	0.035	2.628	0.009	Supported**
H2a	COM → CS	0.194	0.034	5.718	0.000	Supported***
H2b	PA → CS	0.343	0.040	8.691	0.000	Supported***
H2c	PRO → CS	0.414	0.043	9.569	0.000	Supported***
H2d	T&D → CS	0.179	0.037	4.865	0.000	Supported***
H3	CS → ETI	-0.600	0.043	14.025	0.000	Supported***

Note: ***: $p < 0.001$; **: $p < 0.01$

Note: 5,000 bootstrap samples

As indicated in Table 6, compensation had a positive direct effect on career satisfaction ($\beta = 0.194$; $t = 5.718$; $p < 0.001$), as a result, H_{2a} was supported. Performance appraisal had a positive direct effect on career satisfaction ($\beta = 0.343$; $t = 8.691$; $p < 0.001$), as a result, H_{2b} was supported. Promotion had a positive direct effect on career satisfaction ($\beta = 0.414$; $t = 9.569$; $p < 0.001$), as a result, H_{2c} was supported. Training and development had a positive direct effect on career satisfaction ($\beta = 0.179$; $t = 4.865$; $p < 0.001$), as a result, H_{2d} was supported. According to these findings, that HRM practices of compensation, performance appraisal, promotion, and training & development have significant positive impacts on career satisfaction. Therefore, if organizations provided to employees' a high compensation and benefits, fair performance appraisal based on equitable compensation and rewards, fast promotion systems based on performance and qualifications and provide sufficient training & development program, then we expect that to see an increase in the level of career satisfaction and employees stay longer at work. These observations are in line with previous results (Karatepe & Vatankhah, 2015; Saxena & Rai, 2016; Hee et al., 2016; Lee et al., 2017, 2018).

Additionally, the results showed that career satisfaction had a negative effect on employee's turnover intention ($\beta = -0.600$; $t = 14.025$; $p < 0.001$), as a result, H₃ was supported. The results were consistent with those reported by previous researchers (Chan & Mai, 2015; Chan et al., 2016; Guan et al., 2017) who highlighted that employees that have a high level of career satisfaction may have the intention to keep working for their firms. The current study used the method of Preachers and Hayes (2008) and recommended by Zhao et al. (2010) for mediating the necessary tests, through bootstrapping techniques embedded with Smart PLS 3.2.8. There are two main steps to mediation test using the method of Preacher and Hayes (2008). The first step is bootstrap for the indirect effect, which is associated with the relationships between independent variables and a dependent variable via mediator. The second step is bootstrapped confidence interval (lower level and upper level). Table 9 shows the results of mediating test.

Table 7
Results of Mediating Test

Hypothesis	Path a	Path b	Indirect Effect	SE	T-value	Confidence Interval		Decision
						95% LL	95% UL	
H4a COM → CS → ETI	0.194	-0.600	-0.116	0.034	-3.424	-0.183	-0.050	Partial Mediation
H4b PA → CS → ETI	0.343	-0.600	-0.206	0.042	-4.900	-0.288	-0.123	Partial Mediation
H4c PRO → CS → ETI	0.414	-0.600	-0.248	0.044	-5.645	-0.335	-0.162	Partial Mediation
H4d T&D → CS → ETI	0.179	-0.600	-0.107	0.040	-2.685	-0.186	-0.029	Partial Mediation

Note: LL: Lower Level, UL: Upper Level

Note: 5,000 bootstrap samples

As indicated in Table 7, Career satisfaction mediates the relationship between compensation and employee's turnover intention (Indirect Effect = -0.116, $p < 0.001$, LL = -0.183, UL = -0.050), as a result, H_{4a} was supported and the career satisfaction (CS) partially mediated this relationship. Career satisfaction mediates the relationship between performance appraisal and employee's turnover intention (Indirect Effect = -0.206, $p < 0.001$, LL = -0.288, UL = -0.123), as a result, H_{4b} was supported and the career satisfaction (CS) partially mediated this relationship. Career satisfaction mediates the relationship between promotion and employee's turnover intention (Indirect Effect = -0.248, $p < 0.001$, LL = -0.335, UL = -0.162), as a result, H_{4c}

was supported and the career satisfaction (CS) partially mediated this relationship. Career satisfaction mediates the relationship between training & development and employee's turnover intention (Indirect Effect = -0.107, $p < 0.001$, LL = -0.186, UL = -0.029), as a result, H_{4d} was supported and the career satisfaction (CS) partially mediated this relationship.

According to these findings, when compensation systems, performance appraisal, career promotion, and training & development programs are satisfactory to employees and reflect the intrinsic and extrinsic aspects of career satisfaction, then employees have less turnover intention and increase their motivation at work. These findings support previous suggestions (Duarte et al., 2015; Dechawatanapaisal, 2018; Srirangam et al., 2018).

6. Conclusions and Future Directions

The current study focused primarily on the employee's turnover intention, through looking at factors that affect the turnover intention, which includes HRM practices (compensation, performance appraisal, promotion, and training & development) and career satisfaction. The current study found that HRM practices and career satisfaction had a significant negative impact on employee turnover intentions. In addition, career satisfaction partially mediated the relationship between HRM practices (compensation, performance appraisal, promotion, and training & development) and employee's turnover intention.

Social exchange theory for Blau (1964) supported these relationships. The researchers stressed that this theory is based on the principle of reciprocity, whether positive or negative, that is to say if any party makes a positive commitment, the other party will make a positive commitment, and if any party makes a negative commitment, the other party will make a negative commitment (Cropanzano & Mitchell, 2005). Therefore, if organizations provide a positive behaviour such as a high compensation and benefits, fair performance appraisal, fast promotion systems, and sufficient training & development program; the employees will behave similarly and will commit to positive behaviours by staying longer and demonstrating a high commitment and satisfaction.

This study was limited to four main practices which are compensation, performance appraisal, promotion, and training & development. Therefore, future studies may include other practices such as employee empowerment, teamwork, employment security information sharing, and job description.

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