

## THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES, CAREER SATISFACTION AND TURNOVER INTENTION IN A POST-PANDEMIC EMERGING COUNTRY

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### ABSTRACT

Staff turnover is costly to organizations and often has a relationship with human resource management (HRM) practices and career satisfaction. However, based on the literature, the relationship between these three is unclear, especially in emerging countries. This study investigates the relationship between HRM practices, career satisfaction, and turnover intention among employees in the manufacturing sector in an emerging country. 71 employees responded to 49-item online questionnaires. Using Partial Least Square Modelling analysis, the findings show that compensation, training and development, performance appraisal, promotion, and job security significantly affect turnover intention. The results also show that training and development, employee empowerment, and job security have a significant relationship with career satisfaction. Furthermore, career satisfaction has a mediating effect on the relationship between training and development and turnover intention as well as job security and turnover intention. This study has significant contributions to the HRM practitioners in emerging countries.

## INTRODUCTION

### *Background of the Study*

The volatility of business environments after the pandemic and the adverse economic impact of the Russian-Ukraine war has caused job insecurity (Lim et al, 2022; Fung & Gunasekara, 2021). Such a phenomenon has propelled many employees to self-manage their careers (Fung & Gunasekara, 2021). This career mindset, together with the work-from-home practices inherited from the pandemic, have impacted human resource management practices (HRM) (Azizi et al, 2021). HRM practices encompass compensation, training and development, performance appraisal, and employee empowerment or promotion (Aburumman et al., 2020). Performance appraisal practices, for instance, would need to be modified to allow better job performance assessment for remote working or work-from-home practice. Each of these HRM practices could affect employees' turnover intention and career satisfaction (Juhdi, Pa'wan & Hansaram, 2013). This study revisits these three variables in the post-pandemic environment to determine their relationship in this new normal.

## RESEARCH QUESTIONS

Past studies have reported that HRM practices, directly and indirectly, affect turnover intention. Researchers also encourage further study on mediators mediating the relationship between HRM practices and better performance (Shah & Khan 2019). However, it is unclear how HRM practices, mediated by career satisfaction, could affect turnover intention (Juhdi, Pa'wan & Hansaram 2013; Memon et al. 2020; Sinniah & Naail 2017). In addition, the studies that included career satisfaction variables were conducted in different industries, yielding different results (Hee et al. 2016; Yean & Yahya 2013). Hence, there is a need to study the relationship between HRM practices and employee turnover intention and evaluate the relationship between HRM practices and career satisfaction.

So, the research questions (RQ) of this study are:

- RQ1. What are the influences of HRM practices on employee turnover intention?
- RQ2. What are the influences of HRM practices on career satisfaction?
- RQ3. Does career satisfaction mediate the relationship between HRM practices and the employee's turnover intention?

## RESEARCH OBJECTIVES

This study aims to determine the relationship between HRM practices and the employee's turnover intention and the mediating effect of career satisfaction on turnover intention.

## LITERATURE REVIEW

### *HRM Practices and Turnover Intention.*

HRM assists in managing employees to enhance their performance, leading to better organizational performance. Various researchers have considered it an organization's competitive source (Jiru & Tadesse, 2019). HRM practices have also been stated to create better employee behavior, attitude, and performance outcome (Jiru & Tadesse, 2019). Memon et al. (2020) indicated that HRM practices are correlated to employee organizational commitment, lower turnover intention, citizenship behavior, and more. Thus, it is hypothesized that:

*H1: HRM practices (compensation, training and development, performance appraisal, promotion, employee empowerment, and job security) are negatively related to employee turnover intention*

### *Compensation*

Every employee wants a reward commensurate with their abilities or output; compensation practices are essential in mitigating employee turnover. Based on past studies, compensation is ranked as the top factor in retaining employees (Mahadi et al., 2020). Therefore, a better compensation and benefits system

can result in a higher labor retention rate (Mahadi et al. 2020). Some studies reported that compensation is negatively related to employee turnover intention in services and foods industries (Hee et al., 2018; Jiru & Tadesse, 2019; Karatepe & Vatankhah 2014; Shriedeh, 2019). As such, it was posited that:

*H1a: Compensation is negatively related to employee turnover intention*

### *Training and Development*

Training and development are closely related to employee turnover intention. This relationship is due to the employees' opportunity to improve the competencies that enable them to progress in their careers, leading them to stay in the organization (Manthi, Kilika & Kimencu, 2018). Moreover, a training program that meets the employees' needs will likely make them remain in the organization (Jiru & Tadesse, 2019; Karatepe & Vatankhah, 2014; Mohammad et al., 2020; Sinniah & Naail, 2017 ). Training and development programs could increase staff competency and knowledge, increasing employee self-fulfillment and satisfaction in the workplace. Therefore, it was postulated that:

*H1b: Training and development are negatively related to employee turnover intention*

### *Performance Appraisal*

Performance appraisal is a tool to attain employee and organizational outcomes (Manthi, Kilika & Kimencu 2018; Memon et al., 2020). Organizations use performance appraisals to measure the employee's performance, and the information is further utilized in other decision-making aspects such as promotion, merit, pay, training, and termination (Onyijie, 2015). The lack of a performance appraisal program could escalate employee turnover intention (Long & Perumal, 2014). Employees would demonstrate different degrees of job satisfaction depending on the conduct of performance appraisal. Well-executed performance appraisal practices

could motivate strong performers to maintain their performance levels and encourage poor performers to improve. Hence, the hypothesis will be:

*H1c: Performance appraisal is negatively related to employee turnover intention*

