



**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF MANAGEMENT, M.SC. IN MANAGEMENT**

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
TURNOVER INTENTION IN NATIONAL BANK OF ETHIOPIA: THE  
MEDIATION EFFECT OF CAREER SATISFACTION**

**A Thesis Submitted To Addis Ababa University College Of Business And  
Economics As A Partial Fulfillment For The Requirement Of Masters Of  
Science Degree In Management Specialization In Total Quality Management  
And Organizational Excellence**

**BY: YILKAL YESHEALEM**

**ID: GSE/ 2210/12**

**SUBMITTED TO: LAKEW ALEMU (PHD)**

**APRIL, 2022**

**ADDIS ABABA, ETHIOPIA**



**COLLEGE OF BUSINESS AND ECONOMICS**

**POST GRADUATE STUDIES**

**HUMAN RESOURCE MANAGEMENT PRACTICES AND TURN OVER  
INTENTION: THE MEDIATION EFFECT OF CAREER SATISFACTION  
IN CASE OF NATIONAL BANK OF ETHIOPIA**

**By: Yilkal Yeshealem**

**A thesis submitted to Addis Ababa University College of Business and  
Economics for the requirements of partial fulfillment of Masters of Science  
Degree in Management Specialization in Total Quality Management and  
Organizational Excellence**

**APRIL 2022**

**ADDIS ABABA, ETHIOPIA**

## DECLARATION

I, the undersigned, declare that this study entitled — Human Resource Management Practices and Turn over Intention: The Mediation Effect of Career Satisfaction In Case Of National Bank of Ethiopia is my own work. I have undertaken the research work independently with the guidance and support of the research advisors. This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis have been properly acknowledged

Declared by

Name: Yilkal Yeshealm

Signature: \_\_\_\_\_

Date: August, 2021

Place: Addis Ababa, Ethiopia

Advisor: Lakew Alemu (PhD)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **CERTEFICATION**

This is to certify that the thesis prepared by Yilkal Yeshealem, entitled: — Human Resource Management Practices and Turn over Intention: The Mediation Effect of Career Satisfaction In Case Of National Bank of Ethiopia and submitted in partial fulfillment of Masters of Science Degree in Management Specialization in Total Quality Management and Organizational Excellence.

### **Board of Examiners**

Advisor Lakew Alemu (PhD.) Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Chair of Department or Graduate Program coordinator

## **Acknowledgements**

First and first, praise be to God, the Almighty, for his abundant blessings during the study that enabled me to successfully complete my research project.

I would want to express my heartfelt gratitude to Dr. Lakew Alemu, my study advisor, for offering invaluable guidance throughout this research.

I've been extremely inspired by his vision, genuineness, enthusiasm, motivation, and insightful comments. Working under his leadership is a privilege and an honor.

My parents' love and prayers, as well as the sacrifices they made during my scholastic journey, are greatly appreciated.

I owe a debt of gratitude to all of my friends who were always there for me when I needed them. Their enthusiasm, intelligent recommendations, and unwavering support were vital in finishing our project.

Finally, I would want to express my gratitude to Ato Negalign Mamo, my colleagues at the National Bank of Ethiopia for their sincere and honest cooperation in filling out the questionnaires and assisting with the success of this work.

## Table of contents

Acknowledgements.....	i
Table of contents.....	ii
Table of Tables .....	vi
Table of Figures .....	vii
List of Acronyms .....	viii
Abstract.....	ix
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background .....	1
1.2. Statement of the Problem.....	3
1.3. Research questions:.....	5
1.4. Research Objectives .....	6
1.4.1. General Objective .....	6
1.4.2. Specific Objectives.....	6
1.5. Significance of the Study .....	6
1.6. Delimitation of the study.....	7
1.7. Limitation of the Study .....	7
1.8. Organization of the Study .....	8
1.9. Definition of key Terms.....	8
CHAPTER TWO .....	9
Review of Related Literatures.....	9
2.1. Theoretical Literature Review.....	9
2.1.1. HRM Practice.....	10
2.1.1.1 Employee Empowerment .....	11
2.1.1.2 Job security.....	11
2.1.1.3 Organizational Justice .....	12
2.1.1.4 Team work.....	13
2.1.2. Career satisfaction.....	14

2.1.2.1. Concepts and Definition of Career Satisfaction.....	14
2.1.2.2 The Big Five Career Theories.....	14
2.1.3. Employees Turn over Intention .....	16
2.2. Empirical Literature Review .....	17
2.2.1 Relationship between HRM Practices and Turnover Intention .....	17
2.2.2. Relation between career satisfaction and turn over intention.....	18
2.2.3. Relation between HRM Practice and career satisfaction.....	18
2.2.3.1. Relationship between psychological empowerment and career satisfaction.....	18
2.2.3.2. Relation between teamwork and career satisfaction .....	19
2.2.3.3. Relation between organizational justice and career satisfaction .....	20
2.2.3.4. Relation between Job security and career satisfaction .....	22
2.2.4. HRM Practices, Career satisfaction and Intention to Leave (Employee turnover intention).....	23
2.2.5. Hypotheses .....	24
2.3 Research Model.....	24
CHAPTER THREE .....	26
RESEARCH METHODOLOGY .....	26
3.1. Research Design.....	26
3.2. Target Population .....	26
3.3. Sampling techniques .....	26
3.4. Sample size.....	27
3.4.1 Sample Frame .....	28
3.5. Variable of the study .....	28
3.6. Procedure for data gathering .....	29
3.7. Data Collection Instrument .....	29
3.8. Validity and Reliability .....	30
3.9 Data processing and Analysis Instruments.....	32
3.10 Ethical Consideration .....	34

CHAPTER FOUR.....	35
DATA PRESENTATION, ANALYSIS AND INTERPRETATION .....	35
4.1. Introduction.....	35
4.2. Response rate of respondents.....	35
4.3. Descriptive Statistics for Demographic profile of respondents .....	35
4.3.1. Descriptive Statistics for Gender.....	35
4.3.2 Descriptive Statistics for Age Group.....	36
4.3.3 Descriptive Statistics for Work Experience/Tenure .....	36
4.3.4 Descriptive Statistics for Education Level .....	37
4.3.5 Respondent statistics for Education Level.....	37
4.3.6. Descriptive Statistics for HRMP, Career Satisfaction and Turnover Intention Turnover Intention.....	38
4.3.7. Descriptive Statistics for HRMP .....	38
4.4. Reliability Test.....	39
4.5 Descriptive statistics for HRMP, Career Satisfaction and Turnover Intention.....	39
Source: SPSS output 2021 .....	40
4.6. Results of Inferential Statistics.....	40
4.6.1 Pearson’s Product Moment Correlation Coefficient .....	40
4.7. The Relationship between HRMP and Turnover Intention.....	41
4.8. The Relationship between Career Satisfaction and Turnover Intention .....	42
4.9. The Relationship between HRMP and Career Satisfaction .....	42
4.10. Regression Assumptions Test .....	42
4.10.1. Normality Test.....	42
4.10.2 Multicollinearity Test .....	45
4.11 Path Analysis/Mediating Analysis. ....	46
4.12 Results of Simple Linear Regressions.....	46
4.13 Multiple Regressions.....	50
4.14 Calculating the indirect effect .....	53
4.15 Statistical tests of the indirect effect .....	53
4.16. Hypothesis test result of the study.....	54



CHAPTER FIVE .....	56
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	56
5.1 Introduction.....	56
5.2. Summary of Findings.....	56
5.3. Conclusions .....	58
5.4. Recommendations .....	58
5.5. Suggestions for Further Research .....	59
References.....	60
Appendix.....	71

## Table of Tables

Table 3.1 Number of employees and sample size by profession.....	28
Table 3. 2 Reliability analysis summary of Variables. ....	32
Table 4. 1 Respondent statistics for Gender .....	35
Table 4. 2 Respondent statistics for Age Group .....	36
Table 4. 3 Respondent statistics for work experience/Tenure .....	36
Table 4. 4 Respondent statistics for Education Level.....	37
Table 4. 5 Descriptive Statistics for Position level.....	37
Table 4. 6 Descriptive Statistics for HRMP and its sub scales.....	38
Table 4. 7 Reality Test.....	39
Table 4. 8 Descriptive Statistics HRMP, Career Satisfaction and Turnover Intention.....	40
Table 4. 9 Pearson’s Coefficient of Correlation matrix for HRMP, CS and Employee turnover intention. ....	41
Table 4. 10 Collinearity Statistics.....	45
Table 4. 11 Results of Simple Regression Analysis between HRMP and ETI.....	47
Table 4. 12 Results of Simple Regression Analysis between HRMP and CS.....	48
Table 4. 13 Result for Multiple Regressions .....	50

## Table of Figures

Figure 1 Research Mode .....	25
Figure 4.1 Normal distribution of the data.....	43
Figure 4.2 Normal p-p plot of Regression Standardize Residual .....	44
Figure 4- 3 shows the path analysis .....	52

## **List of Acronyms**

CBE – Commercial Bank of Ethiopia

DBE – Development Bank of Ethiopia

HR – Human Resource

HRM – Human Resource Management

NBE- National Bank of Ethiopia

SPPS – Statistical Package for Social Science

HRMP-Human Resource Management Practice

CS- Career Satisfaction

ETI-Employee Turnover Intention

EE – Employ Empowerment

PJ – Procedural Justice

JS – Job Security

TW – Team Work

DJ – Distributive Justice

IPJ – Inter Personal Justice

## **Abstract**

*The major goal of this study was to see if career satisfaction had a mediating influence on the link between HRMP and employee turnover intentions at the National Bank of Ethiopia. A quantitative research approach employed to conduct the study, and structured questionnaires were adapted from previous research studies. The questionnaires were completed by 272 target respondents out of 279 totals. Explanatory research designs and descriptive and inferential statistics used to examine the relationship between the variables.*

*The study's data was then analyzed using the Statistical Package for Social Science (SPSS) 25.0 statistical tool, which included a variety of statistical methodologies and test approaches (i.e. frequency distribution, correlation regression, ANOVA, t-test,).*

*HRMP, Career satisfaction, and Employee Turnover Intention questionnaires were all collected using Likert scales, and their Reliability coefficients were 0.919, 0.880, and 0.937, respectively.*

*In NBE, the levels of HRMP and career satisfaction were poor, although the level of employee turnover intention was modest.*

*The Pearson correlation coefficient demonstrated that HRMP, Career satisfaction, and employee turnover intention have a substantial relationship.*

*Career satisfaction partially mediates the association between HRMP and turnover intention, according to the results of the current study's path analysis.*

*Regulatory agencies and NBE directors must place a high priority on employees' HRMPs in order to increase their career satisfaction and, as a result, reduce their intention to leave.*

*Keywords: HRM Practices, Employees Turnover Intention, Career Satisfaction.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background

National Bank of Ethiopia (NBE) as regulatory body of banks in the financial industry in Ethiopia began operation in January 1964 and discharging its mandate is impossible without attracting, developing and maintaining its competent human resource. However, employee turnover is the major problem that has been shaking the organization and need immediate attention to curve the problem. Regarding employee turnover, different scholars forward different definition for the term with similar ideas i.e. employees leaving the organization due to different reasons. To this end, throughout the world, employees anticipate to develop their professions and gain outstanding careers throughout their work life (Weigold, et al., 2013).

Due to employee turnover, Branham, (2000) explains that economically employee's turnover charges the organization over 25-200% of the employee's salary. Some of the charges are customer service interruption and shortage of self-notion among one kind of employees, exhaustion of various employees, and the costs of hiring new employee. As Ali, (2009) stated that due to excessive turnover business enterprise gets destruction.

Losing good employees is also costly in terms of the impact it has on company morale. Those that remain may often feel demotivated or disheartened, ensuing in a reduction in productivity and job-satisfaction (Alkahtani, 2015). In order to reduce turnover, managers should monitor both the extrinsic and intrinsic sources of job satisfaction available to employees. These activities could assist in maintaining and increasing job satisfaction and commitment to the organization (Mellor et al 2007). More over the study by Felister (2014) also recommends that the management should consider improving works environment like provision of safe working conditions, provision of flexible working schedule. Provision of flexible working schedule will help to create balanced work life balance hence eliminating stress.

Abuzaid, (2018) retaining the worker is important and difficult part of HR department. Pathardikar, Sahu, and Jaiswal (2016) suggest that the purpose to go away will reduce when you gain person's career satisfaction. Moreover, Zopiatis, Theocharous, and Constanti (2018) indicated that for employee turnover intention career satisfaction is big predictor; while various empirical investigations have indicated that career satisfaction make a person to decide to their corporation. Subsequently, career satisfaction affects the employees' preference and making the corporation so strong. Recent studies indicate that career satisfaction and turnover intention is not related (Aburumman et al., 2020).

The literature on HRM methods did not focus on the elements that are linked to employee well-being, including as compensation, career advancement, career orientation, and safety and health, all of which might influence an employee's decision to leave (Srirangam et al., 2018).

According to the Association of Jordanian Banks' annual report (2017), Jordanian banks are experiencing issues with employees quitting their jobs. This is because bank management's offers to employees, such as remuneration systems, appraisal systems, and promotion systems, do not meet their requirements or goals. The report also indicated that the percentage of employees leaving their bank career is increasing each year.

According to experts in the Jordanian banking sector, this rise could be due to inadequate HRM policies and a major drop in employee satisfaction (Madanat & Khasawneh, 2018; Al-Abdullat & Dababneh, 2018).

According to Hassan et al. (2013), there is a link between HRM practices (e.g., training systems given by employers) and Career Satisfaction, although the nature of the link is still being researched and discovered. Jyoti et al. (2015), on the other hand, suggest that in the future, researchers should look at more mediating variables between HRM practices and employee turnover intentions.

In Ethiopian context, there were different kinds of studies undertaken by different researchers on the subject of turnover. For example, Kumar, (2011) on Arbaminch fabric factory, indicates workers turnover is associated with low income, negative paintings, vicinity relationship, loss of training, loss of reputation of activity, loss of assessment of activity performance, loss of right direction, loss of promoting and participation in decision making(Umer,2018).

Selam, (2015) studied at Wegagen Bank indicated that indicates income and advantage packages, activity delight, perceived employment possibilities and leadership/ supervision are the purpose of worker turnover (Umer, 2018). A study made by Zewdneh, (2015) on Sheraton Addis was identified the following elements as turnover intention i.e advantage package, activity stress, disciplinary measure, participation in choice making process, belief of unfairness approximately the extent of compensation, and in equality during sharing of pay and rewards, and mismatch among the positions they keep and the ability and expertise they've made.

Tewfik, (2015) and his studies on NIB Bank indicates terrible workforce involvement in business enterprise issues, terrible management, terrible operating resources, loss of workforce improvement policy, process stress, no promotion, terrible participation on selection making issues, loss of process challenges, low salary, loss of process satisfaction, availability of process in different business enterprise and looking habit as turnover intention for employees.

From the above study, the student researcher has learned how employee turnover could be the hassle of the organization in Ethiopia and his observation at NBE were forced to conduct study on the issues indicated on the top of the study.

## **1.2. Statement of the Problem**

As Rowland et al., (2017) currently Banks has been facing stiff competition nationally and internationally, the stockholder need also profit to achieve their target and the bank must give best service to their customer. Achieving the current organizational need largely depends on skill, knowledge and ability of the general staff the management team. In this active and unstable environment, organizations constantly faced with new opposition, which they have to adapt to in order to alive and survive (Jane, 2001 cited by Mulugeta Estifanos, 2019).

This explained that labor is key wealth for any organization so, to make any organization successful it is important to satisfy their employees in the organization. It is insufficient to fulfill their financial needs only, their satisfaction matters a lot to make them happy and so organizations should have to invest in their employees as well as career development programs (Shujaat et.al. 2013). Furthermore, the organization is at risk if the employee leaves the organization while the organization success depends on the employee (Nelissen et al., 2017).

Without human beings organizations are simply empty homes and unused equipment\_s. It is



people who provide them life, purpose, and meaning. Healthy and vibrant organizations are people with healthy and vibrant workers. Happy and vibrant workers are effective workers; and effective organizations are people with satisfied workers and conducive environment (Mulatu, 2013). Busari et al. (2017) stated that turnover is a big problem in organization that takes much money for recruiting employee. Shah et al. (2016) brief that turn over intention is not only the problem of the West Country but also the Asia, Africa and Ethiopia. Besides, to this the researchers noted serious issues about human factor that have impact employees' plan to leave (Aburumman et al., 2020).

The literature showed that turn over intention increase not only for finding of new job but also the degree of career satisfaction is small and this condition triggers the employee to find new job with high level of career satisfaction (Holtom, Mitchell, Lee, & Eberly, 2008). In the West (for example UK, USA, and Germany) most of the literature studied the relation between turns over intention and career satisfaction, but there is instant need to study it in other countries, and measure these dimensions from a number of sources (Lang et al. 2016).

Recent studies have reported that career satisfaction is negatively related to employees' turnover intention (Chan & Mai, 2015; Chan, Mai, Kuok, & Kong, 2016; Guan, Jiang, Wang, Mo, & Zhu, 2017; Aburumman et al., 2020). Some of the examples are:

Salleh et al. (2020) has done research on banks employees 'in Jordanian capital Amman. The findings indicate that career planning and career satisfaction has negative effect on employees 'turnover intention, and career satisfaction partially mediated career planning and employees 'turnover intention. Chan et al. (2015) has done his research on. The relation of career adaptability to satisfaction and turnover intentions. The findings of him are career satisfaction is negatively related to turn over intention, and it mediated the association between Career Satisfaction and turn over intention.

Guat et al. (2014) objective career success (salary and job level), subjective career success (career satisfaction), and turnover intention they study these and found that both salary and job level were not positively related to turnover intention, career satisfaction mediated the relation. Career satisfaction refers to intrinsic and extrinsic values for career which including factors such as salaries, wages, opportunities of growth and development available to an employee (Kong,

Cheung, & Song, 2012). He found that career satisfaction is an indicator for career commitment and turnover (J.H.Greenhaus et al., 1990).Employee committed to their organization more having perceived career satisfaction (M.Yap, et.al, 2010). Employee stays longer when they perceive career satisfaction (N.Torka, 2003). We can take career satisfaction as a variable to decrease turn over.

Based on the above literature, this study focuses on NBE, which is one of the public banks, and its predominant targets are macroeconomic coverage stability, price stability (inflation) rate, foreign exchange stability, and currency minting, secure of monetary sectors. To attain its role; a skilled work force could be very pivotal but the bank has faced difficulties in staying employees for long period. This is indicated in the environmental assessment section of the static plan of the bank plan.

Despite the existence of different studies careered out in Ethiopia, regarding turnover intention, however a few studies had been existed on the relation among job satisfaction and turn over intention and no research were carried out on the relationship between career satisfaction and employee turnover intention that motivates me to do this studies at National Bank of Ethiopia. The current role assignment of bank does not consider employee's job career, qualification, experience and their job grade are the problems frequently raised by employees of NBE. In addition to the problems stated above, career satisfaction is a variable that is need detail study. The career satisfaction at each rank such as junior, officer, and senior wasn't studied so far and need immediate attention. Finally, the researcher intend to investigate the roots of career success or satisfaction. E.g., it is a product of different job experience factors like salary development (Seibert, Crant, and Kraimer 1999), assistance (Allen et al. 2004), hours worked (Wallace 2001) and satisfaction with the moment to accomplish position goals (Reitman and Schneer 2003) .

