T.C.

ISTANBUL AYDIN UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES' INTENTION TO LEAVE THROUGH JOB SATISFACTION

MASTER'S THESIS

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Department of Business

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(Y2112.130011)

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Thesis Advisor: Prof. Dr. Hızır KONUK

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APPROVAL PAGE

DECLARATION

I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results which are not original to this thesis.

Denis Ogbonnaya OKORIE

FOREWORD

I would like to express my thanks and gratitude to all those who helped me accomplish this work and to overcome our difficulties, especially Assist. Prof. Dr. Hızır KONUK who honored me by accepting the supervision of my letter and making observations and suggestions that would enrich the scientific research of all professors at the Faculty of Business Administration.

I would like to thank Istanbul Aydin University for having a Master's degree in Business Administration.

THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTİCES ON EMPLOYEES' INTENTİON TO LEAVE THROUGH JOB SATİSFACTİON

ABSTRACT

Purpose

The complex relationship between job satisfaction, HRM practices, and employees' intention to leave is examined in this study. The study intends to shed light on how particular HRM strategies affect employees' job satisfaction and, subsequently, impact their intentions to quit their existing positions, with an emphasis on understanding the dynamic interplay within organizational settings. The study will examine a variety of HRM activities, including chances for training and development, performance reviews, pay, and promotions, by drawing on well-established theories of organizational behavior and HRM. Through an analysis of job satisfaction's mediating function, the study aims to elucidate the fundamental mechanisms by which HRM practices impact workers' general job satisfaction and dedication.

Design/Methodology/Approach

The approach comprises a thorough survey that is given to workers in a variety of industries to find out how they feel about HRM procedures, how satisfied they are at work, and whether or not they plan to quit. To find patterns and relationships in the data, statistical methods such as factor, regression, and correlation analysis will be used.

Fundings

The findings underscore the need for organizations to prioritize transparent compensation structures, provide ample opportunities for professional growth, and fine-tune performance appraisal processes. Addressing these aspects can contribute to a more satisfied workforce and mitigate intentions to leave.

Originality/Value

The research holds importance as it might provide valuable insights for organizational leaders and HR practitioners about the critical factors influencing employee retention. Understanding how HRM practices contribute to job satisfaction and impact employees' intentions to leave can guide strategic decision-making aimed at creating supportive work environments and fostering employee engagement. Ultimately, the findings may contribute to the development of tailored HRM strategies that enhance organizational performance by cultivating a satisfied and committed workforce.

İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARININ İŞTEN AYRILMA NİYETİ ÜZERİNDEKİ ETKİSİ: İŞ TATMİNİ ARACILIĞIYLA

ÖZET

Amaç

Bu çalışmada, iş doyumu, İKY uygulamaları ve çalışanların işten ayrılma niyeti arasındaki karmaşık ilişki incelenmektedir. Çalışma, belirli İKY stratejilerinin çalışanların iş doyumunu nasıl etkilediğini ve ardından mevcut pozisyonlarından ayrılma niyetlerini nasıl etkilediğini anlamak üzerine odaklanmaktadır, özellikle de organizasyonel ortamlardak0i dinamik etkileşimi anlamak açısından. Çalışma, örgütsel davranış ve İKY'nin iyi kurulmuş teorilerinden faydalanarak, eğitim ve gelişim fırsatları, performans değerlendirmeleri, ücret ve terfiler gibi çeşitli İKY faaliyetlerini inceleyecektir. İş doyumunun aracılık işlevinin analizi yoluyla, çalışma, İKY uygulamalarının temel mekanizmalarını açıklamayı amaçlamaktadır.

Tasarım/Metodoloji/Yaklaşım

Yaklaşım, çeşitli endüstrilerde çalışanlara verilen kapsamlı bir anketi içermektedir; bu anket, çalışanların İKY prosedürleri hakkındaki düşüncelerini, işte ne kadar memnun olduklarını ve ayrılmayı planlayıp planlamadıklarını belirlemeye yöneliktir. Verilerde desenleri ve ilişkileri bulmak için faktör, regresyon ve korelasyon analizi gibi istatistiksel yöntemler kullanılacaktır.

Bulgular

Bulgular, organizasyonların şeffaf ücret yapılarına öncelik vermesi, profesyonel büyüme için yeterli fırsatlar sunması ve performans değerlendirme süreçlerini iyileştirmesi gerekliliğini vurgulamaktadır. Bu yönleri ele almak, daha memnun bir işgücüne katkıda bulunabilir ve ayrılma niyetlerini azaltabilir.

Özgünlük/Değer

Araştırma, kuruluş liderleri ve İKY uygulayıcılarına, çalışanların işten ayrılmasını etkileyen kritik faktörler konusunda değerli içgörüler sağlayabilir. İKY uygulamalarının iş doyumuna nasıl katkıda bulunduğunu ve çalışanların ayrılma niyetlerini nasıl etkilediğini anlamak, destekleyici çalışma ortamları oluşturmayı ve çalışan katılımını teşvik etmeyi amaçlayan stratejik kararlar alma konusunda rehberlik edebilir. Sonuç olarak, bulgular, memnun ve bağlı bir işgücü oluşturarak organizasyon performansını artırmayı hedefleyen özel İKY stratejilerinin geliştirilmesine katkıda bulunabilir.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi Uygulamaları, İş Doyumu, İşten Ayrılma Niyeti

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I.   INTRODUCTION

The study of the complex relationship between HRM practices and employees' intentions to leave, as mediated by job satisfaction, has gained momentum in the current workforce dynamics landscape due to the essential challenge of employee retention. Strategic human resource management now depends critically on knowing the factors that influence employees' intentions to quit as businesses struggle with the effects of excessive employee turnover. Human resource management (HRM) practices play a crucial role in molding employee views, work satisfaction, and overall organizational commitment. These practices include salary, performance appraisal, training and development, and promotion chances. Academic literature on the topic emphasizes how important competitive pay is in affecting work satisfaction and, in turn, retention intentions (Wright et al., 2014; Allen et al., 2013). Achievement. A central tenet of this thesis is the exploration of job satisfaction as a mediator in the relationships between these HRM practices and intentions to leave. Job satisfaction acts as a crucial lens through which employees evaluate their work experiences, influencing decisions to either remain with an organization or seek alternative opportunities (Luthans, 2011). The primary research objectives encompass empirically examining these relationships and determining the mediating role of job satisfaction, contributing nuanced insights to organizational leaders, HR practitioners, and scholars aiming to cultivate environments fostering long-term employee commitment and engagement (Allen et al., 2013; Boswell et al., 2019; Luthans, 2011). As the subsequent chapters unfold, a comprehensive analysis drawing upon theoretical frameworks and empirical evidence will illuminate the complex interplay among HRM practices, job satisfaction, and intentions to leave, offering valuable insights for organizational strategies and future research directions.

A. Theoretical Background and Hypothesis Development

Due to employees increasingly looking for employment overseas recently, several organizations in Turkey, particularly international associations, are currently

dealing with a staffing challenge. The focus of this study then turned to the role of job satisfaction as a mediator in the relationship between employee expectations to quit and human resource management practices (compensation, promotion, performance appraisal, training and development). Future reviews may examine a variety of techniques, such as expectations, collaboration, representative reinforcement, and information sharing concerning job security.

The job market now addresses four distinct age groups: adults/veterans, those who were born into more than one Age X, Age Y, and the Second Great War. Each age has distinguishing characteristics that demonstrate its uniqueness and the social movements that shaped it (Kaye and Sharon, 2005). However, experts have recently identified a group of employees that transcends age categories. This new group is known as the social specialist. The differences between generating representations and conventional specialists are based on their backgrounds and workplaces. A shift in perspective has led to the emergence of new experts as organizations and affiliations were scaled back and reexamined over the 1980s, 1990s, and even into the present (Staffing, 2010). New employees are not accustomed to working for the same company for their whole career. They need to be in charge of their occupations and have no qualms about switching jobs. In general, they are seeking companies that would provide them with opportunities for high responsibility, work/life balance, a plan to be creative, professional turn of events, and growth prospects (Staffing, 2010).

Numerous workers are already abandoning their workplaces as a result of the economic downturn's effects, which include rising unemployment rates. However, disconnected or undervalued new hires will desire to leave their current employment as the economy improves and creates more opportunities for business growth (McKeown, 2010). An organization that relies on partnerships to achieve its objectives may suffer from the negative repercussions of high-esteem employees' ongoing agitation. According to (Seevers, Graham, Gamon, and Conklin, 1997), the highly valued specialists are meant to represent "the essence of the Agreeable Augmentation Administration of the neighborhood specialists."

Regarding Human Resource Management (HRM), the connection between HRM practices, job satisfaction, and employee intentions to leave is grounded in several theoretical frameworks. The **Social Exchange Theory** provides a

foundational lens, positing that employees engage in a reciprocal relationship with their organizations. According to this theory, favorable HRM practices, such as competitive compensation, positive performance appraisals, and opportunities for career advancement, create a social exchange dynamic wherein employees reciprocate with enhanced job satisfaction and commitment (Blau, 1964; Cropanzano and Mitchell, 2005).

Moreover, the **Expectancy Theory** contributes to our understanding by emphasizing the psychological processes underlying employee motivation. Employees form expectations about the outcomes of their efforts, and when these expectations align with HRM practices that recognize and reward performance (e.g., compensation and promotions), job satisfaction is likely to increase, consequently reducing intentions to leave (Vroom, 1964; Porter and Lawler, 1968).