### *Promotion*

Previous studies indicated that promotion is negatively related to the employee's turnover intention due to the limitation to progress in the career path within the organization (Busari Abdul et al., 2017; Owhondah, Onuoha, & Akhigbe, 2016). A good promotion policy enhances the level of social status, personal growth, and responsibility which causes the employees to have more commitment to the company, thus, less likely the employee to have a turnover intention (Busari Abdul et al., 2017). The small or little opportunity given to the employee's promotion will result in a career plateau that increases the employee's likelihood of searching for a new organisation with better growth opportunities (Ekabu, Nyagah & Kalai 2018). Therefore, it was assumed that

*H1d: Promotion is negatively related to employee turnover intention*

### *Employee Empowerment*

Employee empowerment is about job delegation of authority, information sharing, and supporting resources (Hanaysha, 2016). Organizations that create an environment to support empowerment behavior allow employees to develop a sense of trust in the organisation, motivating them to perform better and reducing turnover intention (Hanaysha, 2016; Ifthikhar & Khan, 2019). Employees feel demotivated when they lack an empowering environment in the organization, which will influence the turnover intention due to the perception of low opportunities in career development (Dan et al., 2018). Hence, the hypothesis is developed as below:

*H1e: Employee empowerment is negatively related to employee turnover intention*

### *Job Security*

Job security is one of the most crucial HRM practices because it shows the organization's commitment to the employees (Mahadi et al. 2020; Wong & Wong 2017). High job security enhances staff motivation and good performance (Lu et al., 2017). As job security keeps the employee from leaving the organization, it also leads to lower turnover intention because the relationship between employee retention and turnover intention is negatively related (Wulansari, Meilita & Ganesan, 2020). Previous literature indicated job security is negatively associated with the employee's turnover intention (Sinniah & Naail, 2017; Zamanan et al., 2020). Additionally, staff would leave a company searching for one that offers greater job security. Hence, it is hypothesized that:

*H1f: Job security is negatively related to employee turnover intention*

### *HRM Practices and Career Satisfaction*

Employees expect to get compensation and benefits equal to what they contributed to the job or the organisation (Hee et al., 2019). The organisation's compensation system that focuses on salary increments can influence employee career satisfaction because it supports their or their family's living costs. (Hee et al., 2019). Additionally, a compensation and benefit system that is considered fair by the employees will increase their career satisfaction levels (Aburumman et al., 2020). In terms of training and development practices, a company offering training and development programs that improve employees' knowledge and skills will increase their job happiness. (Aburumman et al. 2020; Karatepe Osman & Vatankhah, 2015). The reason is that employees can advance in their career path when they receive the training that enhances their abilities to carry out tasks.

Fair performance appraisal can result in higher career satisfaction because management uses performance appraisals to determine the compensation and promotion

given to the employees (Aburumman et al., 2020; Fee Yean & Yahya, 2013). The appraisal results assist management in improving the weaknesses of the employees based on the performance indicators. Indirectly, the appraisals also assist employees in developing their career skills that, eventually increase their career satisfaction.

Organisations with employee promotion opportunities can increase career satisfaction (Aburumman et al., 2020; Bozionelos, 1996). The Busari Abdul et al. (2017) study also stated that promotions based on employee performance are positively related to career satisfaction. The promotion opportunities enable the enhancement of the social status and salary increment to the individual to fulfill their career goals and increase their career satisfaction levels.

Employees who feel valued and trusted by the company for their skills will most likely be satisfied with their careers. This can be a form of achievement in the employee's career path. In Kong, Sun, and Yan (2016), psychological empowerment is positively related to career satisfaction, so managerial approach empowerment could show a similar result. Karatepe Osman and Vatankhah (2015)'s study also showed that employee empowerment has a positive relationship with career satisfaction.

Stable employment can increase career satisfaction due to the sound environment that allows employees to gain skills and knowledge continuously, thus making progress in their career, which leads to career satisfaction (Nabi Ghulam, 2003). The study also reported that job security is positively related to subjective career success, where career satisfaction is part of subjective career success; therefore, job security should positively affect career satisfaction (Ngo & Li 2015). Through the discussion, it is hypothesised that:

*H2: HRM practices (compensation, training and development, performance appraisal, promotion, employee empowerment, and job security) are positively related to career satisfaction*

### Career Satisfaction and Employee's Turnover Intention

Employees will be less likely to leave a company if the employer supports or develops their career satisfaction. (Aburumman et al. 2020). In contrast, the decrease in career satisfaction will induce the employees to look for a job or organisation with a higher level of career satisfaction (Salleh et al. 2020). More recent studies also showed a similar result where career satisfaction is negatively related to the employee's turnover intention (Aburumman et al., 2020; Chan et al., 2016; Salleh et al., 2020). Therefore, it is hypothesised that:

*H3: Career satisfaction is negatively related to employee turnover intention*

### The Mediation of Career Satisfaction on HRM Practices and Employee's Turnover Intention

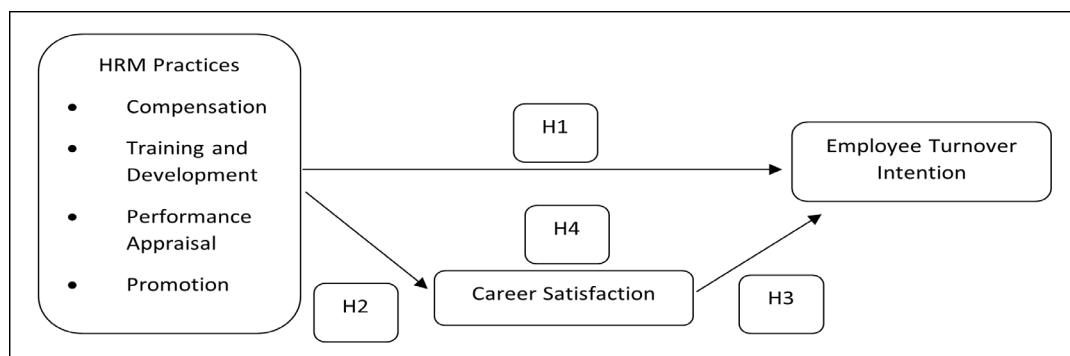
Past literature has demonstrated an indirect relationship between HRM practices and employee turnover intention; thus, career

satisfaction is suggested as the study mediator (Aburumman et al., 2020; Mohammad et al., 2018; Salleh et al., 2020). An organisation that implements HRM practices that allow employees to advance in their careers, increase their perception of self-worth, and attain a higher level of achievement in their career path will enhance their career satisfaction. According to the reciprocity norm, employees will remain with the company and have a reduced intention to leave. (Chevalier, 2019; Tabiu, 2016). As such,

*H4: The relationship between HRM practices and employee turnover intention is mediated by career satisfaction*

Figure 1 represents the framework used in this study with career satisfaction as the mediator, HRM practices (compensation, training and development, performance appraisal, promotion, employee empowerment, and job security) as independent variables, and employee turnover intention as the dependent variable.

**Figure 1** The conceptual framework of this study



## METHODOLOGY

### Sampling Design.

This study's target population is employees currently working in manufacturing companies in an emerging country. A total of 71 responses were collected through questionnaires, and the collected samples fulfilled the minimum sample size requirement for the behavioral study (Ooi & Teoh, 2021) and also met the

minimum sample size suggested by Hair et al. (2017) by referring to the power analysis table developed by Cohen. The criteria for determining the sample size through the table were seven predictors, a minimum  $R^2$  of 0.25, and a significance level of 5%, resulting in a minimum sample size of 51. The sample size of 71 also fulfilled the ten-times rule of thumb of the structural equation modeling which is suggested by Hair et al. (2017).

*Data Collection Procedures.*

The researchers approached the respondents via emails and LinkedIn to participate in this study. The respondents must be full-time employees with at least one year of working experience in the current company to ensure that they have experienced the human resource practices in the company, such as the annual appraisal process. The data was collected online using Google Forms in an anonymous form.

The instrument that measures compensation, training, and development, and performance appraisal was adapted from Lee, Lee, and Wu (2010), while the promotion was based on Mostafa, Gould-Willia, ms, and Bottomley (2015). Employee empowerment measurement was based on Kazlauskaite, Buciuniene, and Turauskas (2012) study, and the measurement of job security was taken from Karatepe Osman and Vatankhah (2015) study. The turnover intention measurement instrument was adapted from Memon et al. (2020). The mediator of this study, career satisfaction, measurement instrument adapted the items from Greenhaus, Parasuraman, and Wormley’s (1990) study. The questionnaire items were assessed with a Likert 5 scale. All the measurement instrument sources are summarised in Table 1.

**Table 1** Sources of measurement instruments

<b>Variables</b>	<b>Number of items</b>	<b>Sources of the measurement instrument</b>
Compensation	4	(Lee, Lee & Wu 2010)
Training & development	5	(Lee, Lee & Wu 2010)
Performance appraisal	5	(Lee, Lee & Wu 2010)
Promotion	4	(Mostafa, Gould-Williams & Bottomley 2015)
Employee empowerment	17	(Kazlauskaite, Buciuniene & Turauskas 2012)
Job security	4	(Karatepe Osman & Vatankhah 2015)
Turnover intention	5	(Memon et al. 2020)
Career satisfaction	5	(Greenhaus, Parasuraman & Wormley 1990)

*Data Analysis*

Frequency and descriptive analysis were conducted to check the missing data and summarise the respondents’ demographic profiles. This study applied Partial Least Square Modelling (PLS-SEM) to assess measurement and structural models. This analysis technique is suitable for studying exploratory and confirmatory research where the study aims to determine the extent to which exogenous or independent variables predict the endogenous or dependent variables of the research construct (Lim, Jee & De Run, 2020). PLS-SEM is also suitable for identifying a construct with the mediator that matches the current study construct that includes career satisfaction as the mediator (Hair et al., 2019).

## FINDINGS

### Demographics

The samples of this study were manufacturing sector employees with working experience of at least one year in the current company and full-time employees from an emerging country. The summary of the respondents' demographic characteristics is shown in Table 2. There were 56.3% male respondents and 43.7% female respondents. Most questionnaire respondents were aged 21 to 30 and 51 and above, accounting for 43.7% and 32.4%. Then, the age group of 41 to 50 and 31 to 40 accounted for 12.7% and 11.3%. There were no respondents in the age range of 20 and below. The respondent's educational level mainly was a bachelor's degree, with 43.7%. The second highest respondents' educational level was SPM and diploma, with the same percentage of 22.5%. The rest of the respondents were in the category of others and master's degree level, accounting for 8.5% and 2.8%, respectively.

Regarding the working experience in the current company, respondents with five years and above experience accounted for 54.9%, followed by 3 to 4 years and 1 to 2 years of working experience at 22.5%. Finally, the position held by the respondent was mainly in the category of low management with 67.6%, followed by middle management at 16.9% and top management at 15.5%.