Finally, without enforcing career satisfaction the National bank of Ethiopia and its vision, mission and goal cloud now no longer be realistic and hence the student researcher intends to study the HRMP, career satisfaction, and turnover goal and their relationship with inside the NBE via answering the following research questions.

### **1.3. Research questions:**

- 1) What is the extent of employee perception on HRMP, career satisfaction, and turnover intention in NBE? (How do employees feel about HRMP, career satisfaction, and the probability of leaving NBE?)
- 2) Is there a relationship between HRMP, career satisfaction, and turnover intention in the NBE?
- 3) Does career satisfaction mediate in the relationship between HRMP and turnover intention of NBE?

## **1.4. Research Objectives**

### **1.4.1. General Objective**

The general objective of this study is to examine human resources management (HRM) practices (Employee Empowerment, Team Work, Job security, Organizational Justice and Race or Ethnicity (work discrimination) on employee's turnover intention and the mediating role of career satisfaction in case of the National Bank of Ethiopia.

### **1.4.2. Specific Objectives**

The specific objectives of my study are:

1. To describe the extent of employee perception on HRMP, Career Satisfaction, and Turnover Intention in NBE.
2. To identify the relationship between HRMP, career satisfaction, and turnover intention.
3. To identify the mediating effect of career satisfaction on the relationship between HRMP and turnover intention in NBE.

## **1.5. Significance of the Study**

The finding of the study helps the bank: To have clear understanding of human resource management practice, Career satisfaction and employee turnover intention in National Bank of Ethiopia and the relationships of them that make the bank to improve the task and that makes the bank to achieve the goal..

The study further adds new area of knowledge about HRMP and employee turnover intention mediated by career satisfaction from the banks perspective and the Ethiopian National Bank Human Resource management Directorates shall also get information to decline the turnover of employee by getting information about HRMP and Career Satisfaction relation The study shall also be contributory in providing information to other banks in the same industry on the effect of HRMP practices on employee's career satisfaction and employee turnover intention

Bank managers and directors could get the necessary information for constructing proper strategy to decline employee turnover by looking its relationship with HRMP and career satisfaction. It also provides the BOD and top management with an understanding of how to improve the functionality of an organization. There are no studies concerning the mediating role of Career satisfaction on the relationship between HRMP and employee turnover intention in Ethiopia particularly. Therefore, this study will one-step forward for the literatures and it can be used as a starting point for further researches in the area.

### **1.6. Delimitation of the study**

The study was delimited to employees of National Banks of Ethiopia with a particular issue of HRMP, Career Satisfaction, and Employee Turnover Intention'. The scope of this study will be limited to employees in National Bank of Ethiopia. The study also has a drawback in that it only looks at the HRMP (job security, employee empowerment, procedural justice, teamwork, distributive justices, and interpersonal justices).

### **1.7. Limitation of the Study**

The research is limited to the effect of HRM practice and employees turnover intention: the effect of career satisfaction in a single organization that is National Bank of Ethiopia.

There is no literature in Ethiopia conducted in the relationship among career satisfaction, HRMP and turn over intention for reference and for comparisons. To compare the result with other organization, result that studied on career satisfaction could not possible because no one studied in this area in the nationwide. Based on the study we will generalization, and then the other researcher should do their research in this area in other organization by large scale.

## **1.8. Organization of the Study**

The study organized in to five chapters. The first chapter portrays the introduction that includes the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study and limitation of the study. The second chapter presents review of related literature incorporating both empirical and theoretical resources. Chapter three depicts about research methodology that includes research approach and design, source of data collection techniques, target population, sample size, sampling procedure/techniques, method of data analysis and interpretation, ethical consideration, and validity and reliability. The fourth chapter consisted data presentation, analysis and interpretation of the study. The last chapter contains summary, conclusion and recommendation. In addition, the study incorporated list of key terms, acronyms, list of tables, appendix and reference.

## **1.9. Definition of key Terms**

- Human Resource Management Practice: "A set of diverse but interrelated activities, functions, and procedures aimed at attracting, developing, and keeping (or disposing) a firm's human resource," according to HRM Practices (Lado & Wilson, 1994, p. 701).
- Career Satisfaction: "The satisfaction that emerges from intrinsic and extrinsic components of their careers" (Judge et al., 1995, p. 487) is how career satisfaction is defined.
- Employee Turnover: The ratio of the number of organizational members who left during the period under consideration divided by the average number of individuals in that organization during that period is known as employee turnover (Mbah & Ikemefuna, 2012).
- Employees Turnover Intention: Porter and Steers (1973, p 153) introduced the idea of "turnover intention" or "intention to depart," which they defined as "the next logical step after experienced displeasure in the withdrawal process."

## CHAPTER TWO

### Review of Related Literatures

#### 2.1. Theoretical Literature Review

The purpose of this literature review section of the study is to give important information on the theoretical and empirical background of the topic under study. In addition, it helps the researcher to understand more on the subject matter and will make the readers to familiarize themselves with employee turnover and career satisfaction.

The current study's theoretical framework was created using a model produced by Peterson (2004), which correlates to the variables in the study. Peterson's (2004) model emphasizes the role of human resource management and other internal elements (e.g. HRM practices) over which the organization has significant control in influencing employees' intentions to leave or stay at work. Intentions to leave eventually lead to actual turnover, according to Peterson (2004), and intention, goals, commitment, and satisfaction are factors over which the organization has significant control and over which HRM may play a crucial role in controlling turnover.

There are variables over which the organization has no control and over which the organization has no control (e.g. socialization). This paradigm focuses on internal organizational behaviors over which the organization has significant control. Job satisfaction has been utilized as a mediating variable in many research on turnover intention (Poon, 2004; Liu et al., 2010; Kuo et al., 2014; Huang & Su, 2016). This implies that the emphasis has not been on job satisfaction (Kong et al., 2016).

There is a distinction between career satisfaction and job satisfaction; career satisfaction is broader and more comprehensive than job satisfaction; in the case of career satisfaction, the employee is satisfied with all aspects of the job, including promotion, administrative decisions, achievement, and income (Chan & Mai, 2015), whereas job satisfaction is linked to the work environment (Raziq & Maulabakhsh, 2015). HRM practices were chosen as an independent variable and career satisfaction as a mediating variable in this study because they are managed by HRM and conform to Peterson's model.

### **2.1.1. HRM Practice**

HRM Practices were described as interrelated activities, functions, and approaches which can be directed at attracting, developing, and maintaining (or disposing) a firm's human resource (Aburummanet.al. 2019). The encirclement in the HRM practices borrow by the organizations will give to produce organization-specific human asset that is difficult to copy and will afford to raise the knowledge, skills, and abilities of the employees, decrease the number who leave the organization, and increase their encouragement for work (Aburummanet.al. 2019).

Various scholars like Pfeffer (2005); Jackson and Schuler (2000) recognize that HRM is a source for contest and organizations achievement is affected by a set of successful HRM practices (AbuTaddele ,2019).

HRM practices regarded as a tool implemented by the organization that assists in retaining and motivating employees through efficient practices, policies and philosophy. Babu and Reddy (2013:46) define HRM practices as the planned human resource deployment, the organization's progress being targeted towards reaching the goals through efficient management of human capital (Iet al., 2019).

According to Blom et al., (2018) HRM practices that aim to develop employees' abilities, opportunities, motivation and which balance between their lives and work considered effective practices and widely accepted by employees and organizations (Aburummanet.al. 2019).

The investments with inside the HRM practices followed with the aid of using the organizations will make contributions to growing organization-particular human capital this is hard to imitate and could make contributions to enhancing the knowledge, skills, and talents of the employees, lessen the wide variety who leave the organization, and increase their motivation for work (Huselid, 1995). In addition, HRM practices that purpose to increase employees' talents, opportunities, motivation and which balance among their lives and work taken into consideration powerful practices and broadly accepted with the aid of using employees and organizations (Blom et al., 2018 cited by Aburummanet.al. 2019).

Initially Pfeffer (1994) identified 16 practices, which denote best practice (Tiwari, 2012).Although several HRM practices introduced, this study would focus on four practices, which are Employee Empowerment, Job security, Organizational Justice, and Team work and all of them are personal factor.

### **2.1.1.1 Employee Empowerment**

Empowerment as grasp energy to make your sound heard, to add to plans and choices that pressure organization's objectives (Anthony et al. 1996). Truly empowered employees can enable the organization to magnify consumer honesty, to shape profitability, raise quality and decrease costs (Parker et al, 2019).

Job Demands-Resources (JD-R) model (A., et.al.2003 and E., et.at. 2001) assumed that each job has factors of risk (job demands) on one's mental or physical health and mitigating factor (job resources) that can help someone to complete their work objectives (Praditaet.al. 2019). As A.,et.al.(2003) and E.,et.at. (2001) Through a process called job pressure, the JD-R model describe that low job creation and in curable job demands consume workers' mental and physical resources and cause exhaustion for both physically and emotionally of employee model(Praditaet.al.,2019).

Job resources indicate physiological, psychological, social, and organizational part of work that can help to decrease the physiological and psychological output caused by job demands. Empowerment is arrangement of assets that can decrease the output caused by job demands (R., 1979). Karasek and Theorell (J.et.al.2005 and J.et.al.2011). Implied that empowerment as competence results in growth with inside the ability to address process needs inside the workplace so that it can act as a protecting factor to the decline in health (Pradita. et.al.2019). Empowerment perceived by individuals as asset appointed by organizations to individuals so that individuals feel they have a responsibility to repay this by rise devoted by continuing to working the organization (G., 1993). As Hechanova-Alampay and Beehr, (2001) for dangerous behavior and workplace accident empowerment linked negatively (Thurston .et,al. 2018). Ford and Tetrick (2011) reached that with safety participation and safety performance empowerment is positive (Thurston .et, al., 2018).

### **2.1.1.2 Job security**

James (2012) has described task safety because the guarantee in worker's task continuity because of the overall monetary situations with inside the country (Mohanty 2016). Burchell, (1999) studied that, if Job now no longer safety worse than the link between employer and worker may be worse (Mohanty 2016).



Job security concerned with the chance of an individual keeping his/her job. Jobs, which are not finance forever contract or not promised for reasonable time, judged to lack job security (Adebayo & Lucky, 2012). In other words, the employees free from the fear of being force out from present employment or termination. Education, work experience, job functional area, work industry, work location play an important role in determining the need for an individual's services, and affect their personal job security(Adebayo & Lucky, 2012). Generally, certain type of jobs and industry has high job security. Government jobs, health care jobs and law enforcement jobs judged very secure but the private sector is widely perceived to offer lower job security, which is according to industry. Location, occupation and other factors (Adebayo &Lucky, 2012).

As Sverke et al., (2002) hindrance stressor, job insecurity should increase withdrawal behavior; i.e., result in higher absenteeism, turnover intention and turnover (Ismail, 2015). According to Greenhalgh and Rosenblatt (1984). Employee work now no longer sure the worker seems different opportunity this is greater stable employment opportunities (Ismail, 2015).

### **2.1.1.3 Organizational Justice**

In fact, the philosopher Rawls (1971: 3) considered justice because the first distinctive feature of social institutions (p. 3) (Çolak et.al. 2004). Colquitt, et al., (2001) the term justice implies –righteousness|| or –fairness|| of an action or behavior (Çolak et.al. 2004). Colquitt, et al., (2001) In particular, fair treatment found to exert important effects on individual employee attitudes, such as satisfaction and commitment, individual behaviors, such as absenteeism and citizenship behavior (Çolak et.al. 2004).

Individuals' reactions to their decisions are the fundamental reason of justice theories (Camgoz&Karapinar, 2011). Greenberg(1987a, and 1990a), Moorman (1991), and Tyler (1989) studied organization justices and come out with some point of view. Cropanzano&Folger(1991) explains, organizational justice revealed by distributive and procedural justice (Camgozand Karapinar, 2011).As Camgoz &Karapinar, (2011) distributive justice reveals the perceived impartiality (equity) of the outcomes that employees receive. Folgers & Greenberg (1985) explains that through time researcher think procedural justice (the perceived fairness or equity) to decide the outcomes. Folgers&Cropanzano (1998) said that interactional justice is the relationship

between individual in the organization. Camgoz&Karapinar (2011) said the third form justice is interactional justice. Distributive justice, procedural justice and interactional justice are elements of organizational justice (Bies& Moag, 1986; Tyler &Bies, 1990).

Turnover intention is a topic of interest among management scholars. Shaw et al. (1998) reported about 1 500 research studies on the subject (Nadiri&Tanova, 2010). Cho et al. (2009) A Breach between employer and employee expressed turn over intention. Person's aspiration to withdraw from the organization is turnover intention (Hellman, 1997). Turnover intentions are deliberately and permanently leave the organization (Davoudi et al., 2013). According to Cho et al. (2009) if there is problem in the link between individuals and the organization turnover shows it. Cho et al. (2009) says opportunity costs, retraining and reselection and decreased morale of current employees, may result in serious losses to the organization. As Davoudi et al. (2013) stated, researchers do not see personnel turnover to be dysfunctional, however, at the organizational level there is strong evidence to confirm the fact that, higher level of turnover has replacement and recruitment costs (Deery& Iverson, 1996; Manley, 1996; Nadiri&Tanova, 2010). According to Tanova&Holtom (2008) and Nadiri&Tanova, (2010) they explains that managers fear employee who are leaving the organization has abilities and skills better than the other but who are remains are not .

Based at the above raised article, organizational justice appears to have an effect on employees \_perceptions about their workplace. No turn over intention whilst there is fair result distributed, there is fair technique and fair links among individual with inside the company.

#### **2.1.1.4 Team work**

Teamwork is defined by Scarnati (2001, p. 5) -as a cooperative process that allows ordinary people to achieve extraordinary results . Harris & Harris (1996) also explain that a team has common goal or purpose where team members can develop effective, mutual relationships to achieve team goals.

Teamwork is defined as a collection of a small number of individuals with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Greenberg & Baron, 2003) which may engender social interactions between team members (Hoegel and Gemuende, 2001 cited by Dhurup et.al.2015)

According to Wibowo in Rakhmawati (2014), the performance of the team determines the organization performance, the team includes people with different background, different competencies, and then their ability to work together makes the team success. Furthermore, Tjosvold et al in Rakhmawati (2014) stated that collaboration and wholeness could measure teamwork. Teamwork had significant negative influence on turnover intention(Dhurupa, et. al. 2015).

## **2.1.2. Career satisfaction**

### **2.1.2.1. Concepts and Definition of Career Satisfaction**

Career satisfaction derives from intrinsic and extrinsic aspects of their career and includes pay, advancement, and developmental opportunities (Judge et.al., 1995). Consistent with Judge and Bretz (1994), London, and Stumpf (1982), define career success (career satisfaction) as the positive psychological or work-related outcomes or achievements one has accumulated because of one's work experiences. There are two type of career success: objective (e.g. number of promotions and salary progression) and subjective (e.g. job satisfaction or career satisfaction) (Helsin et al., 2001). Many aspects of career satisfaction have both (Bermingham et.al. 2020).

Bermingham.et.al.(2020) suggested that range of factors relating to employees, their employment circumstances, and their perceptions of their careers affects career satisfaction.

Career satisfaction abstracted with inside the gift study as an individual subjective assessment for the extent of success, which they have got attained of their job fully (Aburumman, et.al.2019). Career satisfaction as an important factor, because it has the ability to contribute to reducing the employee's turnover intention (Aburumman, et.al.2019). Career satisfaction is important variable because it gives the employee to express his feeling(Weijden et al., 2016).

### **2.1.2.2 The Big Five Career Theories**

#### **A/ Theory of Work Adjustment (TWA)**

A part or a class of theories known as P-E theories, which are about the person (P) in an environment (E) and the fit and interaction of, P and E. The person environment fit and interaction (together called P-E correspondence) views career choice and development as a

continual process of adjustment and accommodation in which the person (P) looks for work organizations and environments (E) that would match his/her –requirements in terms of needs, and E in turn looks for individuals who have the capabilities to meeting the –requirements of the organization.

**B/ Holland’s theory includes six different career interest types:**

Realistic, Investigative, Artistic, Social, Enterprising and Conventional (called RIASEC in short). This theory believes that vocations (Environment) classified as per the RIASEC types and the congruence with the Person’s type can predict career interests for an individual.

**C/ Self-concept Theory of Career Development**

Is an interaction among a number of factors, including, environmental characteristics and stimulation and physical and mental growth, personal experiences. The theory has been extended and postulates that the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles. Thus, life and work satisfaction is a continual process of implementing the evolving self-concept through work and other life roles.

**D/ Gottfredson’s Theory of Circumscription and Compromise**

Is based on the dynamic interplay between genetic makeup and the environment. Genetic characteristics play a crucial role in shaping the basic characteristics of a person, such as interests, skills, and values, yet their expression is moderated by the environment that one is exposed to. Even though genetic makeup and environment play a crucial role in shaping the person, Gottfredson maintained that the person is still an active agent who could influence or mould their own environment. Hence, career development is viewed as a self-creation process in which individuals looked for avenues or niches to express their genetic proclivities within the boundaries of their own cultural environment.

**E./ Social Cognitive Career Theory (SCCT)**

postulates that the career choice is an unfolding process driven by the interaction among interest, self-efficacy, and outcome expectations leading to the formation of goals and intentions that serve to sustain behavior over time. In addition, SCCT posited that compromises in personal

interests might be required in the career choice process due to contexts immediate to the person (e.g., cultural beliefs, social barriers, lack of support). Ability serves as feedback from reality to inform one's self-efficacy and outcome expectation, which in turn would influence performance goals and levels. Incongruence between efficacy and objective ability (e.g., overconfidence, under-confidence) would likely lead to undesirable performance (e.g., ill prepared for task, performance anxiety). An optimal point is a slightly overshoot self-efficacy, which would promote further skills utilization and development. (<https://www.tucareers.com/blog/big-five-career-theories>)

### **2.1.3. Employees Turn over Intention**

Different researcher defined turnover in different way. According to Fidalgo et al.(2012 the leaving of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment is employee turnover. Turnover is discontinuing of his connection with the organization from which he obtains the material benefits. Leaving a job is Employee Turnover (Lucy, 2004). According to Anvari et al., (2014) turnover is the calculation at which a manager gains and losses employees.

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 (Aburumman et al., 2019). Turnover intention defined as an employee personal estimated that the probability the employee knowingly to abandon the organization some day in the future. Moreover, employee turnover intention is to quit the job. According to Lund, D.B., (2003) turn over intention classified as volunteer and involuntary and also functional and dysfunctional, these categorized groups affect the organization in different angels (Long et al., 2012). Turnover intention as mentioned by Tett and Meyer (1993) is a conscious willfulness to seek for other alternatives in other organization (Arshadiand Damiri ,2013), Thirapatsakun et al. (2014) divided turnover in to three that is 1/ plans to leave , 2/ to leave the organization to get new job elsewhere 3/ practical leave them.

Turnover is an actually break up from the organization. The employee movement across the align boundary of a company is turn over (Price, 2001: p. 600 cited in Arshad, 2015). Turnover is lacking an employee (Laura, 2012).