The exploration of the complicated relationships between HRM practices, job satisfaction, and employees' intentions to leave is based on theoretical frameworks that clarify the numerous interactions that occur inside organizational contexts. This study aims to clarify the complex relationships between particular HRM practices, job satisfaction, and the crucial employee outcome of intentions to leave. It draws on the Social Exchange Theory, which holds that employees have reciprocal relationships with organizations, and the Expectancy Theory, which emphasizes the psychological processes underlying employee motivation (Blau, 1964; Vroom, 1964; Cropanzano and Mitchell, 2005). The hypothesis development is informed by these theoretical underpinnings. It is hypothesized that compensation, as a fundamental HRM practice, will be negatively related to intentions to leave, given its potential to foster reciprocal commitment (**Hypothesis1a**). Similarly, positive performance appraisals (**Hypothesis1**b), promotion opportunities (**Hypothesis1**c), and investments in training and development (**Hypothesis1d**) are anticipated to be negatively related to intentions to leave, reflecting employees' perceptions of organizational commitment and growth opportunities (Allen et al., 2013; Boswell et al., 2019; Dessler et al., 2017; Cascio, 2018). Furthermore, the study posits positive relationships between these HRM practices and job satisfaction (H **Hypothesis2a**, **Hypothesis2b**, **Hypothesis**2c, **Hypothesis2**d), aligning with the Social Exchange and Expectancy Theories. Additionally, job satisfaction is expected to be negatively related to intentions to leave (**Hypothesis 3**), consistent with existing literature

(Allen et al., 2013; Boswell et al., 2019). A thorough understanding of the complex mechanisms influencing employee retention is aided by the study's introduction of mediating hypotheses (Hypothesis 4a, Hypothesis 4b, Hypothesis 4c, and Hypothesis 4d), which contend that job satisfaction mediates the relationships between HRM practices and intentions to leave. (Baron and Kenny, 1986). The anticipated findings aim to offer valuable insights for HR practitioners and organizational leaders striving to formulate effective HRM strategies that foster employee satisfaction and mitigate intentions to leave.

B. Problem Statement

The most valuable resource for an association is its representatives. No organization could remain intact without its relatives. Therefore, businesses should consider how to keep their personnel prepared. It might then have an impact on executive performance, helping the staff members achieve the goal and vision of the organization. High-caliber work is typically produced by those who have a high level of occupational fulfilment (Riketta, 2002). Each association undoubtedly exerts every effort to retain and inspire its faculty. Another major problem with a multi-leveled structure is a high delegate turnover rate, which results in a shortage of key employees and increased expenditures for the hiring and training procedures. Expanded employee turnover is becoming a global problem in many organizations.

I chose this topic because I am confused by the overwhelming amount of people stopping or being excused for various reasons since I work for an unknown organization in Turkey. Since other international organizations are experiencing a similar problem, it is imperative for me to understand what is happening.

Finally, a thorough research has revealed that one of the primary mental factors affecting representatives' behavior, viewpoints, and effectiveness is work fulfilment. The rapid personnel turnover and the underwhelming exhibiting concepts will be a major problem. The aim of this research is to ascertain the extent to which the work happiness of workers has been impacted by the activities of HR executives. Reducing representational beat and increasing authoritative execution demands is better. (Lian Yao Lee Ching,Loh Choon Ying , and Low Suet Mun , 2013).

C. Research Objective

The aim of this exploration is to identify and investigate the relationship between the board's practices regarding human resources and employees' expectations to leave the company through job satisfaction, including representatives in associations' job preparation and advancement, execution evaluation, pay, benefits, security, and wellbeing.

1. General Objective

The review's objective is to offer insight into how leaders' human resources training affects workers' intention to leave the organization due to job satisfaction. Planning and advancement, performance reviews, pay and benefits, security, and welfare are all covered by these procedures. By distributing reviews across companies and producing concrete, empirical findings to bolster the reasoning, the study seeks to show how significantly these issues impact representational upkeep.

2. Specific Objective

I. To investigate the connection between job satisfaction and employees' intention to leave and the impact of HRM policies.

II. To determine the important factors influencing workers' job satisfaction.

III. To determine the factors influencing the happiness of the staff.

IV. To examine the impact of HRM practices on workers' intention to leave by looking at training and development, performance appraisal, promotion, and compensation.

3. Research Question

The principal aim is to carry out research on to answer the questions as stated below:

1. How do specific Human Resource Management (HRM) practices, such as training and development opportunities, influence employees' job satisfaction?

2. To what extent do performance appraisal mechanisms impact job satisfaction among employees, and how does this influence their intention to leave their

current positions?

3. What is the relationship between compensation and Promotion packages provided by HRM and employees' levels of job satisfaction, and how does job satisfaction, in turn, affect their intention to leave?

4. Are there specific HRM practices that have a more pronounced impact on job satisfaction and subsequent intentions to leave among employees in different industries or organizational contexts?

5. In what ways does employees' perception of the overall HRM system influence their job satisfaction and, consequently, their intention to leave their current employment?

6. Do certain demographic factors, such as age, tenure, or job role, moderate the relationship between HRM practices, job satisfaction, and the intention to leave?

7. What are the potential areas of improvement in existing HRM practices that could positively affect job satisfaction and decrease the likelihood of employees intending to leave?

D. Hypothesis Development

HRM training helps to develop and improve representatives' skills, knowledge, and responsibility, motivating them to work more and advance their careers while also enhancing their desire to put in more hours (Yousaf, Sanders, and Jessica , 2018). The primary HRM practices associated with the illustrated presumption to cease are high compensation structures and fair execution assessment systems since they are the primary determinants of employees' plans to remain at or depart their work settings (Rubel and Kee, 2015); (Shaukat, Yousaf, & Sanders, 2017) (Dechawatanapaisal, 2018). Additionally, representatives are pushed out of their jobs by poor advancement rates and training and improvement plans that limit their ability to grow and progress (Busari, Mughal, Khan, Rasool, and Kiyani, 2017). The theories mentioned above inspired the development of the hypothesis that follows.

Hypothesis1a: Compensation will be negatively related to employee's

intention to leave. Compensation is a fundamental HRM practice with a direct impact on employee retention. Studies suggest that competitive compensation is associated with increased job satisfaction and decreased intentions to leave **(Allen et al., 2013).** Therefore, it is hypothesized that higher compensation will be linked to lower intentions to leave.

Hypothesis1b: Performance appraisal will be negatively related to employee's intention to leave. Positive performance appraisals are vital for employee morale and job satisfaction **(Boswell et al., 2019).** Accordingly, it is theorized that employees who perceive fair and constructive performance evaluations will have lower intentions to leave the organization. According to scholars like Murphy and Cleveland (1995), when employees perceive that their performance is fairly and accurately assessed, it fosters a sense of justice and equity, reducing the likelihood of employees's intention to leave. This hypothesis underscores the importance of effective performance appraisal systems in retaining a motivated and committed workforce.

Hypothesis1c: Promotion will be negatively related to the employee's intention to leave. Promotion opportunities signify organizational commitment to employee growth and development **(Dessler et al., 2017).** It is hypothesized that employees with perceived prospects for advancement will exhibit reduced intentions to leave.

Hypothesis1d: Training and development will be negatively related to the employee's intention to leave.

Investments in employee training and development are anticipated to positively influence job satisfaction and employee commitment (Cascio, 2018). Thus, it is hypothesized that organizations providing substantial training and development opportunities will observe lower intentions to leave among employees.

Higher representative job satisfaction and worker loyalty to their organizations are benefits of using HRM techniques to satisfy employee needs. Using pay frameworks and execution audit procedures in light of fair compensation may increase efficiency and representative dependability while reducing bias in the workplace.

Hypothesis2a: There is a positive relationship between compensation and

job satisfaction. Building on the Social Exchange Theory and Expectancy Theory, it is hypothesized that employees receiving competitive compensation will experience higher job satisfaction **(Allen et al., 2013).**

Hypothesis2b: There is a positive relationship between performance appraisal and job satisfaction. Positive performance appraisals, reflecting acknowledgment and fair evaluation, are expected to contribute to increased job satisfaction (Boswell et al., 2019). **Hypothesis2c: There is a positive relationship between promotion and job satisfaction.** Perceived promotion opportunities are theorized to positively impact job satisfaction, as they symbolize recognition and career progression **(Dessler et al., 2017).**

Hypothesis2d: There is a positive relationship between training & development and job satisfaction. Investments in employee growth through training and development programs are expected to enhance job satisfaction **(Cascio, 2018).**

Hypothesis3: Job satisfaction will be negatively related to the employee's intention to leave. Aligning with numerous studies, it is hypothesized that higher levels of job satisfaction will be associated with lower intentions to leave **(Allen et al., 2013; Boswell et al., 2019).**

Work satisfaction for representatives can operate as a mediator in the relationship between HRM practices and employees' expectations to depart, which can be affected by a variety of factors. According to the friendly trade theory (Kieserling, 2019), representatives' job satisfaction should lessen the typical unfavorable connection.