**Table 2** Summary of respondent demographic profile

Demographic variable	Category	Frequency	Percentage
Gender	Male	40	56.3
	Female	31	43.7
Age	20 and below	0	0
	21-30	31	43.7
	31-40	8	11.3
	41-50	9	12.7
	51 and above	23	32.4
Educational level	SPM	16	22.5
	Diploma	16	22.5
	Bachelor's degree	31	43.7
	Master's degree	2	2.8
	Doctoral degree	0	0
	Others	6	8.5
Working experience in my current company	1-2 years	16	22.5
	3-4 years	16	22.5
	5 years and above	39	54.9
Position	Top management	11	15.5
	Middle management	12	16.9
	Low management	48	67.6

Table 3 shows the mean score for the variables from the HRM practices. The mean value for all the variables ranged from 2.563 to 3.563, and the standard deviation ranged from 0.631 to 1.078.

**Table 3** Descriptive analysis of the variables

Variables	Mean	Std. Deviation
Compensation	3.563	0.952
Training & development	3.436	0.996
Performance appraisal	3.338	0.940
Promotion	3.436	1.051
Employee empowerment	3.267	0.631
Job security	3.422	0.904
Career satisfaction	3.549	1.039
Turnover intention	2.563	1.078

**Measurement Model Assessment**

*Internal Consistency and Convergent Validity*

The consistency of the items was assessed through factor loading. The outer loadings for all constructs were above the threshold value of 0.7, and the items below this value were removed. The removed items were PA2, PA4, EE4, EE5, EE6, EE8, EE10, EE11, EE12, EE13, EE14, EE15, EE16 and EE17. Then, the internal consistency was assessed through Cronbach alpha and composite reliability. All the construct items showed a Cronbach alpha value between 0.837 and 0.905 and a composite reliability value between 0.891 and 0.929. These indicated that the model had excellent internal consistency because the values were above the recommended threshold value of 0.7 and below the maximum value of 0.95. Next, the convergent validity of the construct was evaluated with average variance extracted (AVE). The AVE value for all the constructs was well above the threshold value of 0.5, indicating a good convergent validity. All the results are listed in Table 4.

**Table 4:** Convergent Validity Results

Construct	Item	Factor loading	Cronbach alpha	Composite reliability (CR)	Average variance extracted (AVE)
Compensation	C1	0.759	0.837	0.891	0.673
	C2	0.843			
	C3	0.844			
	C4	0.832			
Training & development	TD1	0.869	0.858	0.904	0.701
	TD2	0.831			
	TD3	0.871			
	TD4	0.775			
Performance appraisal	PA1	0.868	0.874	0.922	0.799
	PA3	0.879			
	PA5	0.933			
Promotion	P1	0.890	0.885	0.920	0.743
	P2	0.849			
	P3	0.810			
	P4	0.896			
Employee empowerment	EE1	0.909	0.900	0.926	0.715
	EE2	0.877			
	EE3	0.839			
	EE7	0.811			
	EE9	0.788			
Job security	JS1	0.882	0.842	0.894	0.679
	JS2	0.746			
	JS3	0.839			
	JS4	0.824			
Career satisfaction	CS1	0.803	0.887	0.917	0.689
	CS2	0.848			
	CS3	0.834			
	CS4	0.851			
	CS5	0.812			
Turnover intention	TI1	0.855	0.905	0.929	0.725
	TI2	0.810			
	TI3	0.904			
	TI4	0.880			
	TI5	0.804			

*Discriminant Validity*

Discriminant validity was assessed through Fornell and Larcker Criterion, cross-loading, and heterotrait-monotrait (HTMT). Table 5 presents the result of the Fornell and Larcker Criterion. The bolded diagonal value showed a greater value than the correlation value between that and the other construct. Therefore, it fulfilled the Fornell and Larcker Criterion that suggest the square root of AVE value must be greater than the correlation value of other construct pairings (Lim, Jee & De Run, 2020; Rodjam et al., 2020). Table 6 shows the cross-loading result.



The bolded value was the assigned items on the construct, and all the values were greater than its loading on other constructs; thus, it met the cross-loading requirement (Rodjam et al., 2020). Finally, the HTMT result showed that all values were lower than the recommended threshold value of 0.9 (Henseler, Ringle & Sarstedt, 2015; Lim, Jee & De Run, 2020). HTMT results are presented in Table 7. All threshold values and requirements were met, so the model passed the discriminant validity test.

**Table 5** Fornell and Larcker criterion results

	Career satisfaction	Compensation	Employee empowerment	Job security	Performance appraisal	Promotion	Training and development	Turnover intention
Career satisfaction	<b>0.830</b>							
Compensation	0.591	<b>0.820</b>						
Employee Empowerment	0.740	0.715	<b>0.846</b>					
Job security	0.683	0.512	0.568	<b>0.824</b>				
Performance appraisal	0.735	0.612	0.684	0.548	<b>0.894</b>			
Promotion	0.679	0.707	0.684	0.481	0.743	<b>0.862</b>		
Training and development	0.767	0.662	0.695	0.449	0.736	0.762	<b>0.837</b>	
Turnover intention	-0.791	-0.771	-0.776	-0.699	-0.769	-0.773	-0.657	<b>0.852</b>