Intention: is an act or instance of determining mentally upon some actions or result or the end or object intended, purpose (Oxford dictionary, 2006). Fishbein&Ajzen (1980) described the definition of intention in detail where they refer to an intention approach as —a theory of reasoned action. According to this theory, a person's intention is a function of two basic determinants: one personal in nature and the other reflecting social influence. In terms of personal factor, it is the individual's positive and negative evaluation of performing the behavior, which can be termed as attitude towards the behavior. In other words, it referred to the person's judgment to perform a good or bad behavior. The second determinant of the intention is a personal perception of the social pressure to perform or not perform the behavior in question. This factor is termed as the subjective norm since it deals with perceived prescriptions (umer, 2018).

## **2.2. Empirical Literature Review**

### **2.2.1 Relationship between HRM Practices and Turnover Intention**

It is essential for HRM to overcome employee's turnover intention. Issues encountered can be with inside the regions of shrinking pool of entry-degree workers, person differences, use of temporary workers, productiveness and competitiveness, retirement benefits, and capabilities development (Kamp Kotter, 2014). According to (Onyije et al. 2015), how an employer manages its human sources as pondered via way of means of its HRM practices establishes the tone and situations of the worker-organization relationship. When such relationship visible as that of a social change in which the norm of reciprocity is central, employees might be extra willing to interact in high-quality work attitudes and behaviors. Thus, Human Resources practices can affect organizational overall performance though its impact on individual worker overall performance. Below, further dialogue constructed from literatures point of view, HRM practices, and their relation with employees turnover intention.

HRM practices make contributions to increase and lift the extent of skills, knowledge, and dedication of employees, thus, employees are empowered to work and encourage themselves to hold their careers, and increase their choice to live longer at work (Yousaf et al., 2018 cited by Aburumman et.al, 2019).The powerful use of HRM practices contributes to healthy the wishes of employees to growing the extent of career satisfaction foremployees and growing employee's correlation with their organizations (Yean & Yahya, 2013).From the above literature, we finish that HRMP negatively associated to turn over intention

## **2.2.2. Relation between career satisfaction and turn over intention**

As Zhu, Cai, Buchtel, & Guan, (2019) explains that the relation between care satisfaction and turnover intention is for each parties this is for the company and researchers the needs in their attraction (Salleh et.al., 2020).

According to Holtom, Mitchell, Lee, & Eberly, (2008) When decrease of in level of career satisfaction and the other organization level of career satisfaction is high then turn over intention increase in finding new job (Salleh et.al., 2020). Pathardikar, Sahu, and Jaiswal (2016) indicated that achieve career satisfaction for individuals appears to reduce the intention to leave (Salleh et.al., 2020). Zopiatis, Theocharous, and Constanti (2018) indicate that career satisfaction is the main indicator of turnover; plethora said that career satisfaction is the indicator of organizational commitment (Salleh et.al., 2020). In addition, this that career satisfaction leads harmful result in the organization. Recent studies have revealed that career satisfaction is negatively related to employees' turnover intention (Chan & Mai, 2015; Chan, Mai, Kuok, & Kong, 2016; Guan, Jiang, Wang, Mo, & Zhu, 2017; Aburumman et al., 2020 cited in Salleh et.al. 2020).

## **2.2.3. Relation between HRM Practice and career satisfaction**

### **2.2.3.1. Relationship between psychological empowerment and career satisfaction**

As in much career research, career satisfaction and career success used vice versa (Koo et.al.2013). Judge, Cable, Boudreau, & Bretz, (1995) Career success is defined as positive psychological or work-related output or accomplishment that a person gathers as a result of work experience (Koo et.al.2013).

Career satisfaction, an important factor in career success, is a subjective measure of persons' satisfaction with their career fulfillment (Judge et al., 1995).

Psychological empowerment encourages the beliefs of employees regarding the meaning of their jobs, their ability to complete their tasks, their sense of Self-determination and their impact on influencing work outcomes .As Boonyarit et al.,(2010); Karatepe and Karadas, (2015) noted that Psychological empowerment motivate employees regarding the meaning of their jobs, their ability to complete their tasks, their sense of autonomy and their impact on controlling work outcomes. As Chow et al., (2006) when employee empowered they get the pride and trust and

also solve the work problems (Kong et.al.2016).Kim et al., (2012); Namasivayamet al., (2014); Pelitet al., (2011) Self-efficacy (self-awareness) and satisfaction revealed by positive contribution of empowerment (Kim et al., 2012).According to, Eylon & Bamberger, (2000); Liden, Wayne, & Sparrow, (2000)empowering individualsbrought higher levels of work satisfaction, job performance, and organizational commitment (Joo.et.al. 2013). Psychological empowerment, in general, and self-determination and competence, in particular, are extensions of job design theory (Kraimer et al., 1999; Spreitzer, 1995, 1996).According to job design theory, enriched jobs are more satisfying to individuals (Hackman& Oldham, 1980; Spreitzer, 1996 cited in Joo. et.al., 2013).

Generally,from the above evidence or research we can say psychological empowerment positively related to career satisfaction.

#### **2.2.3.2. Relation between teamwork and career satisfaction**

-Regarding teamwork, in the present sample IT professionals did not differ from other occupations, which are at variance with the traditional view of IT employees working independently (cf. U. S. Dept. of Labor, 1991). Teamwork was, however, positively correlated with career satisfaction in the current study. One reason for this is that IT departments usually have to coordinate and collaborate with other organizational units to achieve successful information systems. In addition to cross-organizational teaming, internal IT teaming has become more the norm with the advent of team-based or agile programming (Beck1999). As noted by Schneider (2002) in his research on factors contributing to the success of IT projects, teamworking and motivation are more important than technical competence or formal training. As Lounsbury. (?) in terms of practical implications, individuals who are more dedicated team member would be more likely to enjoy careers in IT. According to Richardson.J.D.et.al. (2009)career satisfaction and team work not negatively related.

Boudreau, Boswell, and Judge (2001) found that agreeableness, conscientiousness, and extraversion were correlated positively with career satisfaction in a sample of US executives(Lounsbury et.al. 2008).

Frei and McDaniel (1998) found that Career satisfaction measures were positively and strongly related to the personality dimensions of agreeableness, emotional stability, and conscientiousness



(Lounsbury et.al.2012).Hurley (1998) found that extraversion and agreeableness (team work) were positively related to superior Career Satisfaction(Lounsbury et.al.2012).Researchers have found that individuals who are high in conscientiousness perform well in the CS field (Mount et al., 1998 cited inLounsbury et.al.2012).

For the U.S. sample, they found that neuroticism, agreeableness and conscientiousness were negatively and significantly related tocareer satisfaction (Lounsbury.et.al.,?)

Personality treaties Assertiveness, Extraversion, Optimism, Agreeableness/Teamwork, and Work Drive positively related to career satisfaction (Lounsbury et.al.,2009).

All traits were significantly and positively related to career satisfaction except for Image Management, which was significantly, but negatively related to career satisfaction. (Foster 2009).

Frei and McDaniel (1998) found that Career satisfaction measures were positively and strongly related to the personality dimensions of agreeableness, emotional stability, and conscientiousness. (Lounsbury et.al.2012).

Along slightly different lines, but with similar results, mount et al. (1998) conscientiousness, emotional stability, agreeableness, and openness were positively related to job performance for Career satisfaction occupations. Additionally, in a series of four related studies, Hurley (1998) found that extraversion and agreeableness were positively related to superior career satisfaction (Lounsbury et.al...2012).

Her in my research I used agreeableness interchangeable with team work as mention indifferent literature in the above research. the above literature indicates that team work or agreeableness is positively related to career satisfaction.

### **2.2.3.3. Relation between organizational justice and career satisfaction**

As Al Rawashdeh (2013) said that to achieve career satisfaction, to apply the concept of organization justice most company do not have clear vision. When the organization cloud not affords to keep their employee well and when their employee not treated well will bring negative impact on organization (N.U.et.al., 2019).

Employee more respected and appreciated when they are treated fairly and equally (Al-Zu'bi, 2010 cited in N.U.et.al., 2019). To avoid bias organization needs organizational justice practically and employees achieve their career satisfaction because organizational justice creates out of harm environment.

Thibaut&Walker, (2003).Organizational justice is divided into three categories: 1) distributive justice;2) Procedural justice; and 3) transactional justice (Jafari, 2011).Distributive justice is related to the perceived equity outcomes (Greenberg, 1990; Karlaquino, 1999).The procedural justice is the equity of methods, mechanisms and processes used to determine outcomes (Folger and Cropanzano, 1998;Thibaut& Walker, 2003). Transactional justice is defined as the quality of reaction that an individual getsduring the acting of organizational procedures (Boss, 2001cited in Jafari, 2011).

The development of organizational justice has begun forty years ago which has resulted in severaltheories which are distributive justice, procedural justice, and interactional justice. Based on this theory, the researchers have adopted 3 organizational justice comprising distributive justice, procedural justice, and interactional justice (interpersonal justice). According to Jafari, Motlagh, Yarmohammadian, &Delavar, (2011) distributive justice is concerned with the output of justice. Wang, Liao, Xia, & Chang (2010) –stated that promotion and payment are examples of distributive justicel.Rita Silva & Caetano, 2014).explains that distributive justice focus on work performance that is influenced by reward and punishment

Procedural justice explains payroll reasonableness based people's view on the e process (Till &Karren, 2011). Muhammad Azeem, Abrar, Bashir and Zubair (2015) declared that procedural justice fair if is done based on the following condition:implemented consistently, based on the right information, the opportunity to improve the decision, no element of self-interest, emphasizes the interests of all involved, and moral and ethical standards.

Interpersonal justice is an elementthat is created as interactional justice (Hamlett ,2014).Interpersonal justices indicate the degree to which people acquires a courteous, dignified and respected service by authorities—Interpersonal justice seeks to change the reaction to the decision where sensitivity can make an individual feel better even if the decision is not goodl(N.U.et.al., 2019).

#### **2.2.3.4. Relation between Job security and career satisfaction**

Spector, (1997, p. 2).the idea of job satisfaction, which can be regarded as the origin of career satisfaction is seen as an attitudinal variable, denoting –how people feel about their jobs. In this way, career satisfaction denotes an affective evaluation of career progress. Hall (200) explains that Based on contemporary career concepts, a person can shape and take responsibility for his career takes. Accordingly, define as the satisfaction of employee internally (Greenhaus et al.,1990) might be regarded as particularly important. When job insecurity occurs successful career development is challenged .Also, Otto et al. (2011) less career satisfaction associated with higher quantitative (fear of job loss) as well as qualitative (fear of worsening job conditions) job insecurity. Generally, Job insecurity negatively correlated with career satisfaction (Otto, 2014).

The frequent interaction between employee and employer create stated agreement and unstated agreement in the frame work of social exchange. It is based upon not only economic exchange (e.g., salary) but also involves social exchanges (e.g., job security). When there is a perceived positive balance between its costs and benefits making relationship successful and satisfying.

Effort-Reward Imbalance Model (Siegrist, 1996) and the Psychological Contract (Rousseau, 1995) help us to explain this more clearly.

The Effort-Reward Imbalance Model (Siegrist, 1996) –is built upon the premise that employees are willing to put effort in their job activities as long as they perceive an even reward in return. ||

Sverke et al. (2004) said that salary, self-esteem and secure employment are some Effort-Reward Imbalance Model. –Job insecurity would imply a failed reciprocity regarding secure employment. Because of this the worker think that they loss control hindering his or her sense of self-regulation, mastery and self-esteem. As Sverke et al. (2004) then the worker gets a tendency to negative experience for emotion like fear or rage. Therefore, a relation between job insecurity and harm well-being may be expected.

The job-related literature points out that job security is the construct with the largest and most significant effect on satisfaction (job and career) in the workplace (Nikolaou et al., 2005). Job security is defined as –one’s expectations about continuity in a job situation (Davy et al.,1997, p. 323), including concern over –loss of desirable job features such as lack of promotion opportunities, current working conditions, and long-term career opportunities (ibid.).

Therefore, job security (or rather, insecurity) may have explanatory power on both job satisfaction and career satisfaction, irrespective of the degree of passion – and for that matter, the type of passion – that administrative employees demonstrate for their job (Papadimitriou, D., 2017).

The Psychological Contract is defined as the set of beliefs that workers hold regarding their employment relationship (Rousseau, 1995). It is based on perceived promises which express themselves in the form of expectations and obligations. In addition to –a fair day's work for a fair day's payl (Rousseau, Sitkin, Burt, & Camarer, 1998, p. 399), most workers expect to receive training opportunities, career development and job security. Consequently, job insecurity may be perceived as a major breach of contract by the individual (De Cuyper & De Witte, 2007, 2006). Contract violations (i.e., perceived failure to fulfill a promise) such as job insecurity may generate intense negative attitudinal and emotional responses like anger, frustration and betrayal (Robinson & Morrison, 2000; Morrison & Robinson, 1997), thus, it is likely that these feelings may lead to poor well-being. Empirical evidence. Research has consistently established a relationship between job insecurity and poor well-being (for reviews see De Witte, 2005, 1999; Sverke et al., 2002; Probst, 2008). Most importantly, longitudinal research shows that this relationship can be interpreted in a causal way: job insecurity is likely to cause poor well-being rather than the other way around (Hellgren & Sverke, 2003). Empirical evidence demonstrates that job insecurity relates to poor job satisfaction (Ashford, Lee, & Bobko, 1989; Rosenblatt, Talmud, & Ruvio, 1999), burnout (Dekker & Schaufeli, 1995), impaired psychological well-being (Hellgren, Sverke, & Isaksson, 1999; Silla, De Cuyper, Gracia, Peiró, & De Witte, 2008) and poor life satisfaction (Lim, 1997; Silla et al., 2008). With some exceptions like De Cuyper and De Witte (2005), there are not so many studies that probed the negative relationship between job insecurity and work engagement. Additionally, findings also show a negative relation with psychosomatic complaints (e.g., Landsbergis, 1988). In conclusion, based upon the presented frameworks and earlier empirical evidence we advance the following hypotheses:

#### **2.2.4. HRM Practices, Career satisfaction and Intention to Leave (Employee turnover intention)**

Studies show that the no direct relationship present between HRM and Employee turnover but may be mediated by other variables (Allen et al., 2003; Duarte et al, 2015; Dechawatanapaisal,

2018; Srirangam et al., 2018 cited in Aburumman et al., 2020)

According to the principle of reciprocity in the social exchange theory (Blau, 1964), stated, –if organizations provide a positive behavior; the employees will behave similarly and will commit to positive behaviors by staying longer and demonstrating a high commitment and satisfaction. Based on the social exchange theory, this study proposed that employees’ empowerment, job security, organizational justice, and Teamwork affect turn over intention through the mediation of career satisfaction. (Aburumman et al., 2020, p 649).

The researcher formulates the following eight hypotheses:

### **2.2.5. Hypotheses**

H1: Employees do have high level of positive perception about HRMP, Career satisfaction, and turnover intention.

H2: There is significant relationship between HRMP, Career satisfaction, and turnover intention in the study areas.

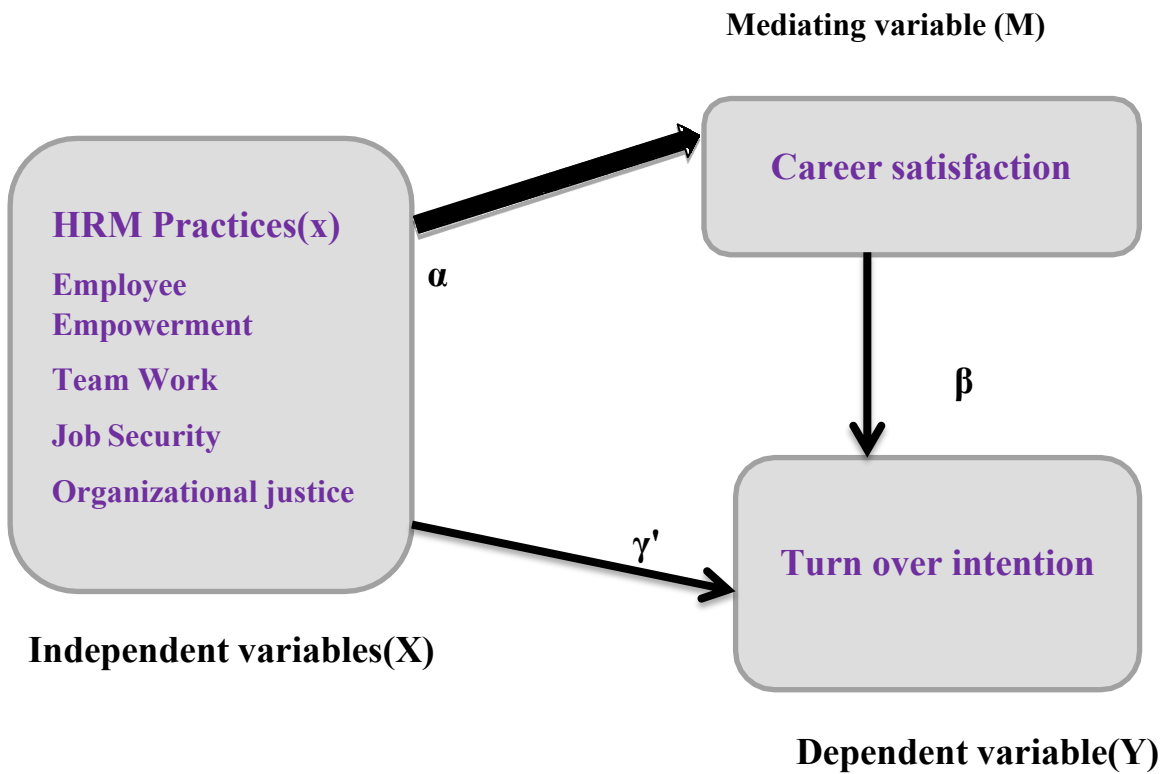
H3: Career satisfaction significantly mediates on the relationship between HRMP and turnover intention in NBE

### **2.3 Research Model**

Conceptual framework as a visual or written product, one that explains, either graphically or in narrative form, the main things to be studied the key factors, concepts, or variables—and the presumed relationships among them.

In these regards, after conducting extensive literature review, conceptual framework designed. This framework consists of three general constructs comprising of HRMP as independent variables, Career satisfaction as mediating variable, and turnover intention as dependent variable. Figure 1 shows that the direct relationship between career satisfaction and turnover intention. Moreover, it shows the relationship between HRMP and turnover intention through career satisfaction. This means that one variable affects a second variable that, in turn, affects a third variable. The extending variable, Career satisfaction is the mediator. It mediates the relationship between a predictor, HRMP, and an outcome, the turnover intention

Figure 1 Research Mode



Where:  $\alpha$  = represents the path from X to M

$\beta$  = represents the path from M to Y

$\gamma'$  = represents the path from X to Y

Source: Related Review Literatures

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

### **3.1. Research Design**

This chapter presents studies technique that used to gather facts for the study, study layout and method, facts types, sources and techniques of facts series, goal population and pattern layout, facts evaluation strategies and presentation. The study followed the quantitative studies layout. In order to pick out the elements that affect worker intention to turnover through questionnaires from employees of the Bank.

Research layout described because the logical and systematic method in making plans and directing a chunk of studies (Sekaran&Bougie, 2010).