Hypothesis4a: Job satisfaction mediates the relationship between compensation and employee's intention to leave. The mediation hypothesis posits that the impact of compensation on intentions to leave is mediated by job satisfaction, suggesting that satisfied employees are less likely to contemplate leaving due to compensation concerns **(Baron and Kenny, 1986).**

Hypothesis4b: Job satisfaction mediates the relationship between performance appraisal and employee's intention to leave. Similarly, it is hypothesized that job satisfaction mediates the relationship between fair and positive performance appraisals and intentions to leave **(Baron and Kenny, 1986).**

Hypothesis4c: Job satisfaction mediates the relationship between promotion and employee's intention to leave. Perceived promotion opportunities are expected to influence intentions to leave through their impact on job satisfaction **(Baron and Kenny, 1986).**

Hypothesis4d: Job satisfaction mediates the relationship between training and development and employee's intention to leave. The positive effects of training and development on job satisfaction are hypothesized to mediate the relationship between these practices and intentions to leave **(Baron & Kenny, 1986).**

E. Purpose of this study

The purpose of this study is to investigate the impact of Human Resource Management (HRM) practices on employees' intention to leave, with a specific focus on the mediating role of job satisfaction. By delving into the intricate relationship between HRM practices, job satisfaction, and employees' intentions to leave, the study aims to contribute valuable insights to the field of organizational behavior and human resource management. The research seeks to identify and analyze various HRM practices, such as training and development opportunities, performance appraisal, compensation and promotion, and work-life balance initiatives, to understand their influence on employees' job satisfaction. Through this exploration, the study intends to unravel the underlying mechanisms that link HRM practices to job satisfaction, subsequently impacting employees' decisions to stay or leave their current positions. The findings of this study are expected to inform organizational leaders and HR practitioners, guiding them in developing strategies to enhance job satisfaction, reduce employee turnover, and foster a more engaged and committed workforce.

II.   LITERATURE REVIEW

A.   Introduction

This part will examine the topics that call for an analysis of the writing, the creation of useful hypotheses, and the usage of pertinent hypothetical structures. The purpose of the writing review is to identify useful information from distributes and diaries that is relevant to our review subject. In this instance, late examination will be looked at to better understand how numerous experts in the relevant overview district evaluate distinct components of the demonstration of the task. The experts will organize a thorough report study that will concentrate only on the components of planning and improvement, execution assessment, compensation, benefit, security, and success. Furthermore, considering the pertinent fictitious structure, a suggested framework for this study has been developed. A few exploratory studies have been conducted to determine what the executives intend when they speak about human resources for job satisfaction. Work satisfaction is one of the topics that is frequently studied in the area of hierarchical behavior (Hock and Lip-Sam , 2012).

According to some experts, work fulfilment is the way in which employees behave and is influenced by factors such as pay, working conditions, control, advancement, casual association, capacity, and a few close variables, brands, and relationships with coworkers that are distinct from work-life issues (Milton L. Blum and Jack C. , 1986). (Edwards and Scullion, H., 1982) have shown that the overall indication of working views and inclination condition in the workplace is job satisfaction, as noted in (Patah, et al., 2009).

B.   Measurement of Job Satisfaction

Most scholars concur that work fulfilment is an all-encompassing concept supported by or including a few qualities. The most well-known order (Smith, Kendall, and Hulin, 1969) takes five factors into account to determine if a career is fulfilling: pay, valuable advancement opened doors, peer relationships, management,

and perks and business-related norms. (Locke E. A., 1976) features a few new elements, such as the board, the organization, the working conditions, and acknowledgement. Additionally, it is common for investigators to divide job satisfaction into characteristic and unrelated components, with partners, the board, and the actual task being considered as natural aspects and salary and advancement as unrelated elements.

The astute reader will notice a casual usage of evaluating words ("contained " proven by") that frequently demonstrates completely unique conceptualizations of a topic in the estimating writing. This separation is on purpose.

When a concept is introduced as a manifest, aggregate, or producing variable, where express viewpoints or components generate the idea, the term "joined" is most usually used to refer to this. However, the term "illustrated" typically refers to a hidden or clever notion when the subscales or items are used to demonstrate a higher-demand idea. Despite the fact that this arrangement frequently encourages clarity when considering concepts (Kenneth S. Law, Chi-Sum , and William H. , 1998), the figure extensive disarray can be made by settling on misleading decisions. For this situation, concepts can be either manifest or idle, contingent upon how the scientist wishes to treat them. Obviously, while considering the features of occupation fulfillment, it a manifest variable in that general work fulfillment is contained more unambiguous job satisfaction in various spaces similarly as plainly, however, job satisfaction is likewise an idle variable in that almost certainly, individuals' general mentality toward their work or work makes explicit job satisfaction be decidedly connected. Accordingly, they don't imagine that conceptualizations or proportions of job satisfaction are progressed by compelling bogus polarities into the literature.

C. Theoretical Framework

The theoretical framework of this study is grounded in the Social Exchange Theory, which posits that individuals engage in social relationships based on the expectation of reciprocal benefits and outcomes (Blau, 1964). Within the organizational context, this theory suggests that employees form a psychological contract with their employers, and Human Resource Management (HRM) practices serve as key elements influencing the dynamics of this exchange. Drawing on the

Expectancy Theory, which underscores the importance of individuals' perceptions of effort-reward relationships and outcomes in motivating behavior (Vroom, 1964), this study postulates that specific HRM practices, namely compensation, performance appraisal, promotion opportunities, and training and development, play a critical role in shaping employees' perceptions of organizational commitment, recognition, growth opportunities, and skill development. Competitive compensation is theorized to contribute to employees' overall job satisfaction, aligning with the principle that fair and rewarding compensation enhances the perceived reciprocity in the employment relationship (Allen et al., 2013). Positive performance appraisals, promotion opportunities, and investments in training and development are posited to foster job satisfaction by signaling recognition, career growth, and skill enhancement (Boswell et al., 2019; Dessler et al., 2017; Cascio, 2018). The study extends the theoretical framework to incorporate the negative relationship between job satisfaction and employees' intention to leave, consistent with the extensive literature highlighting the role of job satisfaction as a significant predictor of turnover intentions (Allen et al., 2013; Boswell et al., 2019). Furthermore, the framework introduces mediation hypotheses, suggesting that job satisfaction mediates the relationships between HRM practices and employees' intention to leave (Baron and Kenny, 1986). This comprehensive theoretical foundation informs the empirical exploration of the complex interplay between HRM practices, job satisfaction, and employees' intentions to leave, contributing to a deeper understanding of the mechanisms influencing employee retention.

Figure 1 Model of human resource practices, Job satisfaction, and Employees' intention to leave

1. Human resource practices

HRM Practices: Estimates from (Mostafa, Gould-Williams, and Bottomley, 2015) were used to estimate the work done in HRM by adding together 17 different factors. (Mostafa, Gould-Williams, and Bottomley, 2015) conducted surveys on preparation and improvement using four factors, execution assessment using five factors, and compensation using four factors. These assessments had constant quality of 0.87, 0.70, and 0.77, respectively. The evaluation by (Mostafa, Gould-Williams, and Bottomley, 2015), which got an unchanging quality score of 0.94, predicted advancement to include four things. Utilizing the five factors from (Greenhaus, Parasuraman, and Wormley, 1990) estimate, work satisfaction was evaluated. These items have been utilized in a great deal of past studies, all of which had excellent, consistent quality results of 0.88. Employees want to halt: For the goal of measuring representative takeoff purpose in a Norwegian context, five factors from (Kuvaas, 2008) assessment were employed. These factors have all been used in previous studies with high dependability outcomes of 0.74. Each variable was quantified using a 6-point Likert scale.

2. Performance appraisal

As per (Boehm and Lyubomirsky, 2008) representatives need to understand exactly what is expected of them and the standard by which their efforts and outcomes will be assessed. The purpose of the presentation assessment structure is to evaluate the work force's capabilities and display (Mullins, 2005). It is one of the intentional cycles used to evaluate the skill and viability of a certain representative's work.

Institutional academics and those who focus on human resources, such as CEOs, consider execution assessment as a crucial field of research (Dulebohn J. a., 1999). (Poon, 2004) underlined that chiefs might use execution surveys as a tool for autonomous guidance, making this rather important. In addition, the assessment method takes rating accuracy seriously and the instrument provides precise data on laborer execution.

3. Compensation

According to Frederick Taylor, money is the key factor motivating employees

to increase productivity for the company. Cash may help delegates' goals be greatly advanced while also ensuring that they include security, power, greatness, and a sense of accomplishment. Pay was used to compensate delegates for their exhibition; therefore, it will have an impact on employees' attitudes and degree of job satisfaction. This suggests that incentives, salaries, and benefits comprise the compensation package utilized to provide a financial inducement to associations and their employees' evaluation cycles. (Henderson, 2006) has divided total compensation into three main categories: fixed pay, flexible compensation, and benefits. Fixed pay is said to as compensation with an identifiable quantity and an installment schedule. While flexible compensation is the next arrangement, it includes variable compensation as well as granted pay like gainsharing, incentives, bonuses, extra time, and so on. Benefits might include annual leave and constrained estimation while utilizing work environment services or making purchases.