**Table 6** Cross-Loading Results

	Compensation	Training and development	Performance appraisal	Promotion	Employee empowerment	Job security	Career satisfaction	Turnover intention
C1	<b>0.759</b>	0.560	0.464	0.60	0.529	0.416	0.481	-0.586
C2	<b>0.843</b>	0.557	0.492	0.554	0.613	0.355	0.514	-0.647
C3	<b>0.844</b>	0.517	0.504	0.573	0.598	0.485	0.430	-0.626
C4	<b>0.832</b>	0.536	0.546	0.592	0.602	0.428	0.509	-0.666
TD1	0.614	<b>0.869</b>	0.760	0.762	0.662	0.530	0.710	-0.665
TD2	0.547	<b>0.831</b>	0.482	0.508	0.523	0.308	0.596	-0.484
TD3	0.589	<b>0.871</b>	0.672	0.721	0.613	0.419	0.663	-0.611
TD4	0.446	<b>0.775</b>	0.506	0.517	0.507	0.191	0.585	-0.396
PA1	0.567	0.683	<b>0.868</b>	0.678	0.620	0.382	0.607	-0.637
PA3	0.475	0.630	<b>0.879</b>	0.617	0.523	0.383	0.580	-0.600
PA5	0.591	0.665	<b>0.933</b>	0.693	0.676	0.662	0.760	-0.799
P1	0.713	0.678	0.735	<b>0.89</b>	0.622	0.549	0.603	-0.715

P2	0.624	0.728	0.671	<b>0.849</b>	0.604	0.476	0.651	-0.678
P3	0.436	0.513	0.486	<b>0.81</b>	0.460	0.176	0.413	-0.529
P4	0.623	0.677	0.634	<b>0.896</b>	0.644	0.397	0.634	-0.711
EE1	0.671	0.638	0.610	0.622	<b>0.909</b>	0.583	0.691	-0.711
EE2	0.648	0.563	0.512	0.554	<b>0.877</b>	0.481	0.653	-0.68
EE3	0.521	0.626	0.549	0.561	<b>0.839</b>	0.363	0.613	-0.587
EE7	0.656	0.559	0.661	0.605	<b>0.811</b>	0.443	0.531	-0.671
EE9	0.521	0.553	0.565	0.552	<b>0.788</b>	0.517	0.632	-0.625
JS1	0.436	0.301	0.389	0.382	0.511	<b>0.882</b>	0.556	-0.556
JS2	0.394	0.381	0.445	0.298	0.309	<b>0.746</b>	0.476	-0.406
JS3	0.427	0.418	0.550	0.470	0.538	<b>0.839</b>	0.624	-0.671
JS4	0.430	0.380	0.417	0.409	0.477	<b>0.824</b>	0.573	-0.626
CS1	0.426	0.703	0.637	0.618	0.568	0.571	<b>0.803</b>	-0.633
CS2	0.440	0.611	0.606	0.513	0.600	0.610	<b>0.848</b>	-0.620
CS3	0.442	0.661	0.560	0.560	0.691	0.501	<b>0.834</b>	-0.612
CS4	0.609	0.578	0.576	0.593	0.647	0.606	<b>0.851</b>	-0.709
CS5	0.530	0.628	0.666	0.532	0.565	0.543	<b>0.812</b>	-0.701
TI1	-0.704	-0.595	-0.673	-0.673	-0.683	-0.571	-0.706	<b>0.855</b>
TI2	-0.615	-0.544	-0.670	-0.718	-0.637	-0.662	-0.642	<b>0.810</b>
TI3	-0.725	-0.590	-0.709	-0.733	-0.745	-0.552	-0.702	<b>0.904</b>
TI4	-0.626	-0.532	-0.670	-0.569	-0.669	-0.617	-0.712	<b>0.880</b>
TI5	-0.605	-0.533	-0.538	-0.585	-0.553	-0.580	-0.597	<b>0.804</b>

**Table 7** HTMT Results

	Career satisfaction	Compensation	Employee empowerment	Job security	Performance appraisal	Promotion	Training and development
Career satisfaction							
Compensation	0.684						
Employee empowerment	0.827	0.822					
Job security	0.782	0.612	0.636				
Performance appraisal	0.824	0.711	0.767	0.617			
Promotion	0.752	0.808	0.758	0.527	0.832		
Training and development	0.874	0.773	0.784	0.509	0.836	0.848	
Turnover intention	0.880	0.883	0.855	0.787	0.850	0.851	0.730

### Structural Model Assessment

The path coefficient of the direct and indirect relationship was assessed through bootstrapping technique. Following the recommendation of Ringle et al. (2020), 5000 samples were used to run the bootstrapping at the two-tailed significance level of 0.05. The variance inflation factor (VIF) was below the

critical value of 5, as shown in Table 8; hence, there is no collinearity issue in the structural model (Lim, Jee & De Run, 2020; Othman & Mahmood 2019; Ringle et al., 2020). Figure 2 shows the structural model of the study.