It stated due to the fact the affiliation of conditions for collection and assessment of information in a manner that interests to combine relevance to the research motive in procedure (Hashim, 2011).

### **3.2. Target Population**

For the study I will use the permanent employees of National Bank of Ethiopia .Totally there are have been one thousand eleven (1011) employees as of October 31, 2021. A general of 1011 employees,4 Governor , 28 Governor adviser ,56 are managers, 410 are professionals, 143 are clericals, 161 are non-clericals , 42 are technical, Security Officers 120,46 Driver 46,11 Office boy.

### **3.3. Sampling techniques**

Sample approach described because the system via way of means of which the entities of the pattern had been selected (Cooper and Schindler, 2006). This study used stratified random sampling techniques. Stratified random sampling is a technique of sampling that involves the department of a population in to split or sub groups. In this study populations divided in 5 degrees namely, Managerial, Professional, Technical, Clerical and Non-Clerical

### 3.4. Sample size

To make valid the findings the study needs sufficient sample size. To be 95% confidence level the research determines 5% sampling error with the findings of this study is standard for social science applications. Before data collection, the response rate is difficult to know. So, 96% is the estimated response rate and the estimated variance in the population is 50%, for 50-50 (Watson, 2001)

$$n = \left[ \frac{\frac{p[1-p]}{A^2 + \frac{p[1-p]}{N}}}{R} \right]$$

Where: N = 1011=Number of populations

n = 279=total Sample size required

P =0.5= Estimated variance in the population

A = 0.05 = Margin of error

Z = 1.96 for 0.95 confidence = Confidence level

This research finds it important targeting the NBE's 279 core competencies employees (i.e. Managerial, Professional, clerical, non-clerical and technical) as a population by excluding other support staffs. As Kawshala (2017) explained, it is very important that any company differentiate itself from the rest of the competition through a unique set of skills, commonly referred to as -core competencies. A core competency results from a particular arrangement of skills or creates strategies that convey an extra incentive to the client. These empower an organization to get to a wide array of markets. (Derje Melaku, 2021)

The representative sample size for 1011 populations is equal to 279. Out of 279 samples on the proportion of the total population, 16 managers, 113 professionals, 37 clerical, 44 non-clerical and 12 technical staffs, 33 security officer ,12 driver,3 office boy considered as representative. Therefore, the sample size of the study is 279.



Table 3.1 Number of employees and sample size by profession

Profession	Employee	Sample Size Distribution	Method
Managers	56	15.45	$56/1011*279$
Professionals	410	113.145	$410/1011*279$
Clerical	133	36.70	$133/1011*279$
Non Clerical	161	44.43	$161/1011*279$
Technical	42	11.59	$42/1011*279$
Security Officers	120	33.115	$120/1011*279$
Driver	46	12.69	$46/1011*279$
Office boy	11	3.035	$11/1011*279$
Governor adviser	28	7.727	$28/1011*279$
Governor	4	1.10	$4/1011*279$
Total	1011	$278.982=279$	

**Source: NBE HRM**

### 3.4.1 Sample Frame

In the study, one sampling frame is all lists of permanent employees of NBE that arranged in the directorates of NBE.

### 3.5. Variable of the study

Independent Variable: HRMP

Dependent Variable: employee turnover intention

Mediating variable: Career satisfaction

Demographic variable: gender, age group, tenure, education level, position/job level

**The researcher established three regression models.**

### **3.6. Procedure for data gathering**

The researcher officially asked and were given permission from Director Human Resource Management to behavior this study with inside the NBE. Questionnaires have been collectively with the aid of using an introductory letter with records approximately the motive of the study, and that they have been knowledgeable that confidentiality of the records beneath neath study. The letter additionally included that participation with inside the study may be anonymous, voluntary and confidential.

### **3.7. Data Collection Instrument**

The data for this study received from primary and secondary. The primary data accumulated from the studies individuals through structured, self-administered questionnaire. Secondary data received from books, articles, journals, enterprise website, publications, bank legitimate reviews and internal brochures.

#### **Questionnaires**

A questionnaire has varied benefits and regarding this approach, Cohen et al. (2007) stressed that a questionnaire evokes the respondent to be honest because it are going to be Associate in Nursing swered anonymously and is a lot of economical than an interview. Likewise, a questionnaire has the power to solicit information from many respondents among a short span of your time (Johnson & Christensen, 2008). Stressing the advantage of using a scaled item response format, McMillan & Schumacher (2010) explained that a form permits the respondents to choose easily the appropriate answer. This research adopted standardized questionnaires for the variables under investigation; employee empowerment measured using nine items adapted from Men (2010). To measure teamwork, five items were adopted from a study by Shanahan, Best, Finch, and Sutton (2007). The four-item work insecurity scale (Kim, 2020) was used to measure subjective career success, while the five-item Greenhaus et al. (1990) career satisfaction scale was used to measure subjective career success, and organizational justice was measured with 18 questions produced by Niehoff and Moorman (1993 ).As a result, the following sections provide specifics on each standardized instrument.

### **Employee Empowerment, Teamwork validity and reliability:**

This paper adopted five items of employee empowerment scale. Items are the following : I feel competent to perform the tasks required for my position; I am confident about my capabilities and skills to do my job,I have the authority to make the necessary decisions to perform my job well, My manager trusts me to make the appropriate decisions in my job and I have considerable opportunity for interdependence and freedom in how I do my job (Hanaysha,2016) (Cronbach alpha =0.7710).

Teamwork also adopted in six item of scale .the items are the following: The team members in my department help each other to get the work done, The members in my team feel very close to each other, The members of my team really respect each another, The members of my team work well together, The members of my team encourage each other to succeed when performing the task and The members of my team work hard to get things done. Hanaysha,2016) (Cronbachalpha =0.925).

This paper utilized 4 items of the job insecurity scale .The items were as follows: —If my current organization were facing economic problems, my job would be the first to go,|| —I will not be able to keep my present job as long as I wish,|| —My job is not a secure one,|| and —My job will not be there although I want it|| (Cronbach's alpha = 0.88).

Employees Turnover Intention reliability: Measurement of Kuvaas (2008 cited byAburumman, 2019) 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.

### **3.8. Validity and Reliability**

Reliability is the degree to which all approximately measure of a studies tool is consistent. Reliability of the tool turned into additionally examined to test on its internal consistency the use of Cronbach alpha.

Validity refers the high satisfactory where in the questionnaire allows the researcher to measure what he meant to measure.

Before delivering the final phase, a pilot study was done in the study region to fine-tune the technique and test instrument, such as a questionnaire.

As indicated by John et al., questionnaires were tested on potential respondents to ensure that the data collection instruments were objective, relevant, appropriate for the situation, and reliable (2007). Respondents' concerns were addressed, and the questionnaires were improved. Furthermore, adequate detection by the advisers had been taken to confirm the instruments' validity. Finally, the questionnaires were printed and distributed in their improved form. The consistency of instruments measured by their reliability.

Creswell (2009) defines instrument reliability as the degree of consistency demonstrated by the instruments or technique. According to Hair et al (1998) above, 0.7 level of Alpha value considered the scale has overall stability and consistency. (Wondirad Bitew, 2018). But Kaiser claims that H. F. (1974). This extensively cited study by Henry Kaiser is second only to Cronbach's massively cited 1951 article on coefficient alpha among all articles published in *Psychometrika* since its inaugural volume in 1936.

A normalized associations criterion, confined between zero and one, is proposed in this Kaiser article to index the factor pattern's simplicity for a given factor analysis.

Kaiser supplied the following verbal evaluations for the levels of his index of factorial simplicity based on subjective reflection: in the .90s, wonderful in the .80s, excellent in the .70s, fair in the .60s, bad in the .50s, unhappy below .50, unsatisfactory below .50.

**Table 3. 2 Reliability analysis summary of Variables.**

Variable	Variable Components		
HRMP	Organizational Justice	Distributive Justice	Niehoff and Moorman (1993) (a Korean translation version selected from Kang, 2004) .94 (.84)
		Procedural Justice	Niehoff and Moorman (1993) (a Korean translation version selected from Kang, 2004) .94 (.87)
		Interactional Justice	Niehoff and Moorman (1993) (a Korean translation version selected from Kang, 2004) .93 (.90)
	Empowerment		Hanaysha J.(2016) Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment (0.771),
	Teamwork		Hanaysha J.(2016) Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment (0.925)
	Job security		
Career satisfaction	five Items scale		Greenhaus et al. (1990) (a Korean translation selected from Joo and Park, 2010) .88 (.82)
Employee turnover intention	Five items Scale		Mulugeta Estifanos.(2019). The mediating effect of job satisfaction on the relationship between career development and employee turnover intention: a case in commercial bank of Ethiopia..90

Each statement was assessed on a 5-point Likert response scale, with strong agree, agree undecided, disagree, and strongly disagree being the options.

The instrument's reliability tested using a pilot group of 19 NBE employees, and the Cronbach's alpha coefficient was determined to be above 0.88, indicating that it is reliable.

The pilot test results showed that the proposed questionnaires were reliable for determining the extent to which they were free of bias (error), and the researcher ensured that the instrument measured consistently. In addition, the instrument's stability and consistency assessed.

### **3.9 Data processing and Analysis Instruments**

The data evaluation is mad with the aid of using statistical regression descriptive and IBM's Statistical Package for the Social Sciences (SPSS) Version 25. Descriptive statistics consisting of Frequency, Percentage, mean, standard deviation used to explain and present the data. Tables

used to have a clean picture and permit ease of evaluation of the data accrued from the survey. Besides, inferential statistics, consisting of correlation and regression analyses used

From the sample of a selected study, inferential statistics admit the researcher to drag out end approximately the population (Cooper & Schindler, 2006).

To disclose true differences inferential statistics make hypothesis by deciding the statistical likelihood.

Pearson's product-moment correlation coefficient and more than one regression evaluation are applicable inferential statistics for this study. The Pearson product-moment correlation coefficient became used to look at the connection between HRMP, Career satisfaction and worker turnover. Then, Regression assumptions assessments inclusive of Normality check, and multicollinearity check became undertaken. In addition, after under taken the idea assessments, a chain of single, and more than one regression analyses have been performed to decide mediating impact of Career satisfaction in relationship between HRMP and turnover intention. Baron and Kenny, (1986) proposed guideline to check the mediation impact of a mediator on the relationship between the independent and dependent variables. According to Baron and Kenny (1986), there are 4 steps that mounted through Baron and Kenny for mediation check:

Step 1: Conduct a simple regression analysis with HRMP (X) predicting turnover intention (Y) to test for path c alone Equation (1)

Step 2: Conduct a simple regression analysis with HRMP (X) predicting Career satisfaction (M) to test for path  $\alpha$  Equation (3)

Step 3: Conduct a multiple regression analysis with X and M Predicting Y, and Show that the mediator affects the outcome variable to test path  $\beta$  and path  $\gamma'$  Equation (2)

Step 4: To establish that M completely mediates the X-Y relationship, the effect of X (IV) on Y (DV) controlling for M should be zero.

The consequences in each Step three and four estimated with inside the identical regression equation. If all 4 of those steps are met, then the data are consistent with the hypothesis that variable M completely mediates the X-Y relationship, and if the first 3 steps are met however the

Step four is not, then partial mediation is indicated. For M partly mediates the X-Y relationship, the direct impact should be much less than the zero-order correlation of X and Y (i.e.  $\gamma' < \gamma$ ).

### **3.10 Ethical Consideration**

Ethical considerations, according to Somekh and Lewin (2009) refers to performing with inside the way desirable to society, of which in this example the researcher made positive that respondents participated willingly. In addition, it defined as ethical values, confidentiality and secrecy of an individual, organization or a company Also; it defined as ethical values, confidentiality and secrecy of an individual, organization or a company. Confidentiality and secrecy suggest the warranty that researcher offers to the participants that their identification and involvement in a studies can be stored confidential (Quinlan, 2011). Confidentiality turned into stored with appreciate to information acquired from the respondents; this turned into carried out through now no longer asking respondents to fill their names and identification in questionnaires, this supplied the possibility and freedom to respondents to offer their emotions freely with none intervention. Moreover, the researcher makes use of the bank's reliable files for best this study.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1. Introduction

This study looked at the relationship between the mediating effect of career satisfaction on HRMP and turnover intention in the preceding chapter. The study's findings is then discussed in this chapter. The questionnaire uses a five-likert scale, with 5 representing highly agree, 4 agree, 3 neutral, 2 disagree, and 1 strongly disagree.

#### 4.2. Response rate of respondents

Mugenda & Mugenda (2003) state that a response rate of more than 70% is considered excellent for data analysis and reporting. The researcher provided survey questionnaires in printed form to a total of 279 target respondents in order to perform this study. 272 people were able to complete the surveys. As a result, the attained response rate is 94.49 percent, which meets the above condition. As a result, it can be claimed that the response rate is adequate for this investigation.

#### 4.3. Descriptive Statistics for Demographic profile of respondents

For all individual demographic items, descriptive statistics in the form of frequency and percentage were produced. In addition, descriptive statistics were calculated in NBE for individual items and summary scales on HRMP, career satisfaction, and employee turnover intention in the form of mean and standard deviation. The following are the demographic parameters of respondents that are considered important for this study:

##### 4.3.1. Descriptive Statistics for Gender

**Table 4. 1 Respondent statistics for Gender**

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent	Frequency
Valid	Male	182	64.5	66.2	66.2
	Female	90	33.0	33.8	100.0
	Total	272	97.5	100.0	
Missing	System	7	2.5		
Total		279	100.0		

Source: Field survey, 2021



As shown in Table 4.1, 272 (66.2%) of the 279 valid responders were men, whereas 168 (33.8%) were women.

### 4.3.2 Descriptive Statistics for Age Group

**Table 4. 2 Respondent statistics for Age Group**

Statistics Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 or less	12	4.3	4.4	4.4
	26-30	137	49.1	50.4	54.8
	31-35	71	25.4	26.1	80.9
	36-40	23	8.2	8.5	89.3
	40 and above	29	10.4	10.7	100.0
Total		272	97.5	100.0	
Missing System		7	2.5		
Total		279	100.0		

**Source: Field survey, 2021**

According to Table 4.2, the least respondents 12 (4.4%) were under the age of 25, 137 (50.4%) were between the ages of 26 and 30, 71 (26.1%) were between the ages of 31 and 35, and 23 (8.5%) were between the ages of 36 and 40. The remaining 29 (10.7 %) were aged 41 and up. This indicates that 54.8 % of respondents are under the age of 30.

### 4.3.3 Descriptive Statistics for Work Experience/Tenure

**Table 4. 3 Respondent statistics for work experience/Tenure**

Statistics Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	119	42.7	43.8	43.8
	6-10 years	94	33.7	34.6	78.3
	11-15 years	38	13.6	14.0	92.3
	16-20 years	4	1.4	1.5	93.8
	above 21 years	17	6.1	6.3	100.0
Total		272	97.5	100.0	
Missing System		7	2.5		
Total		279	100.0		

**Source: Field survey, 2021**

According to Table 4.3, 119 (43.8%) of the 279 valid respondents have worked at NBE for less than 5 years, 94 (34.6%) have worked there for 6 to 10 years, 38 (14.%) have worked there for 11 to 15 years, and 4 (1.5%) have worked there for 16 to 20 years. The remaining 17(6.3%) had been in the military for 21 years or more. 78.3 percent of employees have less than ten years of job experience, according to this data.

#### 4.3.4 Descriptive Statistics for Education Level

**Table 4. 4 Respondent statistics for Education Level**

##### Statistics Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	certificate	1	.4	.4	.4
	College Diploma	11	3.9	4.0	4.4
	BA Degree	142	50.9	52.2	56.6
	MA and above	118	42.3	43.4	100.0
	Total	272	97.5	100.0	
Missing System		7	2.5		
Total		279	100.0		

**Source: Field survey, 2021**

As shown in Table 4.4, respondents (workers) with a first degree accounted for 52.2 percent of the total, followed by those with a second degree or above (43.4 percent), and then diploma holders (4 percent ).Certificate holders make up the remaining 1percent of respondents.56.6 percent of employees hold a bachelor's degree. This means that NBE staff is professionals

**Table 4. 5 Descriptive Statistics for Position level**

##### Statistics Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial	45	16.1	16.5	16.5
	Professional	196	70.3	72.1	88.6
	Clerical	16	5.7	5.9	94.5
	N-Clerical	2	.7	.7	95.2
	Technical	13	4.7	4.8	100.0
Total		272	97.5	100.0	
Missing System		7	2.5		
Total		279	100.0		

**Source: Field survey, 2021**

According to Table 4.5, the majority of valid respondents (72.1%) were professionals, 16.5 percent were managers, 5.9% were clerical, 4.8 percent were technical, and the remaining 0.7 percent was N-Clerical.

#### 4.3.6. Descriptive Statistics for HRMP, Career Satisfaction and Turnover Intention Turnover Intention

In the NBE, respondents were asked a series of questions about HRMP, Career Satisfaction, and Employee Turnover Intention. The following is a description and organization of their responses.

#### 4.3.7. Descriptive Statistics for HRMP

This section describes the descriptive data derived from the 33 HRMP scales. The following tables show the results for measures of central tendency and dispersion collected from a sample of respondents from all NBE directorates and one head office. The mean and standard deviation of variables are shown in the tables. The mean score indicates how many people agreed with the provided notion. The greater the mean score, the more people agreed with the provided notion, and the reverse is true. The standard deviation, on the other hand, illustrates how much the replies differed from one another. The greater the standard deviation, the greater the variation in respondents' responses. In order to explain the HRMP mean score and its sub scales, Zaidatol and Bagheri, 2009, rule of thumb was used as a basis. According to them mean score of  $\leq 3.39$  is low, from 3.40 up to 3.79 is moderate and  $> 3.80$  is high. Based on this baseline the mean score of HRMP and its sub scales described as follows

**Table 4. 6 Descriptive Statistics for HRMP and its sub scales**

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Organizational Justice	272	2.8361	1.02746	.146	.148	-1.212	.294
DJ	272	3.2000	1.04824	.086	.148	-1.265	.294
IPJ	272	2.9509	1.03236	-.007	.148	-1.270	.294
JS	270	2.5880	.94099	.376	.148	-.435	.295
EEP	272	3.5674	.96368	-.799	.148	-.032	.294
TW	272	3.9762	.82260	-1.242	.148	1.953	.294
HRMP	272	3.2848	.63529	-.241	.148	-.198	.294
Valid N (list wise)	270						

*Source: SPSS output 2021*

As revealed in the Table 4.6, the aggregate HRMP in NBE has a low mean value of 3.2848 and a standard deviation of 0.63529, as shown in Table 4.6.

Job Security has a low mean score of 2.5880 and a standard deviation of 0.94099 on the HRMP subscale. This means that NBE employees have a negative impression of their job security, and their perception of procedural justice is also negative, implying that NBE employees have a negative perception of their procedural justice.

The mean value of the remaining items is low, ranging from 2.5656 to 2.6345. Teamwork has a high mean value of 3.9762 and a standard deviation of 0.82260 on the HRMP subscale. In general, employees' perceptions of the employee's HRMP are negative in the NBE. Skewness and kurtosis values should not exceed three and ten, according to Kline (2005). The skewness and kurtosis values of HRMP subscales in this study are within the required levels, confirming univariate normality of the data, as shown in table 4.6. All of the variables' skewness and kurtosis are within the range of + or -1, as shown in Table 4.6. As a result, the distribution is regarded as normal.