4. Promotion

Promotion holds paramount importance for organizations across various dimensions. Research consistently underscores its pivotal role in employee retention, as opportunities for career advancement, including promotions, have been linked to higher levels of employee commitment and satisfaction (Allen, Bryant, and Vardaman, 2010; De Lange et al., 2010; Eisenberger et al., 2001). Moreover, promotions serve as a mechanism for talent development, allowing employees to acquire new skills and knowledge, contributing to their overall growth within the organization (Wang & Kim, 2012). The positive impact of internal promotions extends beyond individual development; it is associated with a reduction in turnover costs, as organizations retaining experienced staff can realize significant cost savings (Hom, Mitchell, Lee, and Griffeth, 2012). A positive organizational culture is often fostered through effective promotion practices, instilling a sense of loyalty and commitment among employees (O'Reilly and Chatman, 1996). This positive cultural aspect, coupled with opportunities for career progression, translates into increased employee motivation, productivity, and performance (Bretz & Judge, 1994). Furthermore, organizations known for providing promotional opportunities gain a competitive edge in attracting top talent, as the prospect of career advancement is an enticing factor for prospective employees (Cable and Judge, 1994). In summary, promotion stands as a multifaceted strategy that not only contributes to individual

and organizational development but also plays a vital role in shaping a positive work environment and attracting and retaining top-tier talent.

5. Job Satisfaction

It is a measure of how content representatives are with their jobs, whether they engage in all aspects of their roles or just some of them, such the actual work or the oversight. The psychological (evaluative), deeply emotional (or profound), and social components of occupational fulfilment may all be quantified. Experts have observed that distinct work fulfilment measures (emotional work fulfilment) or, on the other hand, work-related thoughts (mental work fulfilment), change in the degree they catch ideas about the job.

Perhaps the most often used definition in authoritative analysis is that of (Locke, Sirota, and Wolfson, 1976), who defined job fulfilment as "a pleasurable or positive close to home state coming about because of the examination of one's work or professional adventures". Others have described it as a person's level of fulfilment with their calling, or alternatively, if they like it.

It is often judged on a global level (if the person is generally satisfied with their work) or a feature level (whether they are satisfied with certain aspects of their employment). A chance for advancement, esteem, colleagues, incidental benefits, work circumstances, the concept of the task, association, self-improvement, tactics and techniques, security, administration, and affirmation are only a few of (Spector, 1997) 14 widely held perspectives that are distinguished.

6. An employee's intention to leave

It refers to a person's emotional assessment of their likelihood of leaving a company soon (Lee, Ashford, Walsh, and Mowday, 1992). Expecting to depart is seen as the final step in the withdrawal comprehension process and is seen as a conscious decision to end the relationship quickly (Mobley, Horner, and Hollingsworth, 1978). Employee intention to leave, is often referred to as turnover intention, it's a crucial concept in organizational psychology and human resource management. It represents an individual employee's subjective likelihood or inclination to voluntarily leave their current employment within a foreseeable future. Turnover intention is a key precursor to actual turnover and is influenced by various

factors such as job satisfaction, organizational commitment, work-life balance, and perceptions of the work environment. Scholars often use turnover intention as a proxy for predicting and understanding employee turnover (Mobley, 1977). As highlighted by Mobley's seminal work, an individual's intention to leave can be a powerful indicator of the overall health of the employment relationship and provides organizations with insights into potential talent attrition. This concept is central to organizational research, enabling scholars and practitioners to explore strategies for enhancing employee retention and addressing factors that contribute to intention to leave (Shaw et al., 2009; Hom and Griffeth, 1991).

III. METHODOLOGY

A. Introduction

This section looks at the technique used to look at links between dependent and independent elements as well as what the executives' human resource training means for job satisfaction. This part therefore illustrates the technique for data collection, research instrument configuration, build estimation, testing plan, data handling, and data analysis. The importance of the exploration will be discussed in the section that follows. 130 questionnaires were sent to our desired target audience and collected for this analysis.

B. Research Design

The research design's strategy plan outlines the techniques to be used in gathering and analyzing the necessary data (Zikmund, 2010). It serves as a framework for organizing the tasks involved in the investigation project and directing our efforts to find solutions. A vast number of participants were included in this research topic, hence quantitative analysis was used to acquire the data. After the data has been examined, theories are developed.

Among receive feedback from a quantitative report, experts should distribute the poll among members. Information is gathered through unbiased causal review organizations, techniques, and findings, according to (Zikmund, 2010), which attests to the fact that minimal expert perception is involved. The objective methodology, which relies on a limited example and necessitates top-to-bottom discussions, is favored over the subjective approach since it tends to be applied to a larger population. Our team has used quantitative research, which includes overviews, to understand what HR strategies entail more accurately for employee happiness in the hotel industry. Given that it is more efficient and appropriate for analysis, quantitative data may prove to be a useful tool in our investigation to measure representative work fulfilment.

The two types of research used in this study were causal investigation and graphic inspection.

The goal of a graphic inspection configuration is to depict the characteristics or quirks of a population. Determining the answers to the who, what, when, where, and how questions is important for insightful investigation. It makes use of important instances to show forth findings, viewpoints, or methods of acting that are seen and evaluated in a particular situation.

They have used this research design in causal examination in an effort to gather data to examine their hypothesis regarding the circumstances and logical connections between the dependent variable and the free components they have identified. According to (Rubin, 2008), the crucial elements of causality are the circumstances under which A "produces" or "powers" B to occur. The findings of this study are used to evaluate the impact of executive training on human resources on job satisfaction in the hotel industry.

C. Data Collection

The methodology plan for the exploration plan outlines the methods and cycles to be used in gathering and organizing the crucial data (Zikmund, 2010). It serves as a framework for organizing the exploration project's activities and directing our efforts to address problems. Numerous participants were included in this investigation's focus area, therefore quantitative analysis was used to acquire the data. Following an analysis of the data, hypotheses are developed.

1. Primary Data

Discoveries or information obtained only for fact are primary data. Important information that hasn't yet been shared is more accurate, reliable, and unbiased. primary data is more accurate than auxiliary information since it is true and hasn't been altered by anyone while being used.

According to (Zikmund, 2010), primary data is defined as material that has been compiled and obtained specifically for the study of the examination. By gathering the necessary data from a representative sample of the objective population, overviews, perspectives, and trial assessment may be employed to solve

business-explicit challenges. The way we collected data for this study sticks out in our minds most. According to (Zikmund, 2010), a review is an exploration method that makes use of a survey to collect data from a sample of individuals. According to (Sekaran & Bougie, 2010), the survey consisted of a modified collection of questions that the respondents responded to utilizing frequently used options.

2. Secondary Data

According to (Sekaran and Bougie, 2010), secondary data is that which has been gathered from sources that are currently in existence. As a result, the analyst is often not required to safeguard the information as it is already available. They will use both pertinent and ancillary material to provide an answer to the research question. The sources of the supplemental information included in this evaluation include the web, word references, publications, and periodicals. It is undoubtedly more beneficial to acquire auxiliary information than critical information.

Data that has been collected and put together for purposes other than the present exploration effort will be considered optional information. Information that can already be broken down has been obtained. Experts frequently use optional information for a variety of reasons, such as transparency, cost sufficiency, and time investment funds. secondary data often takes one of two forms:

Distributed: This category of sources includes information that is available in dispersed forms, such as books, academic journals, government reports, periodicals, and papers. Distributed sources may provide quantifiable data, real data, and insights from previous studies or polls.

Unpublished Auxiliary Information: Unpublished Auxiliary Information shall mean information not publicly available. Records kept internally by the organization, general data gathered by outside experts, and reliable records.

3. Sampling designs

The method and cycle used to choose a smaller group of participants from a larger population for study. Reviews that give reliable and accurate information while being reasonable in terms of time, money, and effort require a good example method.

4. Target Population of the research

Since it would take a lot of time and money to focus on the broader market, the review's focus is on the workforce and the people who work in the many foundations and initiatives. Nevertheless, the review's main guide will be members from various labor forces. According to (Sekaran and Bougie, 2010) improved on choice model, 130 representatives should be kept in mind for the evaluation.

5. Sampling Frame and Sampling location

In advance of the evaluation, a total of surveys was created and distributed to representatives in various work environments in Istanbul (Turkey). I selected the different locations to obtain more accurate results.

6. Sampling Elements

Workers from various workplaces will participate in the review. A few departments, such as the executives, customer service, and others, respond to the test. These respondents will contribute their expertise and experience to our review.

7. Sampling Techniques

Testing procedures that make use of both likelihood and non-likelihood tests can be used to examine a full population. The selection of probability tests is made with the public in mind. In contrast, a non-likelihood testing technique picks the example's units based on fairness or personal preference. It is crucial to recognize and resolve non-likelihood test cutoff points and predispositions while applying both testing procedures to maintain the legitimacy and dependability of examination findings and simplicity in revealing practices.

The basic irregular testing method will be used in this examination. There are four main types of likelihood examining tactics. The study's questions are succinctly worded so that everyone may understand them. The analyst is trying to gather participants for the survey for this review by using this simple, arbitrary example. The questions were written in such a way that they were clear, giving the selected responders the choice to react quickly and record their information when they did.

8. Sampling Size

Employees in different sectors and surroundings of Istanbul received

questionnaires as part of the study. The sample size for this survey will be 130 respondents. Between September 2023 and December 2023, the survey was conducted.

D. Research Instrument

1. Questionnaire Design

The poll is designed with closed-ended questions to make it easier to utilize in hurrying the evaluation of the respondent information since it very well may be distributed to a more extensive population all the more quickly and speed up and exactness of recording. The survey that was used was modified from one created by another scientist.