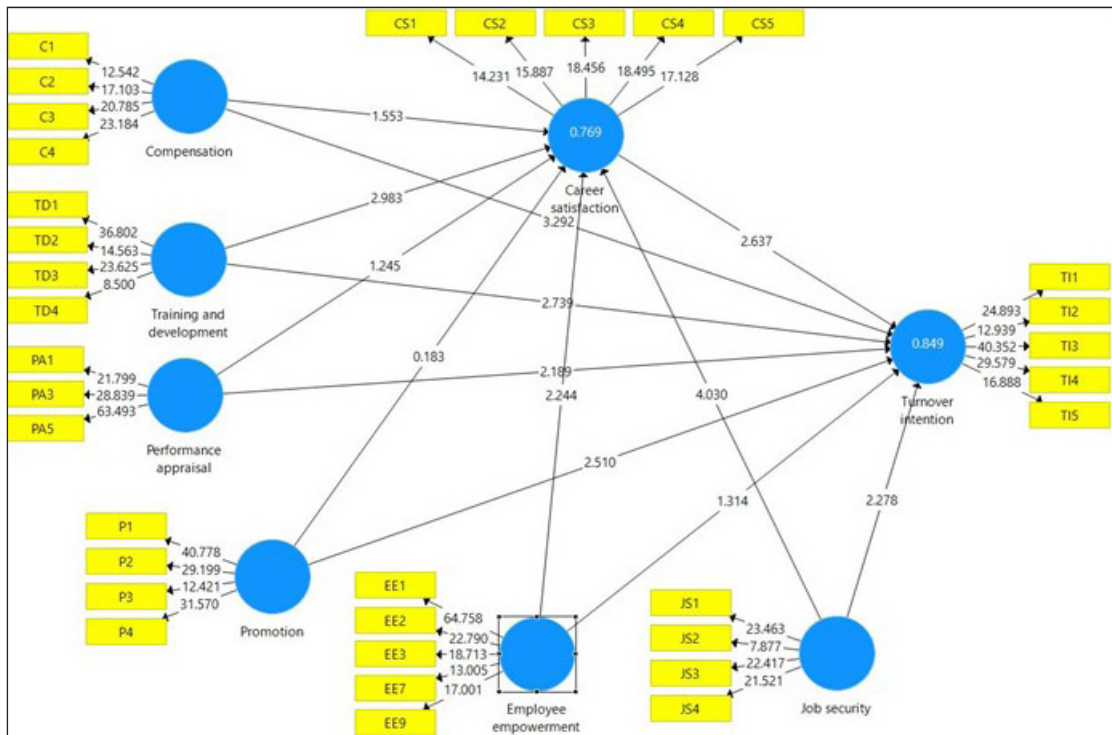


Figure 2 Structural model of the study

**Direct Relationship Analysis.**

The result of bootstrapping for the direct relationship showed that compensation ( $\beta = -0.300$ , t-value = 3.347, p-value < 0.05), performance appraisal ( $\beta = -0.204$ , t-value = 2.138, p-value < 0.05), promotion ( $\beta = -0.244$ , t-value = 2.529, p-value < 0.05) and job security ( $\beta = -0.158$ , t-value = 2.370, p-value < 0.05) have significant negative relationships with turnover intention. Thus, H1a, H1c, H1d and H1f are supported. Training and development ( $\beta = 0.263$ , t-value = 2.782, p-value < 0.05), on the other hand, showed a significant positive relationship with the turnover intention. In contrast, employee empowerment ( $\beta = -0.118$ , t-value = 1.308, p-value > 0.05) showed a non-significant negative relationship with turnover intention. Thus, H1e is not supported.

The result of bootstrapping for the direct relationship of HRM practices with career satisfaction showed that training and

development ( $\beta = 0.416$ , t-value = 2.929, p-value < 0.05), employee empowerment ( $\beta = 0.236$ , t-value = 2.238, p-value < 0.05) and job security ( $\beta = 0.333$ , t-value = 4.115, p-value < 0.05) have a significance positive relationship with the career satisfaction. Thus, H2b, H2e, and H2f are supported. However, compensation ( $\beta = -0.128$ , t-value = 1.543, p-value > 0.05) showed a non-significant negative relationship with career satisfaction. In contrast, performance appraisal ( $\beta = 0.136$ , t-value = 1.256, p-value > 0.05) and promotion ( $\beta = 0.030$ , t-value = 0.187, p-value > 0.05) have a non-significant positive relationship with career satisfaction. Thus, H2a, H2c, and H2d are not supported. Career satisfaction showed a significant negative result with the turnover intention ( $\beta = -0.304$ , t-value = 2.712, p-value < 0.05). Hence, H3 is supported. All the direct relationship results are presented in Table 8.

**Table 8** Direct Relationship Results

Path relationship	Path coefficient	Standard Deviation	t-Statistics	p-Values	VIF	Decision
Compensation -> Turnover intention	-0.300	0.090	3.347	0.001	2.666	Supported
Training and development -> Turnover intention	0.263	0.098	2.782	0.005	3.815	Supported
Performance appraisal -> Turnover intention	-0.204	0.098	2.138	0.033	3.067	Supported
Promotion -> Turnover intention	-0.244	0.098	2.529	0.011	3.328	Supported
Employee empowerment -> Turnover intention	-0.118	0.098	1.308	0.191	3.122	Not supported
Job security -> Turnover intention	-0.158	0.067	2.370	0.018	2.119	Supported
Compensation -> Career satisfaction	-0.128	0.085	1.543	0.123	2.591	Not supported
Training and development -> Career satisfaction	0.416	0.139	2.929	0.003	3.097	Supported
Performance appraisal -> Career satisfaction	0.136	0.116	1.256	0.209	2.975	Not supported
Promotion -> Career satisfaction	0.030	0.135	0.187	0.852	3.325	Not supported
Employee empowerment -> Career satisfaction	0.236	0.108	2.238	0.025	2.869	Supported
Job security -> Career satisfaction	0.333	0.082	4.115	0.000	1.627	Supported
Career satisfaction -> Turnover intention	-0.304	0.110	2.712	0.007	4.321	Supported

### Effect Size

Effect size helps to show the strength of each exogenous variable in explaining the endogenous variable in the study for the results that were found to be significant. An effect size of 0.02 is weak, 0.15 is moderate, and 0.35 is substantial (Mohammed, Choong & Thim, 2019). The result showed that compensation had the most significant effect size on turnover intention, followed by career satisfaction, training and development, promotion, performance appraisal, and job security. The study also found that the largest HRM practice effect size on career satisfaction was job security, followed by training and development and employee empowerment. Job security, training and development, and employee empowerment showed substantial, moderate, and weak effects on career satisfaction. Table 9 shows the summary of the effect size results.