#### 4.4. Reliability Test

The idea of reliability refers to the instrument's stability and consistency in measuring the concept and supporting the evaluation of a measure's goodness (Sekaran and Bougie, 2016). The researcher used IBM SPSS Version 25 to process Cronbach's Alpha data in order to perform the reliability test. Reliabilities less than

0.60 are deemed bad, those in the 0.70 range are considered acceptable, and those over 0.80 are rated good, according to Sekaran and Bougie's (2016) analysis.

**Table 4.7 Reality Test**

S. No.	Variables of the Study	Number of Items	Cronbach's Alpha Value
1	HRMP	33	.919
2	CS	5	.880
3	ETI	5	.937

#### 4.5 Descriptive statistics for HRMP, Career Satisfaction and Turnover Intention

Zaidatol and Bagheri, 2009, utilized a rule of thumb to describe the mean score of HRMP, Career Satisfaction, and turnover intention. They consider a mean score of less than 3.39 to be low, 3.40 to 3.79 to be moderate, and  $> 3.80$  to be high.

**Table 4. 8 Descriptive Statistics HRMP, Career Satisfaction and Turnover Intention**

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
HRMP	272	3.2848	.63529	-.241	.148	-.198	.294
CS	272	3.2894	.94129	-.187	.148	-.525	.294
TOI	272	3.2515	1.08541	-.128	.148	-.927	.294
Valid N (listwise)	272						

Source: SPSS output 2021

With regard to Career Satisfaction which is the mediating variable in this study, had also low mean value of 3.2894 along with standard deviation of .94129 indicating that employees' feeling towards their job in NBE is low. The mean score of Employee Turnover Intention (i.e., the dependent variable) is 3.2515 with a standard deviation of 1.08541 thus indicating the employees' turnover intention level in NBE is low.

Descriptive statistical analysis used the mean score of variables to check the normality of the main data. According to Kline (2005) skewness and kurtosis values should not exceed three and ten respectively. Table 4.7, revealed that the skewness and kurtosis values of HRMP, Career Satisfaction and Employee Turnover Intention in this study are within the recommended levels indicating univariate normality of the data.

## 4.6. Results of Inferential Statistics

In this section, the results of inferential statistics are presented. For the purpose of assessing the objectives of the study, Pearson's Product Moment Correlation Coefficient and regression analyses were performed. With the aid of these statistical techniques, conclusions are drawn with regard to the sample and decisions are made with respect to the research hypothesis

### 4.6.1 Pearson's Product Moment Correlation Coefficient

In this study Pearson's Product Moment Correlation Coefficient was used to HRMP, Career satisfaction and employee turnover intention. The following section presents the results of Pearson's Product Moment Correlation on the relationship between independent, mediator and dependent variables. The table below indicates that the correlation coefficients for the relationships between variables are linear and positive ranging from substantial to strong correlation coefficients. The Pearson's Coefficient of Correlation matrix for the three variables is presented as follows in table 4.8.

**Table 4.9 Pearson's Coefficient of Correlation matrix for HRMP, CS and Employee turnover intention.**

		<b>Correlations</b>		
		HRMP	CS	TOI
HRMP	Pearson Correlation	1	.465**	-.600**
	Sig. (2-tailed)		.000	.000
CS	Pearson Correlation	.465**	1	-.496**
	Sig. (2-tailed)	.000		.000
TOI	Pearson Correlation	-.600**	-.496**	1
	Sig. (2-tailed)	.000	.000	
N	272	272	272	272

\*\* . Correlation is significant at the 0.01 level (2-tailed). **Source: SPSS output 2021**

The measurement of rule of thumb that used to determine for the relationship between the HRMP, CS and ETI is that a correlation:  $\leq 0.20$  is characterized as very weak;  $> 0.20$  and  $\leq 0.40$  is characterized as weak;  $> 0.40$  and  $\leq 0.60$  is characterized as moderate;  $> 0.60$  and  $\leq 0.80$  is characterized as strong; and greater than 0.80 is very strong (Kothari et al., 2004).

The Pearson correlation analysis was used to examine the relationships between HRMP, Career satisfaction and Turnover Intention

#### **4.7. The Relationship between HRMP and Turnover Intention**

As shown in Table 4.9, the result of the study indicates that there was a significant negative relationship ( $r = -.600$ ,  $p = 0.000$ ) between HRMP and employee turnover intention. In other word, the lower in the HRMP is linked to the higher level of employee turnover intention and vice versa. The strength of correlation between HRMP and employee turnover intention is moderate but it is negative and significant. This finding is consistent with previous findings such

as Dwomoh and Korankye (2012) argue that there exists a significant correlation between HRMP and employee turnover in the banking sector. Using organizational support theory, they argue that when an organization commits its resources to help develop their employees' career goals, employees will in turn feel obliged to commit their time to the organization hence reducing organization employee turnover. Similarly, Puahand Ananthram (2006) contends that there exists a strong relationship between HRMP in banks, and employee turnover.

#### **4.8. The Relationship between Career Satisfaction and Turnover Intention**

As depicted in Table 4.9, the result of the study indicated that there was a significant negative relationship ( $r = -.496$ ,  $p = 0.000$ ) between Career satisfaction and employee turnover of respondents. This means that the higher levels of Career satisfaction associated with lower levels of turnover intention and vice versa. The strength of correlation between Career satisfaction and turnover intention is moderate. This finding is consistent with Mahdi, et al. (2012) showed that both practices of Career satisfaction (intrinsic and extrinsic satisfaction) have inverse relationship on employees' turnover intentions

#### **4.9. The Relationship between HRMP and Career Satisfaction**

As indicated in Table 4.9, the result of the study shows that there was a significant positive relationship ( $r = .465$ ,  $p = 0.000$ ) between HRMP and Career satisfaction. This means that higher HRMP also associated with higher Career satisfaction level. The strength of correlation between HRMP and Career satisfaction is moderate.

#### **4.10. Regression Assumptions Test**

##### **4.10.1. Normality Test**

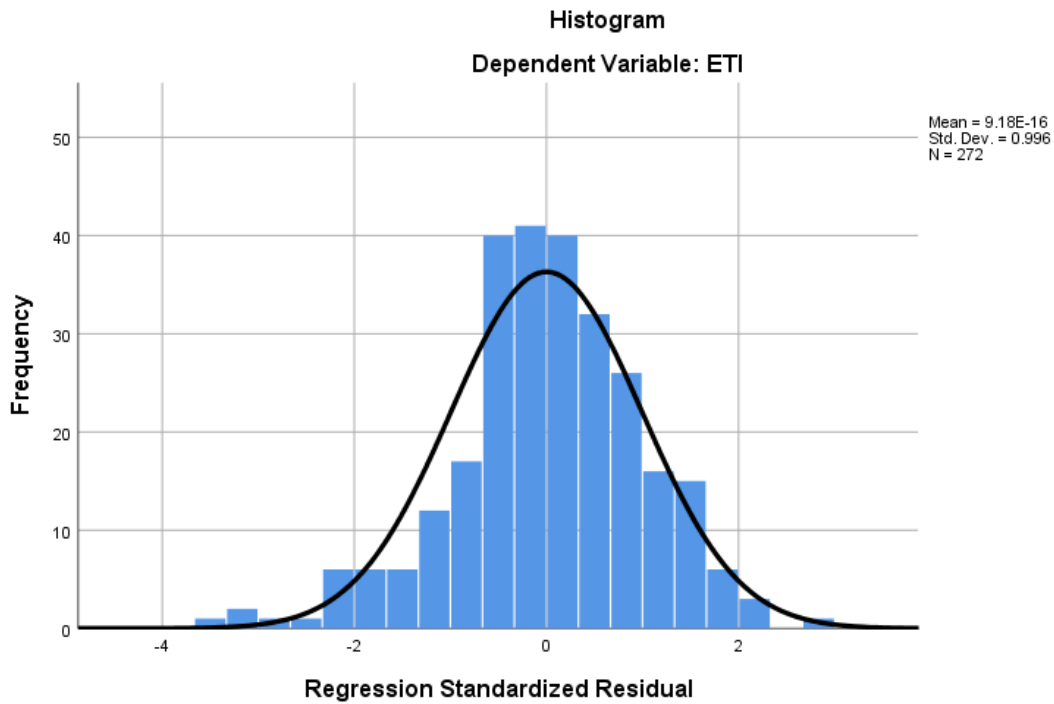
Distribution of the data is another issue in this research, whether it is normal or not. The data were checked to verify that the assumption of multivariate normality was met. Brooks (2008) noted that in order to conduct hypothesis test about the model parameter, the normality assumption must be fulfilled. The normality assumption is about the mean of the residuals is zero.

According to Gujarati (2004 cited by Mulugeta Estifanso, 2019), in testing the normality

assumption, three tests of normality could be considered: (1) histogram of residuals; (2) normal probability plot (NPP), a graphical device; and (3) the Jarque–Bera test (it is an asymptotic, or large-sample, test). As indicated below, Because of their simplicity, the first two simple graphical instruments for testing the normality assumption applied in this study.

### 1. Histogram of Residuals

**Figure 4.1 Normal distribution of the data**



**Source: field survey, 2021**

A histogram of residuals is a simple graphic device that is used to learn something about the shape of the Probability Density Function of a random variable. On the horizontal axis, the values of the variable of interest are divided into suitable intervals, and in each class interval rectangles are erect equal in height to the number of observations (frequency) in that class interval. If the residuals are normally distributed around its mean of zero the histogram is a bell-shaped. The shape of the histogram as shown below in figure 4.1 revealed that the residuals are normally distributed around its mean of zero. This shape basically implies that the majority of scores lie around the center of the distribution (so the largest bars on the histogram are all around

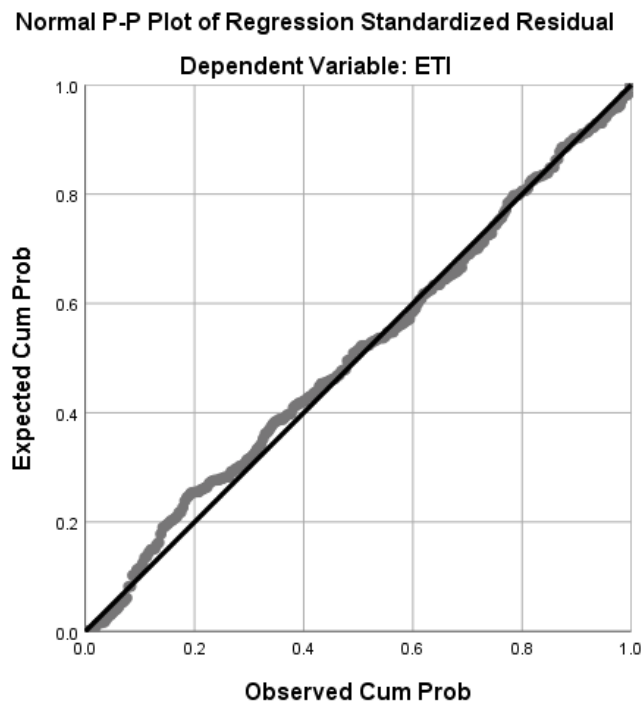


the central value)

## 2. Normal Probability Plot

In addition to histogram of residuals, the normal probability plots were used to test the normality of data. It is comparatively simple graphical device to study the shape of the probability density function (PDF) of a random variable is the normal probability plot (NPP). It uses values of the variable of interest on the horizontal axis and the expected value of this variable on the vertical axis. If the fitted line in the NPP is approximately a straight line, one can conclude that the variable of interest is normally distributed. Hence, Figure ( 4.2) below indicated that residuals from the research model regression are approximately normally distributed, because a straight line gives the impression to fit the data reasonably well. This test also shows the normal distribution of residuals around its mean of zero.

**Figure 4.2 Normal p-p plot of Regression Standardize Residual**



**Source: field survey, 2021**

Figure ( 4.2) plots the cumulative probability of independent variables (in this case we would specify a normal distribution). If the data are normally distributed then the actual cumulative

probability will be the same as the expected cumulative probability and you'll get a lovely straight diagonal line. This ideal scenario is helpfully plotted on the figure and the job is to compare the data points to this line. If values fall on the diagonal of the plot then the variable is normally distributed, but deviations from the diagonal show deviations from normality.

#### 4.10.2 Multicollinearity Test

Multicollinearity exists once there is a powerful correlation between 2 or additional predictors in a very regression model. Multiple correlations poses a problem just for multiple regressions as a result of it involves quite 2 predictors. Excellent collinearity exists once a minimum of one predictor could be an excellent linear combination of the others. Per totally different applied math books, a way of characteristic multiple correlations are to scan the matrix of all of the predictor variables. Another technique is to supply a Collinearity diagnostic with the employment of SPSS and one in all that is that the variance inflating issue (VIF). The VIF indicates whether a predictor has robust linear Relationship with the opposite predictor(s).

Although there are not any exhausting and quick rules regarding what price of the VIF ought to be a cause for concern, (Gujarati, 2004) recommend that value of less than ten is good value and he suggest that if the common VIF is larger than one, then there's no multiple correlation within the regression model.

**Table 4. 10 Collinearity Statistics**

Coefficients<sup>a</sup>

Model		Collinearity Tolerance	Statistics VIF
1	HRMP	.783	1.276
	CS	.783	1.276

a. Dependent Variable: TOI

**Source: SPSS output 2021**

In this study as indicated in Table 4.10, the Variance inflation factors (VIFs) for the independent variables included in the regression equation 1.276 which is greater than 1 and less than 10. Related to the VIF is the tolerance statistics, which is a reciprocal of VIF (1/VIF). For tolerance

statistics, values above 0.1 and below 1 are worthy of concern. Considering the regression model for this study the tolerance statistics values .783 for all predictors as such, no multicollinearity observed in this model.

#### **4.11 Path Analysis/Mediating Analysis.**

A series of easy and multiple correlation analyses were wont to explore the mediating impact of career satisfaction on the relationships between HRMP and turnover intention. The mediation take a look at examines the indirect impact of predictor (X) on the result (Y) variable through go-between variable (M). This study follows the rule of thumb planned by Baron and Kenny (1986) to check the mediation impact of a go-between on the link between the independent and dependent variables. Per Baron and Kenny (1986), there are four steps in establishing mediation:

Step 1: There must be a significant relationship between IV and DV variable.

Step 2: The relationship between the IV and the hypothesized MV is significant.

Step 3: The hypothesized mediator (M) is significantly related to the outcome variable (Y) when both the IV and the MV are treated as predictors and DV as the outcome variable.

Step 4: When the assumptions at step1 to 3 are fulfilled, the mediation test is conducted (step 4). The IV and mediator are treated as predictors and DV as the outcome variable. To establish that the mediator variable completely mediates the relationship between IV and DV, the unstandardized coefficient (path  $\gamma'$ ) should be zero. And for partial mediation, the strength of relationship between IV and DV is reduced after controlling for the effect of the MV.

#### **4.12 Results of Simple Linear Regressions**

In order to determine the first two steps how HRMP explains turnover intention (step.1), and how HRMP explains Career satisfaction (step .2) simple linear regression was used.

Step.1: Simple Regression Analysis between HRMP and ETI

**Table 4. 11 Results of Simple Regression Analysis between HRMP and ETI**

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.994	1	114.994	151.991	.000b
	Residual	204.277	270	.757		
	Total	319.271	271			

a. Dependent Variable: TOI

b. Predictors: (Constant), HRMP

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	6.620	.278		23.790	.000
	HRMP	-1.025	.083	-.600	-12.328	.000

a. Dependent Variable: TOI

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600a	.360	.358	.86982

a. Predictors: (Constant), HRMP

**Source: SPSS output 2021**

The ANOVA table (as seen in Table 4.11) shows the overall fitness of the model. F stat of 151.991 and p-value 0.000, indicating that the model is good fit at 1% level of significance while the Sum of Square and Mean Square of model regression is 114.994 and the Residual sum of Square is 204.277 with a Mean Square of .757 and a total Sum of Square of model is 319.271.

The Coefficient table (as seen in Table 4.11) shows the relationship between HRMP and employee turnover intention. Accordingly, the result equation of Model 1, is:  $ETI = .757 - .600 \text{ HRMP}$  ----- Equation 1.

The standardized Beta-value of 0.600 indicates that one unit increase in employees' HRMP accounts for 0.600 units decrease in employee's turnover intention and this relationship is significant at 1% level of significance.

As indicated Table 4.11, in the Model Summary table, the value of R for the model between the turnover intention and HRMP 0.600.

The value of R square and adjusted R square for the model is .360 and .358 respectively. And, the model standard error of the estimate is .86982. The R value of 0.600(60%) shows that there is a high relationship between HRMP and ETI and the R square value 0.360 (36%) implies that 36% of ETI is predicted by HRMP. Therefore, there is significance correlation between the predictor variable (HRMP) and outcome variable (ETI). This fulfilled step1.

Step.2: Simple Regression Analysis between HRMP and CS

**Table 4. 12 Results of Simple Regression Analysis between HRMP and CS**

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.998	1	51.998	74.633	.000b
	Residual	188.113	270	.697		
	Total	240.112	271			

a. Dependent Variable: CS

b. Predictors: (Constant), HRMP

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.024	.267		3.837	.000
	HRMP	.690	.080	.465	8.639	.000

a. Dependent Variable: CS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465a	.217	.214	.83470

a. Predictors: (Constant), HRMP

**Source: SPSS output 2021**

The ANOVA result (as seen in Table 4.12) shows the overall fitness of the model. F stat 74.633 and p-value 0.000, indicating that the model is good fit at 1% level of significance while the Sum of Square and Mean Square of model regression is 51.998 and the Residual sum of Square is 188.113 with a Mean Square of .697 and a total Sum of Square of model is 240.112.

The Coefficient table (as seen in Table 4.12) shows the relationship between HRMP and Career satisfaction. Accordingly, the result equation of Model 3, is:  $CS = 1.024 + .465 \text{ HRMP}$ . -----  
-Equation 3.

The standardized Beta-value of .465 indicates that one-unit increase in employees' perception of HRMP accounts for .465 units increase in Career satisfaction and this relationship is significant at 1% level of significance.

As indicated in the Table 4.12, in the Model Summary table, the value of R for the model between the employee's Career satisfaction and HRMP .217. The value of R square and adjusted R square for the model is .217 and 0.214 respectively. In addition, the model standard error of the estimate is .83470.

The R-value of 0.465 (46.5%) shows that there is a positive relationship between HRMP and CS and the R square value 0.217(21.7%) implies that 21.7% of CS is predicted by HRMP. Therefore, there is significance positive correlation between the predictor variable (HRMP) and Mediator variable (CS). This is fulfilled step 2.

\* Even if the newly added predictors are independent of the target variable and don't provide any value to the forecasting power of the model, R-squared grows or stays the same when we add new predictors to the model in a multiple regression model. R-disadvantage squared's is no longer a problem with adjusted R-squared. It only rises if the newly included predictor improves the model's accuracy. The adjusted R-squared decreases when you add independent and irrelevant factors to a regression model.

### 4.13 Multiple Regressions

Multiple regression analysis carried out to determine step 3 and 4. According to (Gupta, 1999), in order to fit the model and the data the sig. result should be less than 0.05. Therefore, the researcher results that the overall significance of the model in the ANOVA table (see Table 4.13)

is fit at sig 'of 0.000. So that the researcher concludes that the model could fit the data.