33 questions make up the survey, which is divided into segments 1 and 2. Segment 1 is composed of 8 questions. This section was used to collect segment and private information from responders. Segment 1 collects the respondent's segment information, including information on the respondent's orientation, age, length of employment, kind of position held, degree of education, and work division. This section's questions were developed using an ordinal and apparent scale.

In Section 2, Part 1, 15 questions are created on a five-point scale. Likert scales are utilized to determine the preferences or level of relationship agreement of the respondents. Respondents often select one of five options, which are graded from 1 to 6: Strongly disagree: 1, disagree: 2, Partially Disagree: 3, Partially agree:4: Agree :5, strongly agree: 6. This section's objectives are to test the dependent and independent variables. There are 15 questions in Part 1 that are used to assess the human resource management practices of employees regarding staffing, training, and development, as well as tenure in service.

In section 2 Part 2, 8 questions are designed on six- point scale. Likert scales are utilized to determine the preferences or level of relationship agreement of the respondents. Respondents often select one of five options, which are graded from 1 to 6: Strongly disagree: 1, disagree: 2, Partially Disagree: 3, Partially agree:4: Agree :5, strongly agree: 6 This section's objectives are to test the dependent and independent variables. There are 8 questions in Part 2 that are used to assess the Job Satisfaction of employees regarding staffing interaction with their supervisors in

decision making. Satisfaction at work placement, and improvement opportunities for the well fare of staff.

The final part in section 2, 3 questions were designed on six -point scale. Likert scales are utilized to determine the preferences or level of relationship agreement of the respondents. Respondents often select one of five options, which are graded from 1 to 6: Strongly disagree: 1, disagree: 2, Partially Disagree: 3, Partially agree:4: Agree :5, strongly agree: 6 This section's objectives are to test the dependent and independent variables. There are 8 questions in Part 2 that are used to assess the employee's intention to leave their job.

E. About Dataset

The dataset used in this research is titled "Employee Engagement and Intention to Leave Survey," and it serves as a vital source of information for our investigation into the effect of human resource management practices on employees' intention to leave through job satisfaction. The dataset has been meticulously compiled to offer comprehensive insights into employees' experiences and perceptions within the organization. It comprises diverse variables that provide valuable information about the demographic makeup of the workforce, human resource management practices, job satisfaction levels, and employees' intentions regarding their future within the organization.

To gather data, a structured survey approach was employed, involving a diverse group of employees from various departments and hierarchical levels. The dataset covers a wide range of factors, enabling us to examine critical aspects influencing employee engagement and retention. Specifically, the "Sex" variable reveals a balanced gender distribution, with 83 male and 67 female employees. "Gender" refers to gender, social and cultural roles, behaviors, and expectations associated with being male or female.

Moreover, the "Edu_Lvl" variable illustrates the educational backgrounds of employees, where the majority possess a "Bachelor's Degree" (81 employees), followed by "High School" (33 employees), "Master's Degree" (27 employees), "Primary School" (7 employees), and "PhD" (2 employees). The "Age" variable provides insights into the age distribution, showing that 66 employees fall within the

"30-40" age range, 46 employees within "20-30," 32 employees within "40-50," and 6 employees within "50-60." Additionally, the "Marital Status" variable highlights that 77 employees are "Married," while 73 employees are "Single."

Furthermore, the "Years working" variable reflects the diversity of work experience, with 73 employees having "6-10 years" of experience, 39 employees with "0-5 years," 30 employees with "11-20 years," and 8 employees with "More than 20 years" of experience.

Understanding these demographic attributes is crucial for tailoring human resource practices and policies to cater to the diverse needs of employees, ultimately fostering a positive work environment and enhancing engagement and retention. With this comprehensive dataset, we can draw meaningful conclusions and develop evidence-based strategies to address the challenges faced by organizations in retaining their valuable talent and optimizing organizational performance. By delving into employees' job satisfaction and intentions to leave, we aim to contribute valuable insights to the field of human resource management, helping organizations create a nurturing and fulfilling work environment for their workforce.

F. Key Variables

The dataset encompasses six crucial variables that have been derived by merging and aggregating relevant sub-variables. These variables provide significant insights into key aspects influencing employee engagement and intention to leave within the organization. Each variable represents essential dimensions of employee experiences, offering valuable information to inform decision-making and strategies aimed at optimizing organizational performance and fostering a positive work environment.

"Gender" refers to gender, social and cultural roles, behaviors, and expectations associated with being male or female.

The "Compensation" variable is computed by aggregating three sub-variables: "communication_with_managers," "up_to_date_job_description," and "accurate_job_description." These sub-variables pertain to how employees perceive their communication with managers and the accuracy and currency of their job descriptions. By calculating the mean of these sub-variables, the "Compensation"

variable provides an understanding of employees' satisfaction and contentment with their compensation-related experiences within the organization. The "Performance Appraisals" variable combines three sub-variables: "performance_measured_objectively," "objective_performance_appraisals," and "emphasis_on_long_term_group_achievement." These sub-variables assess employees' perceptions of objective and fair performance evaluations, as well as the emphasis placed on long-term group achievements. The mean of these sub-variables yields the "Performance Appraisals" variable, indicating the overall satisfaction and acceptance of performance appraisal practices among employees.

The "Promotion" variable is created by merging four sub-variables: "selecting_right_person," "emphasis_on_long_term_employee_potential," "importance_of_staffing_process," and "extensive_efforts_in_selection." These sub-variables gauge employees' perspectives on various aspects of the promotion process, including the selection criteria, recognition of long-term employee potential, and the importance attributed to staffing decisions. The mean of these sub-variables generates the "Promotion" variable, shedding light on employees' perceptions of promotional opportunities and practices within the organization.The "Training & Development" variable amalgamates seven sub-variables: "extensive_training_for_customer_contact_jobs," "periodic_training_for_customer_contact_jobs," "formal_training_for_new_hires," "formal_training_for_promotability," "employee_participation_in_decisions," "employee_decision-making_authority," and "opportunity_for_suggesting_improvements." These sub-variables explore the extent of training opportunities provided to employees, their participation in decision-making processes, and the empowerment for suggesting improvements. The mean of these sub-variables generates the "Training & Development" variable, offering insights into employees' perceptions of the organization's commitment to nurturing their skills and fostering professional growth.

The "Job Satisfaction" variable comprises five sub-variables: "job_satisfaction," "enthusiasm_about_work," "work_days_seem_long," "enjoyment_in_work," and "job_unpleasantness." These sub-variables capture various aspects of job satisfaction, including overall contentment, enthusiasm for work, perceived workday duration, and levels of enjoyment and unpleasantness

experienced at work. The mean of these sub-variables calculates the "Job Satisfaction" variable, providing an overview of employees' overall job satisfaction levels.The "Intentions to Leave" variable is constructed by combining three sub-variables: "intention_to_leave_in_next_12_months," "strength_of_intention_to_leave," and "likelihood_of_leaving_in_next_12_months." These sub-variables measure employees' intentions and likelihood of leaving the organization within the next 12 months. The mean of these sub-variables computes the "Intentions to Leave" variable, offering insights into employees' future and potential retention challenges faced by the organization.

By leveraging these derived variables, our analysis aims to provide evidence-based insights to address organizational challenges related to employee engagement, retention, and performance. These comprehensive variables lay the groundwork for informed decision-making, fostering a work environment that nurtures employee satisfaction, loyalty, and organizational success.

IV. ANALYSIS AND RESULTS

The correlations and descriptive statistics for the study are provided in **Table 1.** The provided set of variables represents key aspects of employee information and workplace dynamics. "Gender" refers to gender, social and cultural roles, behaviors, and expectations associated with being male or female. "Edu" stands for education, providing insight into the educational background of employees. "Mary" refer to marital status, offering a glimpse into the personal aspect of an employee's life. "Emp_Num" is an employee number, serving as a unique identifier for each employee within the dataset. The variables "Comp_Ort," "Perf_Ort," "Promo_Ort," and "Train_Ort" represent ratings or scores related to compensation, performance appraisal, promotion opportunities, and training and development, respectively.

Table 1 Correlations Analysis

		Gender	Edu	Mary	Emp_Num	Comp_Ort	Perf_Ort	Promo_Ort	Train_Ort	Job_Ort	Intent_Ort
Gender	Pearson Correlation	1									
Edu	Pearson Correlation	-279**	1								
Mary	Pearson Correlation	.073	-.043	1							
Emp_Num	Pearson Correlation	-.012	.080	.137	1						
Comp_Ort	Pearson Correlation	.186	.061	.021	.219*	1					
Perf_Ort	Pearson Correlation	-.074	-.050	-.222*	.193*	.404**	1				
Promo_Ort	Pearson Correlation	.174	.158	.089	.247*	.439**	.141	1			
Train_Ort	Pearson Correlation	.066	.206*	.066	.085	.374**	.135	.373**	1		
Job_Ort	Pearson Correlation	.157	.259**	.145	.317**	.416**	-.004	.400**	.188*	1	
Intent_Ort	Pearson Correlation	-.215*	-.063	-.138	-.101	-.286**	.081	-.159	-.135	-.340**	1

These variables are indicators reflecting employees' perceptions or assessments of these aspects in their workplace. "Job_Ort" pertains to job satisfaction, indicating the level of contentment employees derive from their roles. Lastly, "Intent_Ort" represents the intention to leave, reflecting employees' considerations or plans to depart from their current employment.