**Table 9 Effect Size Results**

Path relationship	f <sup>2</sup>	Effect size
Compensation -> Turnover intention	0.224	Moderate
Training and development -> Turnover intention	0.129	Weak
Performance appraisal -> Turnover intention	0.095	Weak
Promotion -> Turnover intention	0.121	Weak
Employee empowerment -> Turnover intention	0.035	Weak
Job security -> Turnover intention	0.078	Weak
Compensation -> Career satisfaction	0.029	Weak
Training and development -> Career satisfaction	0.232	Moderate
Performance appraisal -> Career satisfaction	0.031	Weak
Promotion -> Career satisfaction	0.001	Weak
Employee empowerment -> Career satisfaction	0.088	Weak
Job security -> Career satisfaction	0.302	Substantial
Career satisfaction -> Turnover intention	0.137	Weak

*Mediation Analysis*

The bootstrapping of the indirect relationship showed that career satisfaction mediated the relationship of training and development ( $\beta = -0.125$ , t-statistics = 2.008, p-value < 0.05) and job security ( $\beta = -0.102$ , t-statistics = 2.124, p-value < 0.05) with turnover intention. Thus, H4b and H4f are supported. However, career satisfaction did not show a mediation effect on the relationship of compensation ( $\beta = 0.038$ , t-statistics = 1.320, p-value > 0.05), performance appraisal ( $\beta = -0.040$ , t-statistics = 1.143, p-value > 0.05), promotion ( $\beta = -0.011$ , t-statistics = 0.165, p-value > 0.05), and employee empowerment ( $\beta = -0.073$ , t-statistics = 1.617, p-value > 0.05) with turnover intention. Thus, H4a, H4c, H4d, and H4e are not supported. Table 10 presents the results of the mediation analysis.

**Table 10 Indirect Relationship Results**

Path relationship	Path coefficient	Standard Deviation	t-Statistics	p-Values	Decision
Compensation -> Career satisfaction -> Turnover intention	0.038	0.030	1.320	0.187	Not supported
Training and development -> Career satisfaction -> Turnover intention	-0.125	0.061	2.008	0.045	Supported
Performance appraisal -> Career satisfaction -> Turnover intention	-0.040	0.038	1.143	0.253	Not supported
Promotion -> Career satisfaction -> Turnover intention	-0.011	0.044	0.169	0.866	Not supported
Employee empowerment -> Career satisfaction -> Turnover intention	-0.073	0.045	1.617	0.106	Not supported
Job security -> Career satisfaction -> Turnover intention	-0.102	0.047	2.124	0.034	Supported

Bootstrapping results also showed the coefficient of determination ( $R^2$ ) of 0.769 and 0.849 for the endogenous variables of career satisfaction and turnover intention. The result indicated that the HRM practices in this study explain 76.9% of the variance in career satisfaction. Conversely, 84.9% of the variance in turnover intention was explained by HRM practices and career satisfaction. The  $R^2$  value of career satisfaction was above 0.75, referring to a substantial variance in explanation power by HRM practices. On the other hand, turnover intention also had a value above 0.75, so HRM practices and career satisfaction had a substantial variance in explanation power. Stone-Geisser ( $Q^2$ ) was calculated through the blindfolding technique. It resulted in 0.502 for career satisfaction and 0.586 for turnover intention. Both values were higher than 0.5, indicating a large model's predictive relevance. Table 11 shows the summary of the  $R^2$  and  $Q^2$  results.

**Table 11** Coefficient of Determination and Predictive Relevance Results

Endogenous variable	R <sup>2</sup>	Ƴ <sup>2</sup>
Career satisfaction	0.769	0.502
Turnover intention	0.849	0.586

## DISCUSSION

### *HRM Practices, Career Satisfaction, and Turnover Intention.*

The negative and significant influence of compensation on turnover intention is consistent with the results of past studies (Hee et al., 2018; Jiru & Tadesse, 2019; Shriedeh, 2019). It shows that compensation is crucial in reducing turnover intention because it fosters a sense of security and self-worth in employee perception. Employees are motivated by the compensation given by the company, either in the tangible form like salary or intangible form like recognition that make the employees have less intention to leave the company.

The positive relationship between training and development and turnover intention was inconsistent from some past studies (Jiru & Tadesse, 2019; Ng et al., 2019; Sinniah & Naail, 2017). However, it is consistent with Santhanam, Kamalanabhan, and Dyaram (2017) and Nawaz and Pangil (2016)'s study. The positive relationship could be due to employees' perception of better job mobilization when opportunities arise. Employees with enhanced abilities and skills are more employable in other companies.

Performance appraisal shows a significant negative relationship with turnover intention, consistent with past studies (Nawaz & Pangil, 2016; Sinniah & Naail, 2017). Performance appraisal that provides good feedback and constructive suggestions to the employees could lead to a lower turnover intention. Employees might see this appraisal exercise as an opportunity to learn and improve their performance. The performance appraisal is often linked to the promotion

and salary of the employees. Hence, a good performance appraisal would allow them to secure the desired rewards, reducing the intention to leave.

Similar to some past studies (Ekabu, Nyagah & Kalai, 2018; Owmondah, Onuoha & Akhigbe, 2016; Rubel & Kee, 2015), promotion and turnover intention have a significant negative relationship. The perception of a good promotion opportunity in the company could retain employees for a higher management position. Employees would be more committed to the company through a good promotion policy and opportunity and exhibit a lower turnover intention.