The ANOVA result (as seen in Table 4.13) shows the overall fitness of the model. F stat(151.991 )and p -value 0.000, indicating that the model is good fit at 1% level of significance while the Sum of Square and Mean Square of model regression is (114.994) and (114.994) respectively. In addition, the Residual sum of Square is (204.277) with a Mean Square of (.757) and a total Sum of Square of model is (319.271).

The beta coefficient of the model in Table 4.13, indicates the constant is (6.947) whereas the Standardized beta value for the predictor variables (HRMP and CS) are -.471 and -.277 respectively. The t- values for HMRP and CS are --8.985and -5.280 whereas the P – values are 0.000 and 0.000 for HRMP and CS respectively.

Accordingly, the result equation of Model 2 is  $ETI = 6.947 - .471HRMP - .277CS$ . Equation 2. This indicates a strong statistical significance at the 1 % level of significance, which shows the explanatory power of the model.

**Table 4. 13 Result for Multiple Regressions**

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.994	1	114.994	151.991	.000b
	Residual	204.277	270	.757		
	Total	319.271	271			

a. Dependent Variable: TOI

b. Predictors: (Constant), HRMP

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	6.947	.272		25.494	.000		
	HRMP	-.805	.090	-.471	-8.985	.000	.783	1.276
	CS	-.319	.060	-.277	-5.280	.000	.783	1.276

a. Dependent Variable: TOI

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.648a	.420	.416	.82951	2.020

a. Predictors: (Constant), CS, HRMP

b. Dependent Variable: TOI

Source: SPSS output 2021

As shown in the Table 4.13, in the Model Summary table, R value of 0.648 (64.8 %) indicated that there is a high relationship between dependent and predictor variables. The value of both R-square and adjusted R-square for the multiple regression model are .648 and .420 respectively. R-square value (0.420) for the model indicates that 42% of the dependent variable was predicted by both the independent variable and mediator variable in the model.

Cohen (1988) recommended R square values for outcome (endogenous) variables shall be evaluated 0.26 as significant, 0.13 as moderate & 0.02 as weak. Therefore, an adjusted R square of 0.420 implies that the model is significant and fit. According to Dhakal (2018), if there is a high discrepancy between the results of R square and Adjusted R Square, the data is a poor fit of the model. Hence it can be concluded that the model is fit since there is a very low discrepancy in the R square 0.420 and adjusted R square 0.416.

Therefore, the relationship between the dependent variable (ETI) and independent variables (HRMP and CS) has strong correlation.

This multiple regression analysis indicates that, the mediator (CS) is significantly related to the outcome variable (ETI) when the predictor variable (HRMP) is controlled. This fulfilled step3.

Step 4: Mediation test

As Baron and Kenney (1986) assumptions of from step1 to 3 are fulfilled, the mediation test is conducted (step 4). At step 4, if there is a mediation effect, the strength of relationship between the predictor and the outcome is reduced after controlling for the effect of the mediator.

The three models were summarized from the first three steps as follows:

Model 1, is:  $ETI = .757 - .600 HRMP$  ----- Equation 1.



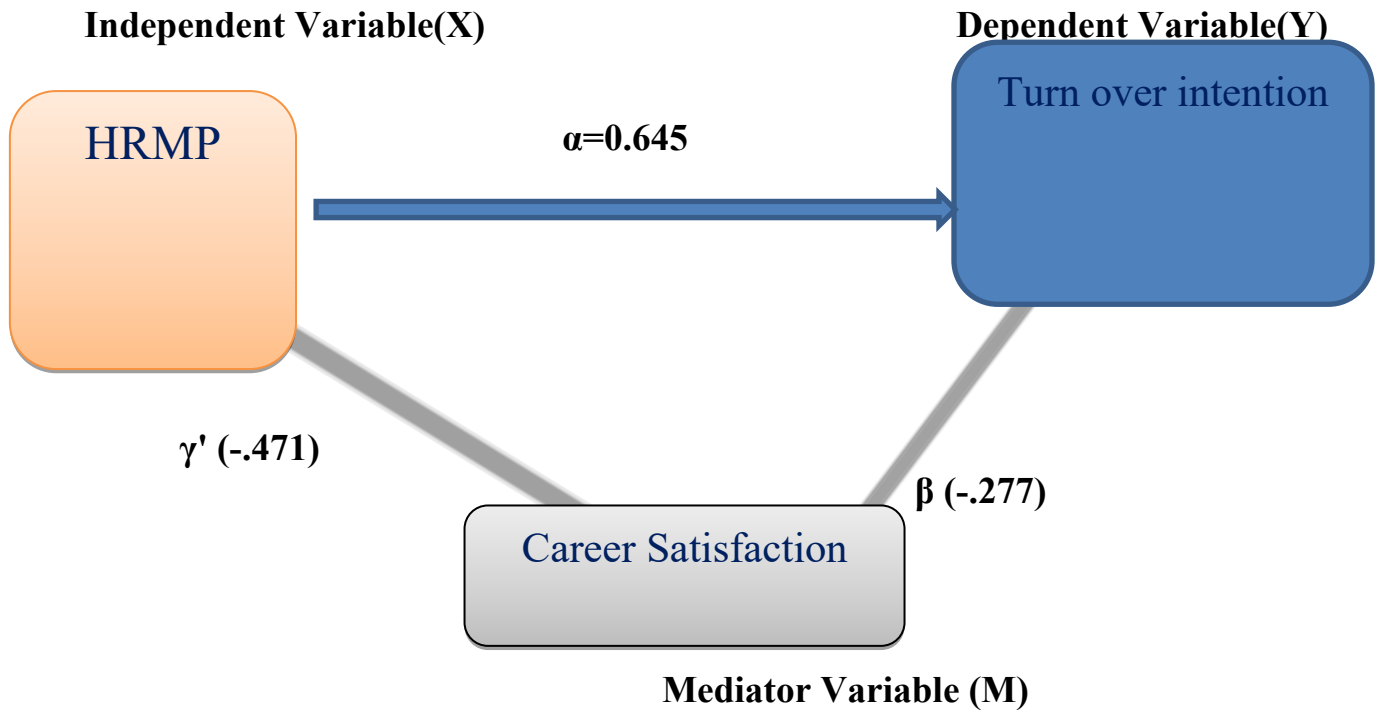
Model 2  $ETI = 6.947 - .471HRMP - .277CS$ . Equation 2

Model 3, is:  $CS = 1.024 + .465 HRMP$  -----Equation 3.

From these three models, the direct effect (path  $\gamma' = -.277$ , in Model 2) which is different from zero and less than total effect (path  $\gamma = 0.600$ , in model 1). According to Baron and Kenney (1986), it is preferable to use standardized coefficients in mediating analyses.

Figure 4.3 shows the path analysis result of the relationship between the independent, the mediating and the outcome variables. Path  $\alpha$  (0.465), indicates the relationship between the independent variable and the mediator. Path  $\beta$  (-.277) refers to the relationship between the mediator and the outcome variable. Path  $\gamma'$  (-.471) indicates the relationship between the independent variable and the outcome variable after controlling for the mediator. Therefore, according to Baron and Kenney (1986), this implies Career satisfaction has partial mediation effect on the relationship between HRMP and employee turnover intention

Figure 4- 3 shows the path analysis



#### 4.14 Calculating the indirect effect

Thought Baron and Kenney (1986) guideline for mediation analysis used by plenty of researchers, with this approach alone, there are potential problems. The first problem is that we cannot test the indirect pathway significance that X explains Y through the compound pathway of  $\alpha$  and  $\beta$ . The second problem is the presence of Type II error that the Baron and Kenny method tend to miss true mediation effects (MacKinnon and Fritz 2007). Therefore, additional research is highly recommended. In doing so, the preferable method is to check the indirect effect and test for its significance. The regression coefficients for the indirect effect represents the change in DV for every unit change in IV that is mediated by M.

To check the indirect effect, we will use Judd and Kenny (1981) method. They suggested computing the difference between two regression parameters ( $\gamma - \gamma'$ ) taking  $\gamma$  coefficient from Equation-1 and  $\gamma'$  coefficient from Equation-2 above. And the second method is the Sobel approach. According to Sobel approach, the indirect effect is a multiplication of two regression parameters ( $\alpha \beta$ ). So, we check that by taking  $\beta$  coefficient from Model-2 and  $\alpha$  coefficient from Equation-3 (Sobel, 1982). For indirect effect, both Judd and Kenny and Sobel's approach will yield identical values.

For the present study, the researcher adopted Sobel's approach (i.e.  $\alpha*\beta$ ). Hence, the indirect effect found to be ( $\alpha*\beta=0.645*-.277=-0.178665$ ).

#### 4.15 Statistical tests of the indirect effect

After the value for the indirect effect determined, it is required to be tested for significance. For this reason, the test statistic will be calculated by dividing the indirect effect coefficients to its Errors.

Test Statistics=  $\alpha*\beta$ /Standard Error.

So as to test the significance of the indirect effect z-value and p-value, the researcher implemented Sobel/Aroian/Goodman tests introduced by (Preacher & Leonardelli 2010). The tool used for employing this test is the Kristopher J. Preacher tool. To do so, the procedure is first, enter  $\alpha$  (),  $\beta$  (), and their respective standard errors (&respectively) and then run Calculate.

**Table 4-1 Sobel, Aroian and Goodman tests**

Input:		Test statistic:	Std. Error:	p-value:
a	.645	Sobel test: -4.00634897	0.04459547	0.0000
b	-.277	Aroian test: -4.00334164	0.04485304	0.0000
s <sub>a</sub>	.080	Goodman test: -4.02975963	0.04433639	0.0000
s <sub>b</sub>	.060	Reset all	Calculate	

As depicted in table 4.14, the results for each of the three tests (Sobel, Aroian and Goodman tests) As demonstrated in table 4.14 above, the results of each of Sobel, Aroian, and Goodman tests indicated a z-value of close -4.0 with a p-value of 0.000. Once more, this result strongly supports the hypothesis developed for the mediation. Thus, we can conclude that Career satisfaction has a significant mediating effect on the relationship between HRMP and Employee Turnover Intention

#### **4.16. Hypothesis test result of the study**

In line with the objectives eight research hypothesis were formulated in chapter one. In this section, these research hypotheses tested as follows

H1: Employees do have high level of positive perception about HRMP, Career satisfaction, and turnover intention.

Employees had a low degree of perception of HRMP (= 3.2848), turnover intention (= 3.2515), and career satisfaction (= 3.2894) based on a summary of descriptive data for HRMP, career satisfaction, and employee turnover intention. As a result, the researcher rejects the premise that employees have a high level of favorable view of HRMP, career satisfaction, and the turnover intentions. The alternative hypothesis, "Employees have a high degree of HRMP, Career satisfaction, and employee turnover intention," is rejected by the researcher.

H2: There is significant relationship between HRMP, Career satisfaction, and turnover intention in the study areas

According to the bivariate correlation study, HRMP and employee turnover intention have a strong negative association ( $r = -.600$ ,  $p = 0.000$ ).The relationship between HRMP and employee turnover intention is moderate significant. HRMP and Career satisfaction also have a somewhat

significant positive relationship ( $r=.465$ ,  $p =0.000$ ). Similarly, there is a moderate, negative, and significant relationship between career satisfaction and employee turnover intention ( $r= -.496$ ,  $p = 0.000$ ). As a result, the studies conclude that HRMP, career satisfaction, and employee turnover intentions are all related.

H3: Career satisfaction significantly mediates on the relationship between HRMP and turnover intention in NBE.

There are four steps, as shown in the path analysis result. HRMP exhibits a negative and statistically significant relationship with ETI ( $= -0.600$ ,  $p=0.000$ ). As a result, the first phase has been completed. HRMP exhibits a substantial and positive relationship with CS ( $= 0.465$ ,  $p=0.000$ ). As a result, step 2 has been completed. CS exhibits a negative and significant relationship with ETI ( $-0.277$ ,  $p=0.000$ ). As a result, step 3 has been completed. If a mediation effect exists, the strength of the association between the predictor and the outcome is lowered after correcting for the mediator's effect at step 4. The direct effect (path'= $-0.471$ ), which is less than the total effect (path =  $-0.600$ ). As a result, according to Baron and Kenney (1986), career satisfaction has a partial mediation impact on the relationship between HRMP and Employee Turnover satisfaction.

Hence, therefore, the researcher accepts the alternative hypothesis stating career satisfaction significantly mediates on the relationship between HRMP and employee turnover intention in NBE.

Based on the above interpretation of hypothesis testing, a summary of hypothesis test for this research is presented in table 4.19 as follows:

H1: Employees do have high level of positive perception about HRMP, Career satisfaction, and turnover intention. Fail to Rejected Null Hypothesis

H2: There is significant relationship between HRMP, Career satisfaction, and turnover intention in the study areas. Accepted

H3: Career satisfaction significantly mediates on the relationship between HRMP and turnover intention in NBE. Accepted

# **CHAPTER FIVE**

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

In this chapter, the conclusions and recommendations discussed. For clarity purpose, the summary of findings based on objectives of the study and the conclusions are based on the findings of the study. Based on the conclusions of the study recommendations made to regulatory bodies of NBE, managers and suggestion for future researchers.

279 questionnaires were distributed proportionally to employees of NBE who are working permanently. From the distributed 279 questioners, 272(97.49 %) were collected and used in the data analysis. In addition, among the 272 valid respondents of the study (33%) were Female, t(64.5%) were male respondents' the remaining are 2.5 % the missed by the system. By using reliability test HRMP, Career satisfaction and employee turnover intention questionnaires were tested and their respective Cronbach alpha coefficient measures 0.973, 0.819 and 0.924.

The researcher applied quantitative approach; descriptive statistics to assess the level of employee perception on HRMP, Career satisfaction and employee turnover intention. In addition, inferential statistics of Pearson correlation in describing the relationship between HRMP, career satisfaction and employee turnover intention, and path analysis in evaluating the mediating effect of Career satisfaction on the relationship between HRMP and employee turnover intention. Finally, t-test and one-way ANOVA were used to describe the difference groups of employees in their perception of HRMP, Career satisfaction and turnover intention based on demographic and organizational variables. The summary of findings was made based on the four specific objectives of the study as follows.

### **5.2. Summary of Findings**

The major findings and conclusions are summarized based on the data and interpretation the following are the summary of the findings: as follows:

### **1. To describe the extent of employee perception on HRMP, Career Satisfaction, and Turnover Intention in NBE.**

To describe the first objective Zaidatol, and Bagheri, 2009, rule of thumb was used as a basis. According to them mean score of  $\leq 3.39$  is low, from 3.40 up to 3.79 is moderate and  $> 3.80$  is high. Standing from this, employees do have low level of perception on HRMP ( $\mu = 3.2848$ ), and Career satisfaction ( $\mu = 3.2894$ ) and turn over intention they have moderate level perception. However, they have moderate level of turnover intention ( $\mu = 3.2515$ ). Even though the mean score of overall HRMP is low, HRMP sub scale is mean score is high ( $\mu = 3.9762$ ). However, the remaining subscales of HRMP: Organizational justice ( $\mu = 2.9956$ ), Empowerment ( $\mu = 3.5674$ ) and Distributive Justice ( $\mu = 3.200$ ), job security ( $\mu = 2.5880$ ) have low mean scores

### **2. To identify the relationship between HRMP, career satisfaction, and turnover intention.**

The measurement of rule of thumb that used to determine for the relationship between the HRMP, Career satisfaction and employee turnover intention is based on Kothari et al., 2004. According to him a correlation:  $\leq 0.20$  is characterized as very weak;  $> 0.20$  and  $\leq 0.40$  is characterized as weak;  $> 0.40$  and  $\leq 0.60$  is characterized as moderate;  $> 0.60$  and  $\leq 0.80$  is characterized as strong; and greater than 0.80 is very strong. Standing this as a basis the Pearson Coefficient correlation matrix result revealed that there is a significant negative relationship ( $r = -0.600$ ,  $p = 0.000$ ) between HRMP and employee turnover intention. The strength of correlation between HRMP and employee turnover intention is moderate. There is also a significant positive relationship ( $r = 0.465$ ,  $p = 0.000$ ) between HRMP and Career satisfaction. Similarly, the relationship between Career satisfaction and employee turnover intention is also moderate, negative and significant ( $r = -0.496$ ,  $p = 0.000$ ).

### **3. To identify the mediating effect of career satisfaction on the relationship between HRMP and turnover intention in NBE.**

In order to achieve the third objective, the researcher used the Baron and Kenney (1986) rule. According to them, there is partial mediation, if the direct effect (path  $\gamma'$ ) from multiple regression (Model 2) is less than the total effect (path  $\gamma$ ) from simple regression (Model 1), and there is complete mediation if the direct effect (path  $\gamma'$ ) from multiple regression (Model 2) is zero. The path analysis result indicates Job satisfaction significantly mediates on the relationship

between career development and employee turnover intention in the study areas. The direct effect (path  $\gamma' = -0.595$ ) which is different from zero and less than the total effect (path  $\gamma = -0.953$ ). Therefore, according to Baron and Kenney (1986), this implies job satisfaction has partial mediation effect on the relationship between career development and employee turnover intention.

### **5.3. Conclusions**

The primary goal of this study was to evaluate the role of career satisfaction as a mediating factor in the link between HRMP and employee turnover intention in NBE. The following conclusions are worth noting based on the study's objectives and findings. The study's findings lead to the conclusion that employee perceptions of their HRMP are low in the NBE.

Despite the fact, that employee' perceptions of the overall HRMP in the study area are low; their perceptions of teamwork are strong. scale. Similarly, the level of Career satisfaction and employee turnover intention in the NBE is low. According to the study's Pearson correlation results, there is a substantial negative association between HRMP and turnover intention, as well as Career satisfaction and turnover intention in NBE. HRMP and career satisfaction, on the other hand, have a considerable positive association. The researcher concluded that in the National Bank of Ethiopia, career satisfaction partially mediated the relationship between HRMP and turnover intention.

### **5.4. Recommendations**

- ❖ It is suggested that the organization continue to focus on the areas where it is succeeding and find ways to enhance and modify the areas where it is failing.
- ❖ As a result, the employee's overall view of their HRMP and career satisfaction is low. As a result, NBE will place a premium on employee HRMP and career satisfaction. The HRMP's Distributive Justice, Interpersonal Justice, Procedural Justice, Job Security, and Employee Empowerment subscales must all be taken into account by the NBE.
- ❖ Improving these subscales would improve employees' overall perceptions of HRMP, resulting in increased career satisfaction and lower employee turnover intentions. NBE

shall give due emphasis to the issues of employee HRMP and Career satisfaction as both of them have significant negative relationship with the turnover intention of employees.

- ❖ The organization should place a strong emphasis on HRMP in order to facilitate career satisfaction and reduce employee turnover.
- ❖ As Career satisfaction mediates (indirectly affects) the relationship between HRMP and employee turnover intention, NBE will concentrate on increasing career satisfaction. Thus, the current low level of career satisfaction increased. As a result, NBE can dramatically reduce its employees' intentions of leaving.
- ❖ The research recommends that the new research can use additional hypothesis like to have comparison using genders and different positions, education and the likes.