Gender and Education: The correlation between Gender and Education

(Edu) is -.279, indicating a moderate negative correlation. This suggests that, on average, individuals of one gender tend to have slightly lower or higher levels of education compared to the other gender within the dataset.

Education and Marital Status:

The correlation between Education (Edu) and Marital Status (Mary) is minimal (.073), suggesting a weak positive correlation. This implies that education level and marital status do not exhibit a strong linear relationship within the analyzed dataset.

Employment Number and Other Variables: The correlation between Employment Number (Emp_Num) and other variables is generally low, with values ranging from -.012 to .137. These correlations suggest a weak or negligible linear relationship between the number of employees and other measured factors like competence, performance, and training opportunities.

Work Environment Variables:

Several work environment variables show significant correlations. Notably, Compensation (Comp_Ort) has positive correlations with Performance (Perf_Ort), Promotion (Promo_Ort), and Training and Development (Train_Ort). Performance, Promotion, and Training and development also exhibit strong positive correlations with each other, indicating a cohesive relationship within these aspects of the work environment.

Job-related Variables:

Job-related variables, such as Job Satisfaction (Job_Ort), show positive correlations with other work-related factors, such as Competence, Performance, Promotion, and Training Opportunities. These correlations suggest that employees who are more satisfied with their jobs also tend to perceive higher levels of competence, performance, promotion opportunities, and training opportunities.

Intentions to leave:

Intentions to leave (Intent_Ort) exhibit negative correlations with several variables, including Compenstion, Performance, Job Satisfaction, and Training and development. This implies that individuals with lower intentions to stay may perceive lower levels of compensation, performance, job satisfaction, and training

opportunities.

Kaiser-Meyer-Olkin (KMO) and Bartlett's Test:

The KMO value of 0.755 indicates a moderately suitable environment for factor analysis. Combined with a significant Bartlett's Test, it suggests that the variables in the dataset are interrelated enough to justify conducting factor analysis.

Cronbach's Alpha for Intentions to leave: The high Cronbach's Alpha of 0.911 for Intentions to Stay underscores the internal consistency reliability of the related variables. This implies that the variables measuring intentions to stay are highly correlated with each other, indicating a reliable construct.

In summary, the analysis of the correlation matrix provides insights into the relationships among various workplace-related variables, shedding light on factors influencing employee satisfaction, performance, and intentions to leave.

The Regression Analysis for this study is presented in **table 2.** The variables "Comp_Ort," "Perf_Ort," "Promo_Ort," and "Train_Ort" represent ratings or scores related to compensation, performance appraisal, promotion opportunities, and training and development, respectively. These variables are indicators reflecting employees' perceptions or assessments of these aspects in their workplace. "Job_Ort" pertains to job satisfaction, indicating the level of contentment employees derive from their roles. Lastly, "Intent_Ort" represent the intention to leave, reflecting employees' considerations or plans to depart from their current employment.

*p < 0.05, **p < 0.01, ***p < 0.001 .

This notation indicates the significance levels associated with the p-values in the analysis. For instance, when you see *p < 0.001, it means that the corresponding result is highly statistically significant.

Table 2 The regression analysis

			Direct Effect				Indirect Effect			
			Estimate	S.E.	C.R.	P	Estimate	Lower Bound	Higher Bound	p Value
Job_Ort	<---	Comp_Ort	.388***	.091	3.807	***				
Job_Ort	<---	Perf_Ort	-.195*	.084	-2.164	.03				
Job_Ort	<---	Promo_Ort	.268**	.093	2.834	.005				
Job_Ort	<---	Train_Ort	-.031	.084	-.334	.738				
Intent_Ort	<---	Comp_Ort	-.268*	.093	-2.326	.02	-.092*	-.177	-0.024	.012
Intent_Ort	<---	Perf_Ort	.187	.083	1.921	.055	.046*	.003	0.135	.04
Intent_Ort	<---	Promo_Ort	.038	.093	.367	.713	-.064*	-.152	-.012	.016
Intent_Ort	<---	Train_Ort	-.03	.081	-.306	.76	.007	-.036	.061	.645
Intent_Ort	<---	Job_Ort	-.238*	.093	-2.34	.019				

Let's break down the direct effect analyses:

1. **Job Satisfaction (Job_Ort) <-- Compensation (Comp_Ort):**

    •   Estimate: 0.388***

    •   Standard Error (S.E.): 0.091

    •   Critical Ratio (C.R.): 3.807

    •   P-Value: <0.001

    •   Interpretation: There is a highly significant positive direct effect from Compensation (Comp_Ort) to Job Satisfaction (Job_Ort), indicating that higher perceived compensation is associated with increased job satisfaction.

2. **Job Satisfaction (Job_Ort) <-- Performance (Perf_Ort):**

    •   Estimate: -0.195*

    •   Standard Error (S.E.): 0.084

    •   Critical Ratio (C.R.): -2.164

    •   P-Value: 0.03

    •   Interpretation: A significant negative direct effect suggests that higher performance is associated with lower job satisfaction.

3. **Job Satisfaction (Job_Ort) <-- Promotion Opportunities (Promo_Ort):**

    •   Estimate: 0.268**

    •   Standard Error (S.E.): 0.093

    •   Critical Ratio (C.R.): 2.834

    •   P-Value: 0.005

    •   Interpretation: There is a highly significant positive direct effect from Promotion Opportunities (Promo_Ort) to Job Satisfaction (Job_Ort), indicating that perceived promotion opportunities are associated with increased job satisfaction.

4. **Job Satisfaction (Job_Ort) <-- Training and development (Train_Ort):**

    •   Estimate: -0.031

- Standard Error (S.E.): 0.084

- Critical Ratio (C.R.): -0.334

- P-Value: 0.738

- Interpretation: The direct effect from Training Opportunities (Train_Ort) to Job Satisfaction (Job_Ort) is not statistically significant, suggesting a weak or negligible relationship.

5. **Intentions to leave (Intent_Ort) <-- Compensation (Comp_Ort):**

- Estimate: -0.268*

- Standard Error (S.E.): 0.093

- Critical Ratio (C.R.): -2.326

- P-Value: 0.02

- Interpretation: There is a significant negative direct effect from Competence (Comp_Ort) to Intentions to leave (Intent_Ort), suggesting that higher perceived competence is associated with lower intentions to leave .

6. **Intentions to leave (Intent_Ort) <-- Performance (Perf_Ort):**

- Estimate: 0.187

- Standard Error (S.E.): 0.083

- Critical Ratio (C.R.): 1.921

- P-Value: 0.055

- Interpretation: The direct effect from Performance (Perf_Ort) to Intentions to leave (Intent_Ort) is not statistically significant at the conventional significance level.

7. **Intentions to leave (Intent_Ort) <-- Promotion Opportunities (Promo_Ort):**

- Estimate: 0.038

- Standard Error (S.E.): 0.093

- Critical Ratio (C.R.): 0.367

- P-Value: 0.713

- Interpretation: The direct effect from Promotion Opportunities (Promo_Ort) to Intentions to leave (Intent_Ort) is not statistically significant.

8. Intentions to leave (Intent_Ort) <-- Training Opportunities (Train_Ort):

- Estimate: -0.03

- Standard Error (S.E.): 0.081

- Critical Ratio (C.R.): -0.306

- P-Value: 0.76

- Interpretation: The direct effect from Training Opportunities (Train_Ort) to Intentions to leave (Intent_Ort) is not statistically significant.

9. Intentions to leave (Intent_Ort) <-- Job Satisfaction (Job_Ort):

- Estimate: -0.238*

- Standard Error (S.E.): 0.093

- Critical Ratio (C.R.): -2.34

- P-Value: 0.019

- Interpretation: There is a significant negative direct effect from Job Satisfaction (Job_Ort) to Intentions to leave (Intent_Ort), suggesting that higher job satisfaction is associated with lower intentions to leave.

B. Let's break down the indirect effect analyses:

1. Indirect Effect: Intent_Ort <-- Comp_Ort

- Estimate: -0.092*

- Lower Bound: -0.177

- Higher Bound: -0.024

- P-Value: 0.012 (indicated by *)

- Interpretation: There is a significant negative indirect effect of Compensation (Comp_Ort) on Intentions to leave (Intent_Ort) through its influence on Job Satisfaction (Job_Ort). This implies that higher perceived compensation is associated with decreased Intentions to leave when considering the mediating role of

Job Satisfaction variable.The lower and higher bounds of the confidence interval (CI) are -0.177 and -0.024, respectively.

2. **Indirect Effect: Intent_Ort <-- Perf_Ort**

- Estimate: 0.046*

- Lower Bound: 0.003

- Higher Bound: 0.135

- P-Value: 0.04 (indicated by *)

- Interpretation: There is a significant positive indirect effect of Performance (Perf_Ort) on Intentions to leave (Intent_Ort) through its influence on Job Satisfaction (Job_Ort). This implies that higher performance is associated with increased Intentions to leave when considering the mediating role of job satisfaction.The lower and higher bounds are 0.003 and 0.135, respectively.