Surprisingly, employee empowerment did not show a significant relationship with turnover intention. This result contradicts past studies (Ifthikhar & Khan, 2019; Kim & Fernandez, 2017). Such a phenomenon could be due to the cultural environment of Malaysia. Malaysia is a collectivist country where people from this culture care more about the collective goal and have less emphasis on job autonomy than individualistic culture groups. Malaysia has a high power distance, so it prefers a highly hierarchical management system; therefore, employees tend to follow commands rather than appreciate the delegation of tasks, information sharing, and decision-making authority.

In this study, job security significantly correlates with turnover intention. The finding is no surprise based on past studies (Lee & Jeong, 2017; Zamanan et al., 2020). Employees with higher job security are more likely to stay longer in the organization for better career opportunities. The most important point is ensuring the employees have a stable environment to work in and constantly make resources for their living.

Career satisfaction also shows a significant negative relationship with turnover intention. This finding aligns with past studies (Aburumman et al., 2020; Salleh

et al., 2020). Employees with a higher level of career satisfaction will have a lower turnover intention. The main reason could be the company they are working with provides resources that meet their career goals; thus, they are less likely to leave the company.

#### *HRM Practices with Career Satisfaction.*

Surprisingly, this study found no significant relationship between compensation and career satisfaction. This result differs from past studies (Aburumman et al., 2020; Hee et al., 2016). Such a variation could be due to the compensating effects of the other variables, which have been perceived to be relatively more important than the compensation for the employees to achieve their career satisfaction. Another reason could be the compensation system in the manufacturing sector is not performance-based but seniority-based. Hence, such a system might not satisfy its goal at the current stage (Hee et al., 2018).

Training and development showed a significant and positive relationship with career satisfaction. This result aligns with past studies (Aburumman et al., 2020; Hee et al., 2016; Karatepe Osman & Vatankhah, 2015). According to Hee et al. (2016), employees with less opportunity to receive the proper training program that can improve their skills in completing the task in the company will feel dull in their work. Eventually, it causes dissatisfaction with the improvement that can be made in the company and uncertainty toward their career prospects. Therefore, the training and development program provided by the company that aims to enhance the employee's skills in performing their job in the company can lead to satisfaction with what they can do in their tasks and the feeling of better advancement opportunities in the company.

The relationship between performance appraisal and career satisfaction is insignificant, and not in line with past studies (Aburumman

et al., 2020). In contrast, this result is supported by Hee et al. (2016) and Yean and Yahya's (2013) study. According to Hee et al. (2016), most of the workforce is Generation Y, emphasizing company commitment less than personal career growth. Therefore, they may perceive training and development as more important.

The study also found that promotion does not significantly affect career satisfaction, which differs from past studies (Aburumman et al., 2020). Such a variation can be explained by acknowledging employees the limited promotion opportunity, or hierarchical plateauing is an inevitable part of organizational life (Stassen & Ursel, 2009). Hence, promotion becomes unimportant, especially for older employees (Stassen & Ursel, 2009).

Employee empowerment has a significant and positive relationship with career satisfaction and supports previous studies (Dan et al., 2018; Karatepe Osman & Vatankhah, 2015). Empowerment gives employees the resources they need to perform a task, and involvement in decision-making can enact the feeling of being part of the company members. Thus, it leads to career satisfaction when they are given authority in their careers.

The study finding also showed a significant positive relationship between job security and career satisfaction. This finding is consistent with previous studies (Ngo & Li, 2015; Otto, Hoffmann-Biencourt & Mohr, 2011). In Ngo and Li's (2015) study, individuals who perceive a high job insecurity will see their career as less successful than others and worry about the prospects of their career's future at the company. Due to this, the individuals are likely to exhibit lower career satisfaction. Job security is the opposite of job insecurity; guaranteed job security will increase individual career satisfaction. During the pandemic, job security might have been deemed more crucial in achieving career satisfaction because most companies were reducing costs to ensure

survivability. Thus, this could be the reason for compensation, performance appraisal, and promotion to be insignificant. It is also proven in the findings that job security has the most significant effect on career satisfaction.

### *The Mediating Effect of Career Satisfaction*

Besides the direct relationship test, the indirect relationship between HRM practices and turnover intention through career satisfaction is tested in this study. Based on the findings, career satisfaction mediated the relationship between training and development and turnover intention. The result is significant and negatively related, congruent with the past study (Aburumman et al., 2020). The interesting finding is that the relationship becomes negatively related when career satisfaction mediates it. The direct relationship shows a positive relationship that conveys the meaning of more training and development, leading to higher turnover intention. However, the training and development that creates employee career satisfaction will ultimately minimize the turnover intention. Career satisfaction also mediates the relationship between job security and turnover intention, resulting in a significant and negative relationship. This indicates that job security can foster career satisfaction feeling within the employees, which eventually leads to a lower turnover intention. The study also found contradicting results with Aburumman et al. (2020) study, where the relationship between compensation, performance appraisal, and promotion, and turnover intention are not mediated by career satisfaction.

### **CONCLUSION**

This study shows that compensation, training and development, performance appraisal, promotion, and job security could reduce the employees' turnover intention. Effective training and development and a sense of job security could enhance career satisfaction and, in turn, reduce turnover intention. Such insight

could help HR practitioners to formulate and execute suitable HRM practices to achieve excellent organizational performance and long-term sustainability. Future studies could increase the sample size to other industries or emerging countries to have more meaningful structural analysis results. Enlarging the sample size could help normalize the impact of different working climates in companies across emerging countries (Hee & Jing, 2018). Furthermore, future studies could include work-life balance as a variable to capture the current trend in the work environment.

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