## **5.5. Suggestions for Further Research**

Several limitations discovered over the course of this study, including the fact that it only looked at a subset of one organization, which limits the research's generalization.

Another disadvantage of the study was the lack of similar research in the country. As a result, the study provides the door for future research in another public organization in our country to look into HRMP, career satisfaction and the likelihood of employee turnover. As a result, the findings of this study could be quite useful.

To address the limitations of this study, more research into the HRMP subscales and their link and impact on career satisfaction and employee turnover intention is advised. In addition, a longitudinal study on HRMP, career satisfaction, and employee turnover intention should be done in Ethiopia. Future studies should look at career and satisfaction over a period rather than just at one moment in time. It is also advised that a wider sample be employed, involving a variety of institutions and organizations throughout Ethiopia. In addition, the future research can study mediation effect of career satisfaction.



## References

1. Aburumman. O.J, Salleh.A., Omar.K., and Abadi. M. (2019). the impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters* 10 (2020) 641–652
2. AbuTaddeleJiru, andWorkuMekonnenTadesse. (2019). Effects of Human Resource Management Practices on Employee Turnover Intention: A Case Study of Commercial Banks in Ethiopia. *OPUS* 10 (1) 2019, 1-18
3. Abuzaid, A. N. 2018. The relationship between ethical leadership and organizational commitment in banking sector of Jordan. *Journal of Economic and Administrative Sciences*, 34(3), 187-203. <https://doi.org/10.1108/JEAS-01-2018-0006>
4. Adebayo, O.I. and O.I.E. Lucky.(2012). Entrepreneurship development and national job security. *Proceedings of the LASPOTTECH SM National Conference on National Job Security Main Auditorium, June 25-26, 2012, Isolo Campus, Lagos, Nigeria*
5. Ali, N. (2009). Factors Affecting Overall Job Satisfaction and Turnover Intention. *Journal of Managerial Sciences*, 2(2): 239-252.
6. Anvari, R., JianFu, Z., & Chermahini, S. H. (2014). Effective strategy for solving voluntary turnover problem among employees. *Procedia-Social and Behavioral Sciences*, 129, 186-190. doi:10.1016/j.sbspro.2014.03.665
7. Arnold.L.A.(2005).Strategies for Reducing High Turnover Among Information Technology Professionals
8. Arshad.H&Puteh.F. (2015). Determinants of Turnover Intention among Employees. *Journal of Administrative Science* Vol.12, Issue 2, 2015
9. Arthur.M.B.,Hall.D.T and Lawrence.B.S.(1996).Hand book of Career Theory .
10. Baron, R.M., and Kenny, D.A.(1986), The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology* 51 1173-1182.

11. Bell, N. E., & Staw, B. M. (1989). People as sculptors versus sculpture: The role of personality and personal control in organizations. In M. B. Arthur, D. T. Hall & B. S. Lawrence (Eds.), *The handbook of career theory* (pp. 232-251). Cambridge, England: Cambridge University Press. (<https://books.google.com.et/books?hl=en&lr=&id=kPLvB0lzlRkC&oi=fnd&pg=PA232&dq=People+as+sculptors+versus+sculpture:+The+role+of+personality+and+personal+control+in+organizations.&ots>)
12. Branham, (2000). The book *Keeping the People Who Keep You in Business*.
13. Branham, L. (2000). *Keeping the people who keep you in business: 24 Ways to hang on to Your Most Valuable Talent*. USA: AMACOM.
14. Busari, A. H., Mughal, Y. H., Khan, S. N., Rasool, S., & Kiyani, A. A. (2017). Analytical cognitive style moderation on promotion and turnover intention. *Journal of Management Development*, 36(3), 438-464
15. Bwowe, P. W. (2020). Employee Turnover Intention at a Historically Disadvantaged South African University. *Journal of Educational and Social Research*. Vol 10 No 6.
16. Camgoz, S. M., and Karapinar, P. B. (2011). Managing job satisfaction: The mediating effect of procedural fairness. *International Journal of Business and Social Science*, 2: 234–243
17. Chan, S. H., Mai, X., Kuok, O. M., & Kong, S. H. (2016). The influence of satisfaction and promotability on the relation between career adaptability and turnover intentions. *Journal of Vocational Behavior*, 92, 167-175.
18. Chughtai, T. A. (2013). Role of HR practices in turnover intentions with the mediating effect of employee engagement. *Wseas Transactions on Business and Economics*, 10(2), 97-103
19. Coalk, M. and Erdost, H. E. (2004). Organizational Justice: A Review of The literature and Some Suggestions For future Research commitment. *South Asian Journal of Global Business Research*, 5(1), 104-124. <https://doi.org/10.110>

20. Cooper, D. And Schinder,P. (2006), *Business Research Methods*.8th edition. New York. McGrawHill
21. Dehghani.M. (2014). From hotel career management to employees' career satisfaction. *International Journal of Research In Social Sciences*, Vol. 3, No.5
22. Dhurup, M., et., al. (2016). Finding Synergic Relationships in Teamwork, Organizational Commitment and Job Satisfaction: a Case Study of a Construction Organization in a Developing Country. *Prodecia Economics and Finance*, 35, 485-492.
23. Fidalgo.F.and Gouveia.L.B. (2012). Turnover impact into organizational knowledge management. The case of employee turnover in Portuguese real estate
24. Foon, Y., Chee-Leong,T., & Osman, L., (2010). An Exploratory Study on Turnover Intention among Private Sector Employees.*International Journal of Business and Management*, 5 (8).
25. G. Blau (1993). Further exploring the relationship between job search and voluntary individual turnover. *Personnel Psychology*, vol. 46, no. 2, pp. 313–330.
26. Glebbeek.A.C. and Bax.E.H.(2004). Is High Employee Turnover Really Harmful? An Empirical Test Using Company Records: *The Academy of Management Journal*, Apr., 2004, Vol. 47, No. 2 (Apr., 2004), pp.
27. Guan, Y., Jiang, P., Wang, Z., Mo, Z., & Zhu, F. (2017). Self-referent and other-referent career successes, career satisfaction, and turnover intention among Chinese employees: The role of achievement motivation. *Journal of Career Development*,44(5), 379-393
28. Guan, Y., Wen, Y., Chen, S. X., Liu, H., Si, W., Liu, Y., ... & Dong, Z. (2014). When do salary and job level predict career satisfaction and turnover intention among Chinese managers? The role of perceived organizational career management and career anchor. *European Journal of Work and Organizational Psychology*, 23(4), 596-607.
29. Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. *Prodecia-Social and Behavioral Sciences*, 229, 298-306.

30. Hanock.J.I,Allen.D.G,Bosco.F.R.,McDniel.K.R. andPierce.C.A.(2011).Meta-Analytic Review of Employee Turnover as a predictor of Firm Performance .Journal of Management
31. Hidayah.N.andChaerudin, (2020).The influence of workload, work environment and teamwork against turnover intention which mediated through organization commitment (case study on employee at pt. multiprojaya prima)
32. [https://books.google.com.et/books?hl=en&lr=&id=lAMyIsLLW0C&oi=fnd&pg=PR9&ots=TUNyGK2ROD&sig=4YyYvMYrYas23Z\\_KJl1KiOs7vU&redir\\_esc=y#v=onepage&q&f=false](https://books.google.com.et/books?hl=en&lr=&id=lAMyIsLLW0C&oi=fnd&pg=PR9&ots=TUNyGK2ROD&sig=4YyYvMYrYas23Z_KJl1KiOs7vU&redir_esc=y#v=onepage&q&f=false)
33. <https://www.indeed.com/career-advice/career-development/career-development-theory>
34. [https://www.researchgate.net/publication/293803675\\_Assessing\\_organizational\\_ethics\\_and\\_career\\_satisfaction\\_through\\_career\\_commitment](https://www.researchgate.net/publication/293803675_Assessing_organizational_ethics_and_career_satisfaction_through_career_commitment)
35. I,Swarts,Leeuw,M.Z,Mukonza and C.(2019).The Impact of Human Resource Management Practices on Perceived Organizational Justice. Business Management and strategy.
36. Ismail.H.(2015). Job insecurity, Burnout and Intention to Quit. international Journal of Academic Research in Business and Social Sciences, Vol. 5, No. 4
37. Jafaria.P, Motlagh.F.H., Yarmohammadian.M.H,and Delavar.A.(2011).Designing an adjusted model of organizational justice for educational system in Esfahan City (Iran)
38. Joo, B. K., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. Leadership & Organization Development Journal, 31(6), 482- 500
39. Joo.B-K. and Lim.T.(2013).Transformational Leadership and Career Satisfaction: The Mediating Role of Psychological Empowerment
40. Joo.B-K.and Kyoung-ah.N.(2019).The effect of transformational leadership ,learning goal orientation and psychological empowerment on career satisfaction .New Horizons in Adulet Education and Human Resource Development 31(3),47-64).
41. Joo.B-K.and Lee.I.(2015).Workplace happiness: work engagement, career satisfaction, and

subjective well-being.

42. Joo.B-K.B. and Park.S.( 2010).Career satisfaction, organizational commitment, and turnover intention the effects of goal orientation, organizational learning culture and developmental feedback.
43. Judge, T.A., Cable, D.M., Boudreau, J.W. and Bretz, R.D.(1995). —An empirical investigation of the predictors of executive career successl, *Personnel Psychology*, Vol. 48 No. 3, pp. 485-519.
44. Jyoti, J., Rani, R., &Gandotra, R. (2015). The impact of bundled high performance human resource practices on intention to leave: Mediating role of emotional exhaustion. *International Journal of Educational Management*, 29(4), 431-460.
45. Kadiresan.V and Javed.N.K. (2015).Discrimination in Employment and Task Delegation at Workplace in the Malaysian Context. *International Journal of Academic Research in Business and Social Sciences* June 2015, Vol. 5, No. 6
46. Karote Kanzile. (2019).The Causes of Employee Turnover in Public Banks in Ethiopia: The case of National Bank of Ethiopia.
47. Kazuyuki.M .and Kuo-lin.W.( 2006).Illusion of Career Development Theories for the Departure of Developing a Demonstrative Career Development Theory. *The Economic Journal of Takasaki City University of Economics* vol.49 No.2 2006 pp.17-30.
48. Kim, B., Lee, G., Murrmann, S.K. and George, T.R. (2012), —Motivational effects of empowerment on employees‘ organizational commitment: a mediating role of management trustworthinessl, *Cornell Hospitality Quarterly*, Vol. 53 No. 1, pp. 10-19.
49. Kong, H., Cheung, C., & Song, H. (2012). From hotel career management to employees‘career satisfaction: The mediating effect of career competency. *International Journal of Hospitality Management*, 31(1), 76-85.
50. Kong, H., Sun, N., & Yan, Q. (2016). New generation, psychological empowerment: can empowerment lead to career competencies and career satisfaction? *International Journal of Contemporary Hospitality Management*, 28(11), 2553-2569

51. Kong.H. Sun.N. and Yan.Q.(2016).New generation, psychological empowerment Can empowerment lead to career competencies and career satisfaction?
52. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological measurement*, 30(3), 607-610
53. Kumar.R.R(2011).Turn over issues in the textile industry in Ethiopia: A case of ArbaMinch Textile Company
54. Kuo-lin.W. and Kazuyuki.M.(2006).Illusion of Career development theories for the departure of developing a demonstrative career development theory. *The Economic Journal of Takasaki City University of Economics* vol.49 No.2 2006 pp.17-30.
55. Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of Management Review*, 19(4), 699-727.
56. Li, N., Zhang, L., Xiao, G., Chen, J., & Lu, Q. (2019). The relationship between workplace violence, job satisfaction and turnover intention in emergency nurses. *International Emergency Nursing*, 45, 50-55.
57. Liu, B., Liu, J., & Hu, J. (2010). Person-organization fit, job satisfaction, and turnover intention: An empirical study in the Chinese public sector. *Social Behavior and Personality: An International Journal*, 38(5), 615-625.
58. Long, C. S., Thean, L. Y., Ismail, W. K., & Jusoh, A. (2012). Leadership styles and employees' turnover intention: exploratory study of academic staff in a Malaysian College. *World Applied Sciences Journal*, 19(4), 575-581.
59. Lounsbury .J.W.(2012).Key personality traits and career satisfaction of customer service workers
60. Lounsbury.J.W.,Studham.R.S.,Steel.R.P. ,Gibson.L.W.,andDrost.A.W.(2008).Personality Traits and Career Satisfaction of Information Technology Professionals.

61. Lucy, F., D. Mellor, K. Moore and C. Loquet, (2004). How Can Managers Reduce Employee Intention to Quit? *Journal of Managerial Psychology, Medical Management Centre, Department of* 19(2): 170-187.*Management, 2(7), 272-285.*
62. Luladay SHEMELES (2017). The Effects of Job Satisfaction on Employees 'Turnover Intention: The Case of Cooperative Bank of Oromia S.C.
63. Mbah.E and Ikemefuna.C.O (2012).Job Satisfaction and Employees'Turnover Intentions in total Nigeria plc. in Lagos State Samuel. *International Journal of Humanities and Social Science Vol. 2 No. 14 [Special Issue*
64. McCormick.M.J. (2001).Self-Efficacy and Leadership Effectiveness: Applying Social Cognitive Theory to Leadership. *The Journal of Leadership Studies, Vol.8No.1*
65. McGuire.D. and Hannan.C.(2010).The relationship between diversity training, organizational commitment, and career satisfaction . *Journal of European Industrial Training.*
66. Mohanty.S.(2016). A Study of Employee Satisfaction Perception in Accommodation Sector in Odisha. *International Journal of Business and Management Invention, PP. 07-12*
67. Mukwakungu.S.C., Mankazana .S. and Mbohwa.C.(2018).The impact of employee empowerment on organizational performance in a flavors and fragrance manufacturing company in south Africa.
68. Mulatu Takele (2013). HRD Climate and Job Satisfaction in the Public Sector of Ethiopia: *Journal of Business and Management. Volume 13, Issue 6 (Sep.-Oct. 2013).*
69. Mulugeta Estifanos ( 2019).The mediating effect of job satisfaction on the relationship between career development and employee turnover intention: a case in commercial bank of Ethiopia.
70. N.S.U, I. I.M.Z.M.I2, K.M.K.3, F.S.Mand H.A.M.(2019).The influences of job performance, work-life balance and organizational justice on employees' career satisfaction.*Humanities & Social Sciences Reviews Vol. 7, No 5, 2019, pp 442-447.*

71. N.U.S.,I.I.M.M,K.M.K,M.S andH.A.M.(2019).The Influences Of Job Performance, Work-Life Balance And Organizational Justice On Employees‘ Career Satisfaction
72. Naidoo.R. (2017). Turnover Intentions among South African IT Professionals:Gender, Ethnicity and the Influence of Pay Satisfaction. *The African Journal of Information Systems*, Volume 10, Issue 1, Article 1
73. Nantsupawat, A., Kunaviktikul, W., Nantsupawat, R., Wichaikhum, O. A., Thienthong, H., &Poghosyan, L. (2017). Effects of nurse work environment on job dissatisfaction, burnout, and intention to leave. *International nursing review*, 64(1), 91-98.
74. Nauta.M.M.(2010).The Development, Evolution, and Status of Holland’s Theory of Vocational Personalities: Reflections and Future Directions for Counseling Psychology. *Journal of Counseling Psychology*, Vol. 57, No. 1, 11–22
75. NurulHidayah.N., and Chaerudin.(2020).The influence of workload, work environment and teamwork against turnover intention which mediated through organization commitment (case study on employee at pt. multiprojaya prima). Volume 2, Issue 2,302- 310.
76. Oni.O and Fatoki.O.O. (2017).Perception of Employee Turnover Intentions at a South Africa Higher Education. *Journal of the social Sciences*.
77. Otto.K,Mohr.G.,Kottwitz.U.M.and Kre.S.(2014).The joint impact of microeconomic parameters and job insecurity perceptions on commitment towards one’s job, occupation and career: A multilevel approach.
78. Papadimitriou.D.,Winand.M, and Anagnostopoulos.C.(2017 ).Job and career satisfaction in an austerity environment: The role of job security and passion towards work.
79. Pathardikar, A. D., Sahu, S., & Jaiswal, N. K. (2016). Assessing organizational ethics and career satisfaction through career
80. Poon, J. M. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel review*, 33(3), 322-334.
81. Pradita.N.N and Satrya.A.(2019).The Influence of Empowerment and Workload on



- Turnover Intention through the Mediation of Emotional Exhaustion on Indonesian Garment Workers. *International Journal of Scientific & Engineering Research* Volume 10, Issue 1.
82. R.A.Karasek (1979). Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. *Administrative Science Quarterly*, vol.24, no.2, pp. 285–308.
  83. Rajoo.D.D/O .(2016).The influence of training, job security, career development opportunities and performance appraisal on turnover intention among hospital employees in kualalumpur
  84. Rastgar .A.A.(2013).A Study of the Relationship between Organizational Justice and Turnover Intentions: Evidence from Iran. *International Journal of Research in Organizational Behavior and Human Resource Management*, Vol. 1, No. 2, 2013, pp. 1-10.
  85. Raziq, A., &Maulabakhsh, R. (2015). Impact of working environment on job satisfaction.*Procedia Economics and Finance*, 23, 717-725.
  86. Richardson.J.D., Lounsbury.J.W., Bhaskar.T., Gibson.L.W.,and Drost.A.W.(2009).Personality Traits and Career Satisfaction of Health Care Professionals
  87. . *The Health Care Manager* Volume 28, Number 3, pp. 218–226
  88. Salleh.A.M.,Omar.K, Aburumman.O.J.,Mat.N.H.N.andAlmhairat.M.A.(2020).the impact of career planning and career satisfaction on employees‘ turnover intention .
  89. Sekaran, U., &Bougie, R. (2010). *Research Method for Business* 5th Edition. United Kingdom: John Wiley and Sons Ltd.
  90. SELAM Adnew (2015). Assessment of Professional Employees Turnover and Retention Practice The Case of Wegagen Bank S.C
  91. Shah, S. H. A., &Beh, L. S. (2016). The impact of motivation enhancing practices and mediating role of talent engagement on turnover intentions: Evidence from Malaysia. *International Review of Management and Marketing*, 6(4), 823-835.
  92. Shujaat S., Sana S., Aftab F., Ahmed I., (2013), Impact Of Career Development On Employee Satisfaction In Private Banking Sector Karachi *Journal of Management and*

93. Shum.C.,Gatling.A.and Garlington.J.(2019).All people are created equal? Racial discrimination and its impact on hospitality career satisfaction. *International Journal of Hospitality Management*.
94. Tarricone.P.and Luca.J. (2002).Successful teamwork: A case study.
95. Tewfik Abdella(2015).Determinants of Turnover in Terms of Intention to Leave the Case of NIB International Bank SC.
96. Thirapatsakun, T., Kuntonbutr, C., &Mechinda, P. (2014). The relationships among job demands, work engagement, and turnover intentions in the multiple groups of different levels of perceived organizational supports. *Universal Journal of*
97. Thurstona.E and Glendon.A.I.(2018). Association of risk exposure, organizational identification, and empowerment, with safety participation, intention to quit, and absenteeism
98. Tiwari.P.(2012). Human resource management practices: a comprehensive review
99. Van Der Weijden, I., Teelken, C., de Boer, M., &Drost, M. (2016). Career satisfaction of postdoctoral researchers in relation to their expectations for the future. *Higher Education*, 72(1), 25-40.
100. Watson, Jeff. (2001), *How to Determine a Sample Size: Tipsheet #60*, University Park, PA: Penn State Cooperative Extension.
101. Weijden.I,Teelken.C.Boer.M and Dros.M.(2016).Career satisfaction of postdoctoral researchers in relation to their expectations for the future
102. Yap.M,Career,Cukier.W, Holmes .M.R. and Hanna.C-A.(2010).Satisfaction: A Look behind the Races. *Relations Industrielles / Industrial Relations*, Vol. 65, No. 4, pp. 584- 608.277-286
103. Zamanana.M.S,Alkhaldia.M.H,AbdullahSultanAlmajrouba.A.S,andAlajmia.A.S.(2019).The influence of HRM practices and employees' satisfaction on intention to leave. *Management*

104. Zamanana T.M.S., Alkhaldia M.H., Almajrouba A.S., Alajmia A-D.S., Alshammaria J.M and Aburummanb.O.J (2020). The influence of HRM practices and employees' satisfaction on intention to leave
105. Zewdneh Tegegne (2015) Assessment of Employee Turnover: The Case of Sheraton Addis Luxury Collection Hotel
- 106.113. Oh.J.R.(2013). The Impact of Organizational Justice on Career Satisfaction of Employees in the Public Sector of South Korea
- 107.114. Kim.M-J and Kim.B-J.(2020). The Performance Implications of Job Insecurity: The Sequential Mediating Effect of Job Stress and Organizational Commitment, and the Buffering Role of Ethical Leadership
- 108.115. Hanaysha.J.(2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment
- 109.117. Spurk.D, Abele.a.e and Volmer.J.(2011). The Career Satisfaction Scale: Longitudinal measurement invariance and latent growth analysis
- 110.118. Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31–36. (6043 citations as of 4/1/2016)

**Appendix**  
**A. Questionnaire**

**Addis Ababa University**

**School of Business and Economics**

**Department of Management**

**Masters of Science Degree in Management (MSC)**

Survey Questionnaire for a study on an Assessment of HRMP, Career Satisfaction and turnover rate Intention: A Case in national bank of Ethiopia

Dear Sir/Madam, I am Yilkal Yeshealm, student of Masters of Science Degree in Management Specialization in Total Quality Management and Organizational Excellence in Addis Ababa University. The following research is an element of my MSc. study and conducted for purely academic purposes. the aim of research is to look at the link between HRMP and Career satisfaction, and turnover intention in NBE. All the information collected through the questionnaire are used just for contribution to knowledge and kept secret/ confidential. Please make sure that you mark all the given statements otherwise incomplete responses will not fulfill researcher requirements.