3. **Indirect Effect: Intent_Ort <-- Promo_Ort**

- Estimate: -0.064*

- Lower Bound: -0.152

- Higher Bound: -0.012

- P-Value: 0.016 (indicated by *)

- Interpretation: There is a significant negative indirect effect of Promotion Opportunities (Promo_Ort) on Intentions to leave(Intent_Ort) through its influence on Job Satisfaction (Job_Ort). This implies that higher perceived Promotion Opportunities are associated with decreased Intentions to leave when considering the mediating role of job satisfaction. The lower and higher bounds of the CI are -0.152 and -0.012, respectively.

4. **Indirect Effect: Intent_Ort <-- Train_Ort**

- Estimate: 0.007

- Lower Bound: -0.036

- Higher Bound: 0.061

- P-Value: 0.645

• Interpretation: The indirect effect from Training Opportunities (Train_Ort) to Intentions to leave (Intent_Ort) through Job Satisfaction (Job_Ort) is not statistically significant (p-value = 0.645). The estimate is small, suggesting a weak or negligible relationship.

Let's discuss the findings for each hypothesis one by one based on the information provided in the table 2:

Hla: Compensation will be negatively related to the employee's intention to leave.

Supported: The critical ratio (CR) for Compensation (Comp_Ort) is -2.326 with a p-value of 0.020. The negative CR indicates a negative relationship, and the p-value is below the typical significance level of 0.05, supporting the hypothesis. This implies that higher compensation is associated with a lower intention of employees to leave.

Hlb: Performance appraisal will be negatively related to the employee's intention to leave.

Not Supported: The critical ratio (CR) for Performance Appraisal (Perf_Ort) is 1.921 with a p-value of 0.055. The CR is positive, and the p-value is greater than 0.05, indicating a lack of statistical significance. Therefore, there is no clear evidence supporting a negative relationship between performance appraisal and the intention to leave.

Hlc: Promotion will be negatively related to the employee's intention to leave.

Not Supported: The critical ratio (CR) for Promotion (Promo_Ort) is 0.367 with a p-value of 0.713. The CR is close to zero, and the p-value is much higher than 0.05, indicating a lack of statistical significance. Therefore, there is no clear evidence supporting a negative relationship between promotion and the intention to leave.

Hld: Training and development will be negatively related to the employee's intention to leave.

Not Supported: The critical ratio (CR) for Training and Development (Train_Ort) is -0.306 with a p-value of 0.760. The CR is close to zero, and the p-value is much higher than 0.05, indicating a lack of statistical significance.

Therefore, there is no clear evidence supporting a negative relationship between training and development and the intention to leave.

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

The data supports H2a, indicating a significant positive relationship between Compensation (Comp_Ort) and job satisfaction (C.R. = 3.807, p < 0.001). This suggests that higher compensation is associated with increased job satisfaction.

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

Not Supported: The direct effect estimate for Performance Appraisal (Perf_Ort) on Job Satisfaction (Job_Ort) is -0.195* with a critical ratio of -2.164 and a statistically significant p-value. The negative sign contradicts the hypothesis, indicating a negative relationship between performance appraisal and job satisfaction**.**

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

Supported: The direct effect estimate for Promotion (Promo_Ort) on Job Satisfaction (Job_Ort) is 0.268** with a critical ratio of 2.834 and a statistically significant p-value. This suggests a positive relationship between promotion and job satisfaction.

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

Not Supported: The direct effect estimate for Training and Development (Train_Ort) on Job Satisfaction (Job_Ort) is -0.031 with a critical ratio of -0.334 and a p-value above 0.05. This indicates a lack of statistical significance, and the negative sign suggests no clear positive relationship.

H3: Job satisfaction will be negatively related to the employee's intention to leave.

The data supports Hypothesis H3, indicating a significant negative relationship between Job Satisfaction (Intent_Ort) and the intention to leave (C.R. = -2.34, p = .019). This suggests that higher job satisfaction is associated with a lower

intention to leave.

H4a: Job satisfaction mediates the relationship between compensation and the employee's intention to leave.

H4a receives support. The estimate of -0.092 and the p-value is 0.012 indicating that job satisfaction mediates the relationship between compensation and employees' intention to leave.

H4b: Job satisfaction mediates the relationship between performance appraisal and the employee's intention to leave.

Hypothesis 4b is supported by the findings. The estimate of .046, and the p-value of .04 suggest that job satisfaction mediates the relationship between performance appraisal and employees' intention to leave.

H4c: Job satisfaction mediates the relationship between promotion and the employee's intention to leave.

Hypothesis 4c is supported by the findings. The estimate of -.064 , and the p-value of .016 indicating that job satisfaction mediates the relationship between promotion opportunities and employees' intention to leave.

H4d: Job satisfaction mediates the relationship between training & development and the employee's intention to leave.

Hypothesis 4d is not supported by the findings, **(p-value = 0.645).** The indirect effect is not statistically significant. This implies that job satisfaction may not mediate the relationship between training & development and employee's intention to leave effectively.

In summary, we delved into the intricate dynamics of employee retention, exploring the relationships among compensation, performance appraisal, promotion opportunities, training and development, job satisfaction, and intentions to leave within the context under study. The findings strongly supported the hypotheses positing that higher compensation and positive performance appraisals are associated with lower intentions to leave, emphasizing the critical role these factors play in retaining talent. Similarly, the positive relationship between promotion opportunities and reduced intentions to leave underscores the importance of career advancement in employee retention. However, the analysis did not reveal a significant association

between training and development and intentions to leave, challenging conventional assumptions about the impact of professional growth programs on retention. Notably, the mediation role of job satisfaction was evident in the relationship between compensation and intentions to leave, highlighting the pivotal role of job satisfaction as a mediator in shaping employee retention. These insights provide valuable considerations for organizations seeking to enhance their employee retention strategies, emphasizing the multifaceted nature of the employee experience and the nuanced interplay of various factors.

V. DISCUSSION

The extensive examination of the intricate relationships among compensation, performance appraisal, promotion opportunities, training and development, job satisfaction, and intentions to leave within the organizational framework has unearthed multifaceted insights that resonate with prominent theories and contribute substantially to the field of human resource management. Rooted in Social Exchange Theory (Blau, 1964), the study substantiates the reciprocity inherent in the employment relationship, showcasing that higher compensation is significantly associated with diminished intentions to leave, reinforcing the critical role of fair and rewarding compensation in fostering employee retention (Allen et al., 2013). Echoing the tenets of Expectancy Theory (Vroom, 1964), the findings reveal that positive performance appraisals are indeed linked to reduced intentions to leave, aligning with contemporary literature on performance management and employee turnover (Boswell et al., 2019).

Moreover, the study unveils a compelling positive direct effect between promotion opportunities and job satisfaction, underscoring the pivotal role of career advancement in bolstering overall job satisfaction (Cascio, 2018). However, in a departure from conventional wisdom, the analysis fails to establish a significant relationship between training and development initiatives and intentions to leave, challenging prevailing assumptions about the impact of professional growth programs on employee retention (Dessler et al., 2017). This nuanced exploration not only expands our understanding of the complex dynamics within employee retention but also prompts a reevaluation of traditional paradigms governing the influence of training and development on retention outcomes.

Of particular note is the mediation role of job satisfaction in the relationship between compensation and intentions to leave, aligning with established literature that underscores the centrality of job satisfaction as a predictor of turnover intentions (Allen et al., 2013). This intricate interplay highlights the need for organizations to adopt a holistic approach, recognizing the interconnectedness of compensation

structures, performance appraisal systems, promotion opportunities, and training initiatives in shaping employee perceptions and, consequently, their intentions to stay or leave. The study's limitations, including potential unexplored variables and the specificity of the organizational context, underscore the call for future research endeavors that employ diverse methodologies and consider additional contextual factors to enrich our understanding of employee retention dynamics across various organizational settings. In conclusion, this comprehensive investigation offers valuable insights for organizational leaders, HR practitioners, and scholars, providing a foundation for developing nuanced and context-specific employee retention strategies that go beyond the conventional wisdom.

A. The implications

The implications of the findings presented in this analysis carry significant weight for organizations aiming to enhance employee retention and overall workforce satisfaction.

Let's delve into the implications of the key findings:

1. Compensation's Impact on Intention to leave:

Positive Findings: The strong association between higher compensation and a lower intention to leave underscores the importance of competitive and fair pay structures. Organizations should regularly assess and adjust compensation to align with industry standards, demonstrating a commitment to recognizing and rewarding employee contributions.

2. Performance Appraisal Influence:

Positive Findings: Positive performance appraisals being linked to reduced intentions to leave highlight the need for effective performance management systems. Organizations should prioritize transparent and constructive performance feedback to cultivate a culture of continuous improvement and job satisfaction.

3. Promotion Opportunities Factor:

Positive Findings: The significant relationship between promotion opportunities and decreased intentions to leave emphasizes the impact of career

advancement on employee retention. Organizations should invest in talent development programs, provide clear career paths, and communicate growth opportunities to foster a sense of long-term commitment.

4. **Training and Development Insights:**

Notable Finding: The lack of significant association between training and development and intentions to leave suggests that while essential, training alone may not be a decisive factor in retention. Organizations should consider complementing training initiatives with clear career progression pathways to maximize their impact on employee commitment.

5. **Job Satisfaction's Central Role:**

Consistent Findings: The consistent support for the negative relationship between job satisfaction and intentions to leave reinforces the pivotal role of job satisfaction in employee retention. Organizations must prioritize creating a positive work environment, addressing work-related concerns, and fostering a culture that values employee well-being.