To this end, kindly request you to answer the following short questions regarding with the stated objective. It will take not than 20 minutes of your time. Your response is utmost important to me. Therefore, your genuine, honest and prompt response may be a valuable input for the standard and successful completion of the project research paper.

**General Instruction**

- ❖ There is no need of writing your name
- ❖ In all case where answers options are available, please make circling or X in the appropriate box

## Part I General Information

Please complete the following information by marking the appropriate box

Gender what is your Gender?

1. F ( ) M ( )

2. What age group you are in years? 25 or less ( ) 26 – 30 ( ) 31 - 35 ( ) 36 – 40 ( )

41 & above ( )

3. How long have you been with NBE in years? 0 – 5 ( ) 6 – 10 ( ) 11 – 15 ( ) 16 – 20

( ) 21& above ( )

4. Educational Qualification:

Below High school ( )

High school Completed ( )

Certificate ( )

College diploma ( )

Bachelor's degree ( )

Master's degree or above PhD Degree ( )

1. Indicate which of the following best describes your current position:

Managerial, ( ) Professional, ( ) Clerical, ( ) Non-Clerical ( ) and technical ( )

## Part II HUMAN RESOURCE MANAGEMENT PRACTICE

This section of the questionnaires prepared to collect data about the perception of employee on Human Resource Management Practice dimensions NBE. Please indicate the extent to which you agree or disagree with each statement by circling a correspondent number. Higher number indicates higher level of agreement. Choose only one answer for each statement.

1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

1. Organizational Justice Scale						
No.	Procedural Justice	Please circle your answer!				
1	NBE decisions are made in an unbiased manner	1	2	3	4	5
2	Before making work decisions, NBE ensures that all employees' concerns are acknowledged.	1	2	3	4	5
3	NBE has procedures in place to collect data in order to make accurate and detailed decisions.	1	2	3	4	5
4	NBE has policies in place to allow for requests for a clear explanation or further information on a decision	1	2	3	4	5
5	NBE choices are implemented uniformly and fairly to all employees who are affected.	1	2	3	4	5
6	NBE has policies in place that allow employees to appeal or dispute decisions.	1	2	3	4	5
Distributive Justice		Please circle your answer!				
1	My working time is reasonable.	1	2	3	4	5
2	I believe my salary is reasonable.	1	2	3	4	5
3	My workload is fair in my view.	1	2	3	4	5
4	In general, the salary I receive here is reasonable.	1	2	3	4	5
5	My job responsibilities are fair to me.					
Interpersonal Justice		Please circle your answer!				
1	My boss treats me with respect and consideration while making decisions concerning my employment	1	2	3	4	5
2	When making decisions concerning my job, my boss takes serious effort to understand my personal needs	1	2	3	4	5
3	My boss is straight with me when it comes to making decisions concerning my job.	1	2	3	4	5
4	My supervisor indicates care for my rights as an employee when making decisions about my job.	1	2	3	4	5
5	My supervisor generally talks to me about the expected consequences of actions he or she makes about my employment.	1	2	3	4	5
6	My supervisor generally talks to me about the expected consequences of actions he or she makes about my employment.	1	2	3	4	5
7	If a decision affects my employment, my supervisor explains it clearly.	1	2	3	4	5

No.	2. Job security	Please circle your answer!				
1	If NBE runs into financial problems, my job would be the first to go (to cancel).	1	2	3	4	5
2	I will not be able to keep my current job for as long even Though I would like (I want).	1	2	3	4	5
3	My job is insecure (not secure).	1	2	3	4	5
4	My job will now no longer be there even though I need it.	1	2	3	4	5

No.	3.Employee Empowerment	Please circle your answer!				
1	I am confident in my ability to perform out the responsibilities of my position.	1	2	3	4	5
2	I am confident in my ability and skills to perform my job.	1	2	3	4	5
3	I have the authority to make the decisions I need to do a great job.	1	2	3	4	5
4	My boss has confidence in me to make the best decision appropriate in my work.	1	2	3	4	5
5	In terms of how I do my job, I have a lot of capacity for autonomy and freedom.	1	2	3	4	5

No.	4.Team work	Please circle your answer!				
1	My department's members assist one another in completing tasks.	1	2	3	4	5
2	My team members have a close relationship with one another.	1	2	3	4	5
3	My teammates have a lot of respect for one another.	1	2	3	4	5
4	My team members work well together.	1	2	3	4	5
5	My team members support one another to finish the work successfully.	1	2	3	4	5
6	My friends and I go forward a big effort to get things done.	1	2	3	4	5

### Part III: - Career Satisfaction Scale (CSS)

This section of the questionnaires prepared to collect data about employee perception of Career satisfaction in NBE. Please indicate the extent to which you agree or disagree with each statement by circling a correspondent number. Higher number indicates higher level of agreement. Choose only one answer for each statement.

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

No.	5.Career Satisfaction	Please circle your answer!				
1	In my work life, I am happy with my great achievements.	1	2	3	4	5
2	I am happy with the changes I have made in reaching my long-term career goals.	1	2	3	4	5
3	I am happy with the changes I have reached toward my financial targets.	1	2	3	4	5
4	I am happy with how far I have come toward reaching my goals for gaining new skills.	1	2	3	4	5
5	I am happy with the outcome I have made toward reaching my goals for gaining new skills.	1	2	3	4	5

### Part IV: - Measurement of Employee Turnover intention

This section of the questionnaires prepared to collect data about employee's Turnover intention in NBE. Please indicate the extent to which you agree or disagree with each statement by circling a correspondent number. Higher number indicates higher level of agreement. Choose only one answer for each statement.

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

No.	6.Turn over Intention	Please circle your answer!				
1	I am thinking of leaving NBE at any point of time in the future	1	2	3	4	5
2	I have an intention to resign from NBE within a short period of time	1	2	3	4	5
3	I am being dissatisfied working for NBE due to one or other reasons, so I would probably look for outside opportunities	1	2	3	4	5
4.	I am already fed up with working in NBE, so I am searching for a better job in a better organization at the moment	1	2	3	4	5
5	Whenever I get a job in another company definitely I leave NBE	1	2	3	4	5



**Appendix A. Table 1-1 Employee Turnover of by position**

Position	Year			
	2016/2017(in number )	2017/18( in number )	2018/19( in number )	2019/20( in number )
Managerial	6	11	-	11
Professional	45	34	-	34
Clerical	18	13	4	6
Non-Clerical	19	25	13	5
Technical	2	1	1	1
Total	90	84	16	21

Source : NBE

### **Appendix B. The reason Why falling to reject the null hypothesis:**

Cohen (1990) made the following point: “if the null hypothesis is always false, what’s the big deal about rejecting it?”(p. 1308, italics added).

The answer is that researchers are aware of the publication bias for significance (see Kline, 2013, p. 11), in the sense that the majority of editors and reviewers in peer-reviewed journals only agree to publish articles rejecting the null hypothesis (e.g.,  $p < .05$ ); negatives results are rarely published in such journals.

#### **1/ Sample size, effect size, and power are all factors to consider.**

Another method is to rerun the experiment with a higher sample size if the initial experiment did not reject the null hypothesis. The assumption is that as the sample size grows, the likelihood of rejecting the null hypothesis grows as well.

As previously stated, statistically significant results almost guarantee the rejection of the null hypothesis because "any effect that is not zero requires merely a large enough sample to be significant" (Kline, 2013, p. 24).

This strategy would succeed if peer-reviewed journal reviewers agreed that the difference between group means is significant.

However, if reviewers find that the difference between group averages is slight or insignificant, the study may be dismissed. .20, .50, and .80 for small, medium, and large d, respectively

Stated Type 1 error = 0 percent with that trivial findings, regardless of the size of the sample.

The second technique is to demonstrate that the statistical test used to reject the null hypothesis had "power" (Cohen, 1988, 1990, 1994; Lipzey, 1990; Sullivan & Feinn, 2012).

For example, with a t-test on two independent group means, the researcher would calculate the effect size index (known as Cohen's  $d$ , 1988) and then examine power tables (e.g., Cohen, 1988) to see if the statistical test findings appropriately rejected the null hypothesis (i.e., the power of the test).

Cohen (1988) advises using the "power" of  $t = 1.920$  calculated from two independent group averages and  $\alpha = 0.05$ .

As a result, despite the fact that the study claimed Type 1 error = 0% with minor changes in group averages, peer-reviewed journal reviewers would be pleased that the study also demonstrated the "power" of the statistical test used to reject the null hypothesis.

As a result, research with a large sample size and power calculations have a higher probability of being approved in peer-reviewed journals, implying that the hypothesis testing approach is used.

## **2/ Rejecting the Null Hypothesis is a Temporal Event**

It is worth noting that the null hypothesis' rejection is most likely a one-time occurrence unless the same study is reproduced by independent researchers.

In this respect, Domenech (2018) comments that "the low chance of reproducing a P value following an exact replication of the [original] experiment" is an uncertainty in the hypothesis testing approach (p. 1184).

The open science collaboration group, for example, includes academics from a variety of academic institutions and nations.

In 2011, the Open Science Collaboration (2015) undertook a review of 100 previously published papers that were replicated.

Psychological Science, Journal of Personality and Social Psychology, and Journal of Experimental Psychology: Learning, Memory, and Cognition all published these findings. 97

percent of original research showed statistically significant results (i.e., rejecting the null hypothesis, which is untrue), whereas only 36% of replications of original studies reported statistically significant results.

Because only about 1% of all published studies are replicated and published in peer-reviewed scientific journals (Kline, 2013, p. 269), 99 percent of original studies published in a given year report temporal significant statistical findings until such studies are replicated and published to demonstrate the stability of such findings over time.

### **3/ Statistical Significance versus Practical Finding**

Another significant criticism of the null hypothesis significance testing emphasis is that statistically significant results (i.e., rejecting a null hypothesis that is actually false) do not always imply that such results have practical value in society (Gliner et al., 2002; Kirk, 1996; see also Kline, 2013, p. 10).

For example, in a meticulously organized study on the impact of Method A to teach, Researchers found a substantial statistical difference ( $p.05$ ) between the two conditions when teaching English to Latino/a youngsters, and they recommend to school districts that Method A be applied in all schools to appropriately teach English.

However, the costs of implementing Method A in all schools may preclude such districts from following the researchers' advice.

The study was published in a peer-reviewed journal, however, because it rejected the null hypothesis, not because Method A is a useful teaching approach.

In the case of effect size results, the fact that statistically significant results (e.g.,  $p0.05$ ,  $p0.001$ ) do not always imply practical relevance (Goodman, 2008) might also be utilized.

In terms of Cohen's (1988) guidelines, a specific treatment for a health problem may have a significant effect size (e.g.,  $.80$ ) but little practical significance.

For example, the treatment is too costly to administer, and while it was very beneficial in a population-based sample, it does not provide the desired outcomes in the community, or its effect

cannot be extended to the entire population of people with that health problem.

On the other hand, the effect size in a second experiment may be small (e.g., .20 in terms of Cohen's *d* calculation, 1988), but it will be well received by the community because it is implemented within the budget of the family dealing with that health problem or the clinic serving individuals with that health problem.

For example, Gliner et al. (2002) reported a study assessing the impact of aspirin on heart attacks.

In compared to those who received a placebo, those who took aspirin were less likely to have a heart attack.

However, the magnitude of the effect was minor (0.34).

"Although this effect size is believed to be minor, the practical value was high, because of both the low cost of using aspirin and the importance of preventing myocardial infarction," Gliner et al. (2002) found (p. 87).

#### **4/ Alternative to Null Hypothesis Testing**

Effect sizes, confidence intervals, and Bayesian inductive reasoning, according to some researchers (Abelson, 1997a, 1997b; Berry, Coustere-Yakir, and Grover, 1998; Burton, Gurrin, & Campbell, 1998; Chavalarias, Wallach, Li, & Loannidis, 2016; Erceg-Hurn & Mirosevich, 2008; Kline, 2013; Kyriacou, 2016; Spiegelhalter, Myless, Jones

The APA Publication Manual supports this emphasis on effects size, stating, "for the reader to appreciate the magnitude or importance of a study finding, it is nearly always important to include some measure of effect size" (APA, 2010, p. 34).

The American Psychological Association Task Force on Statistical Inference suggested prohibiting the use of null hypothesis significance testing (NHST; Wilkinson & the APA Task Force on Statistical Inference, 1999), however overwhelming opposition from researchers prevented such a restriction from being implemented.

Researchers should, however, "always offer an effect size estimate when publishing a *p* value,"

according to this task committee (p. 399).

Although most studies can compute effect sizes, Kline (2013) noticed that calculating effect sizes in particular research activities, "such as when the scores are rankings or are presented in complex hierarchically structured designs," can be problematic (p. 14)

Some researchers propose replacing NHST with a focus on confidence intervals, according to Gliner et al. (2002), because "confidence intervals provide more information than a significance test while still including information necessary to determine statistical significance" (p. 84; see also APA, 2010, p. 34).

"Both significance testing and confidence interval estimates can serve and have performed very useful functions for the analysis of public health and biomedical data," according to other researchers (Woolson & Kleinman, 1989, p.423).

Confidence intervals, on the other hand, are a decent but not perfect alternative, according to Abelson (1997a) (p. 119).

"Despite the benefits of confidence bounds [intervals], we will not fix all [NHST] difficulties by this one stroke," Abelson (1997b) writes in another paper, "confidence intervals are a fine notion, but not a cure-all" (p. 13).

Some troublemaker will expand his list of systematic outcomes by utilizing 93 percent confidence limits [intervals] instead of 95 percent limits to determine if the confidence limits [intervals] encompass the zero point. This is the same as setting the level to 0.7 instead of 0.05.

Indeed, any bad use of significance testing will breed a similar foolish practice for confidence bounds, according to the Law of Diffusion of Idiocy" (p. 13).

"Bayesian inductive reasoning is the ability to quantify the amount of confidence in terms of known or estimated conditional probabilities depending on information received and included in Bayesian calculations," according to Kyriacou (2016). (p. 114).

The fundamental flaw or shortcoming of this method is that "prior knowledge is frequently unknown or not clearly specified, making posterior probability calculations potentially erroneous" (Kyriacou, 2016, p. 114).

## **5/ The Advancement of Science Without the Null Hypothesis and Significance Testing**

Schmidt and Hunter (1997) explored the fallacious claim that "we would no longer have a science" if we did not employ the null hypothesis significance testing (NHST) technique (p. 3).

"Most researchers in the physical sciences [e.g., physics, astronomy, and chemistry] regard dependence on significance tests as unscientific," Schmidt and Hunter (1997) write (p. 7, italics added).

Researchers in the physical sciences form broad hypotheses, but they do not stress significance tests or P values, and they are unconcerned about Type I and Type II mistakes (see above discussion of hypotheses in general versus the null hypothesis).

Hypotheses are tested in such sciences through actual observations of the event under research and the variables that influence that occurrence.

Schmidt and Hunter (1997) used Einstein's general theory of relativity to illustrate this concept, which predicted (hypothesized) that if "light passes a big body [such as the sun], it will bend" (p. 7).

Sir Arthur Eddington captured a total solar eclipse in 1919 and "measured the amount of bending in light created by its passing the sun...

The amount of bending recorded matched the figure anticipated by Einstein's general theory, confirming the notion...There were no significance tests employed" (Schmidt & Hunter, 1997, p. 7). Because in this example a null hypothesis was not formulated, researchers were not worried about rejecting it with statistical tricks described above.

In the behavioral sciences, probably the clearest example of scientific progress without the need to emphasize null hypothesis significance testing (NHST) is the Experimental Analysis of Behavior, a field of experimental psychology coined by late Harvard University professor B. F. Skinner (Catania, 1984).

Because Skinner's interest was in the study of behavior "defined by its consequences" (Skinner, 1969, p. 127) rather than the emphasis on responses termed "reflexes" in the classical

conditioning paradigm (Kuhn, 1962), also known as Pavlovian conditioning, this experimental approach is also known as operant conditioning (Catania, 1984; Paniagua, 2001).

Skinner utilized pigeons and white rats as experimental animals, demonstrating that by manipulating antecedents and consequences, creatures could acquire and sustain complex actions over time.

This experimental approach was established by Skinner and his students (including Nathan Azrin, Charles Catania, and Charles Fester, among others) without both the formulation of the null hypothesis and the NHST approach (Fester & Skinner, 1957; Skinner, 1938, Skinner, 1961).

These researchers also started their own peer-reviewed magazine, the Journal of the Experimental Analysis of Behavior (JEAB), because they couldn't find any journals that would publish studies without hypotheses at the time. Paniagua provides a summary of Skinner's contributions to experimental psychology (2001, pp. 33-38)