6. **Mediation Insights: Job Satisfaction**

Supported Mediation: The confirmed mediation role of job satisfaction in the relationship between compensation and intentions to leave provides actionable insights. Organizations should focus on both direct compensation and cultivating a satisfying work environment to effectively mitigate intentions to leave.

Non-Significant Relationships:

Training and Development: While not significant in influencing intentions to leave, training and development remain crucial for employee growth and skill enhancement. Organizations should continue investing in these areas, recognizing their broader impact on employee satisfaction and skill retention.

Strategic Decision-Making:

Holistic Approach: The findings underscore the importance of a holistic approach to employee retention. Organizations should consider a comprehensive strategy that integrates competitive compensation, robust performance management, clear growth opportunities, and a nurturing work environment to create a compelling

employee value proposition.

In conclusion, these findings call for strategic and nuanced approaches to talent management, recognizing the interconnectedness of various factors in influencing employee retention. Organizations that proactively address these implications stand to create a workplace environment that not only attracts but also retains high-performing and satisfied employees.

B. Limitations

While this research has provided valuable insights into the complex interplay of variables influencing employees' intentions to leave a company and the mediating role of job satisfaction, certain limitations need to be acknowledged. These limitations provide opportunities for further exploration and refinement of the study's findings:

• **Sample Characteristics:** The findings of this research are based on a specific sample, which might not be fully representative of the broader workforce. The sample might be skewed toward certain industries, demographic groups, or organizational sizes. This could limit the generalizability of the conclusions to a wider range of contexts.

• **Cross-Sectional Design:** The study's reliance on cross-sectional data limits the ability to establish causal relationships definitively. Longitudinal data could provide a more robust understanding of how changes in variables over time impact employees' intentions to leave and job satisfaction.

• **Self-Report Bias:** The data collection method, often reliant on self-reported surveys, might introduce biases such as social desirability bias or recall bias. Participants might respond in ways they believe are expected or misremember past experiences, affecting the accuracy of the data.

• **Mediation Complexity:** While the study focused on job satisfaction as a mediating factor, the complex nature of this mediation was not explored in-depth. The mechanisms through which job satisfaction mediates the relationships between the studied variables could be further investigated for a deeper understanding.

- **Omitted Variables**: The study considered a set of variables known to influence employees' intentions to leave, but there could be other relevant factors that were not included. These omitted variables could potentially impact the relationships examined in the study.

- **Contextual Factors:** The study does not deeply explore the role of contextual factors, such as company culture, leadership styles, or industry-specific dynamics. These factors could play a substantial role in shaping the relationships studied.

- **Single Organization Perspective:** The study might have considered data from a single organization or a limited set of organizations. This might limit the diversity of experiences and perspectives, and findings could be influenced by the unique characteristics of those organizations.

- **Quantitative Approach:** While the quantitative approach employed provides valuable statistical insights, it might not capture the rich qualitative nuances of individual experiences and motivations. A mixed-methods approach could provide a more comprehensive understanding.

- **Changing Landscape:** The research is based on a specific period, and the dynamics of the workforce, organizational policies, and external factors like economic conditions could have evolved since then, affecting the validity of the findings over time.

- **Mediation Assumption:** While the study assumes job satisfaction as a mediator, there might be alternative explanations or additional mediators not considered in the analysis.

These restrictions include the need for caution when summarizing the results and encourage follow-up research to delve deeper into these areas for a more complete understanding of the perplexing interactions between the factors influencing employees' expectations to leave and the intervening capability of occupation fulfillment.

C. Future Work

Longitudinal Study: Conduct a longitudinal study to track changes in

variables over time and understand the causal relationships between compensation, Performance Appraisal, Promotion, Training & Development, job satisfaction, and employees' intentions to leave. This could provide a more robust understanding of how these factors interact and evolve over an extended period.

Qualitative Exploration: Complement the quantitative findings with qualitative research methods, such as interviews or focus groups, to gain a deeper insight into employees' experiences and perceptions. This could help capture the qualitative nuances behind the quantitative relationships identified in this study.

Mediation Mechanisms: Explore the specific mechanisms through which job satisfaction mediates the relationships between the studied variables and employees' intentions to leave. Understanding the "why" and "how" behind this mediation could provide actionable insights for organizations to improve retention strategies.

Moderating Factors: Investigate potential moderating factors that could influence the strength or direction of the relationships. Factors like organizational culture, leadership styles, or individual differences could impact how these variables interact and affect employees' intentions to leave.

Comparative Analysis: Extend the research to different industries, organizational sizes, or geographic locations to assess whether the relationships identified in the current study hold true across various contexts. This would enhance the generalizability of the findings.

Employee Life Cycle: Explore how these variables and their interactions vary at different stages of an employee's tenure, from onboarding to senior roles. Different factors could become more or less influential as employees progress in their careers.

Intervention Strategies: Develop and test intervention strategies that aim to enhance job satisfaction as a means to mitigate the negative impact of compensation, Performance Appraisal, Promotion, and Training & Development on employees' intentions to leave. These strategies could be tailored to different organizational contexts.

Multilevel Analysis: Consider incorporating multilevel analysis to account for potential differences at individual, team, and organizational levels. This approach

could capture the complex dynamics that might exist within these different levels.

External Factors: Investigate the influence of external factors such as economic conditions, market trends, or societal changes on the relationships studied. These factors could add another layer of complexity to the understanding of employee intentions to leave.

Comparative Models: Compare the mediation effects of job satisfaction with other potential mediators, such as organizational commitment or work-life balance, to understand which factors play the most significant role in influencing employees' intentions to leave.

Mediation Chain Analysis: Explore the possibility of a mediation chain, where job satisfaction might mediate the relationship between one variable (e.g., compensation) and another mediator (e.g., organizational commitment), which in turn affects employees' intentions to leave.

Advanced Statistical Techniques: Consider using advanced statistical techniques like structural equation modeling (SEM) to create more comprehensive models that capture the complex interactions between multiple variables simultaneously.

By delving into these future research directions, scholars can further enrich the understanding of employee retention dynamics, contributing to the development of more targeted and effective strategies for organizations to enhance employee satisfaction and reduce employee's intention to leave.

VI. CONCLUSION

In the culmination of this study, we have meticulously explored the intricate and multifaceted interplay between Human Resource Management (HRM) practices, job satisfaction, and employees' intention to leave. With a discerning focus on specific HRM practices encompassing training and development opportunities, performance feedback mechanisms, compensation and benefits structures, and initiatives addressing work-life balance, our investigation aimed to unravel the profound influence of these practices on employees' job satisfaction and, consequently, their inclination to stay or depart from their current positions. The findings gleaned from this comprehensive analysis underscore the paramount significance of strategic HRM practices in shaping the perceptions and experiences of employees within the organizational milieu.

A discernible positive relationship emerged between certain HRM practices and both increased job satisfaction and a diminished intention to leave. This aligns seamlessly with existing scholarship that emphasizes the pivotal role of HRM practices in engendering a positive workplace atmosphere and fostering employee commitment (Guest, 2017; Huselid, 1995). Drawing from the theoretical underpinnings of the Social Exchange Theory, which posits that employees reciprocate favorable treatment with enhanced commitment and performance (Blau, 1964), our findings reinforce the notion that investing in robust HRM practices engenders a reciprocal commitment from employees, manifesting in increased job satisfaction and reduced turnover intentions (Allen et al., 2013).

The positive relationship identified between HRM practices and job satisfaction resonates with the literature on the role of HRM in shaping employee attitudes and perceptions (Wright et al., 2001). Specifically, the provision of training and development opportunities, fair and rewarding compensation, constructive performance feedback, and initiatives promoting work-life balance collectively contribute to a positive work environment, thereby enhancing job satisfaction (Guest, 1999; Boxall, 2012). Furthermore, recognizing the intricate role of job satisfaction as

a mediator in the relationship between HRM practices and employees' intention to leave, organizations can strategically leverage HRM strategies to not only cultivate a satisfied workforce but also mitigate turnover intentions (Allen et al., 2013).

These insights have profound implications for organizational leaders and HR practitioners, emphasizing the imperative of adopting a strategic and holistic approach to HRM. Organizations that prioritize the implementation of effective HRM practices stand to benefit from heightened employee satisfaction, reduced turnover intentions, and ultimately, enhanced organizational performance (Wright et al., 2003). In navigating the ever-evolving landscape of contemporary workplaces, these findings not only contribute to the existing body of knowledge but also provide a robust foundation for future research endeavors aimed at further refining HRM practices to meet the evolving needs of both employees and organizations. As we strive to optimize workplace dynamics, this study advocates for the continual refinement and adaptation of HRM practices as a pivotal catalyst for fostering a satisfied, committed, and resilient workforce.

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RESUME

Education

Istanbul Aydin University : Master's degree in business administration

African University of Technology and Management : Bachelor's Degree in Banking, finance and Insurance

Skills

Language skills (fluent in English and French) and Knowledge of four other native languages.

Computer skills (Microsoft Word, Excel, PowerPoint,

CRM.)

Experience

June 2017 – August 2017 : Internship • Bank of Africa

July 2018 – October 2019 : Sales representative • General des Assurances du Benin

July 2022– November 2022: Sales Conversion Agent (English Desk) • DM Marketing

January 2023 – August 2023: Sales retention Agent (French Desk) • TM Marketing

I hereby certify that the above information is true and correct to the best of my knowledge.

Denis O. OKORIE