International Academic Institute for Science and Technology

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 1, No. 1, 2014, pp. 1-17.

ISSN 2454-2210

International Academic Journal of Organizational Behavior and Human Resource Management

www.iaiest.com

Organizational Career Growth and Employees' Turnover Intentions: An empirical evidence from Nepalese Private Commercial Banks

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Abstract

Today an individual's career is no longer tied to a single organization, as career changes and job mobility have become common phenomena. To be successful in one's career, employees today have to balance the relationship between their desire for career growth and their attitudes toward their current organizations. This study examined the direct effect of organizational career growth on employees' turnover intention, as well as the moderating influence of demographic variables. The relationship is examined among employees of Nepalese Private Commercial Banks. This study empirical support the Weng et al. 2010 study of organizational career growth conceptualized by four factors: career goal progress, professional ability development, promotion speed and remuneration growth. This study failed to confirm the four dimensional model, as an alternative the study proposed three factor model, clubbing together Promotion Speed and Remuneration Growth to one latent variable. Data was acquired from 290 banking employees of Nepal. The results indicates the organizational career growth dimensions negatively related to employees' turnover intentions. Furthermore, none of the demographic variables (Gender, Age, Education, Marital Status and Position) are significantly moderating the phenomenon. It was also found that Promotion Speed and Remuneration Growth is the foremost factors that have direct high impact on Employees' Turnover Intentions, followed by Career Growth Progress in Nepalese context. In Nepalese context, organisations should emphasize more towards Promotion Speed and Remuneration Growth of the employees for retaining them to the organisation and encourage the employees to contribute towards the effectiveness and productivity of these organisations (banks).

Key words*: Organizational Career Growth, Employees' Turnover Intentions, Nepalese Commercial Banks, EFA, CFA, SEM*

Introduction

Employees are important assets of an organisation as they contribute to its development and success (Danish & Usman 2010). The most important asset has become human resources among organizations' assets. According to some researchers quitting is a good indicator that the organization is in trouble (Clark, 2001; Kristensen & Wastergard, 2004) with its human resources. In this modern era, no one considered life employment in an organizational, unless they get an ample space to growth. Individuals who lack career growth prospects within their current organization may emerges as opportunity seekers in the job market. A mobility and a career change is more common in world of employment. Today an individual's career is no longer tied to a single organization, as career changes and job mobility have become common phenomena (Rousseau, 1998). This may be indices towards of the employees' perception positively towards their current organisation. If the situation perception of employees' towards career growth is understood, employees' intentions to leave the organizational can be understood. In this regard, Savickas (2011) notes that, whereas in the past an individual's career rested in the hands of an organization, today individuals own their own careers. Employees especially, the young generation are tend to give more emphasize towards their career growth. They tend to leave the organisation more often get breakthrough to career progression and growth. Employees who lack in development of their career in an organisation are tend to leave the organization and search for better options. This suggests that employees who perceive their organization to be interested in their career growth respond positively on behalf of their organization (Wang et.al, 2014). This can be mean that organizational career growth has an implication towards intention to leave the organisation. Nonetheless, the question remains as to whether organizational career growth has other positive effects on employee behavior (Wang et.al, 2014). Employees' intention to leave is one of the intended behaviour resulted out of it. This behavioral aspect of the employees may have a negative impact on the organisation. It conceives serious problems in the organisations; one of these is high turnover which is always very destructive for the organizational. Consequently, organisations fall prey of spending ration of resources on selection, recruitment, induction and training of new employees once and while. It has been factually established by eminent researchers that low level of employees' turnover or employees' turnover intentions leads to productivity of individual and organisations as well. Organizations that provide mechanisms for employee career growth create a mutual investment type of relationship with their employees (Tsui, Pearce, Porter, & Tripoli, 1997), a relationship that ties career growth to important outcomes such as organizational commitment (Weng, McElroy, Morrow, & Liu, 2010) (cited in Weng & McElroy, 2012). Although research has established a connection between career growth and turnover intentions, there continues to be a need to study how employee career growth contributes positively to organizations (Wang et al. 2014). Despite of expressive growing literature focuses on the issue, there is a diminutive attention towards exploring the relationship of these variables in banking industry, particularly in Nepal. In the Nepalese context, the phenomenon is clearly evident in the private commercial banking sector, the scenario of growth of banking sector in Nepal can be seen with obvious with merger and acquisitions. This rise a concern to the career growth progress and employability of the employee working in these banks. Employees in the Nepalese private commercial banking sector have great expectations of career growth in their respective banks. But prevailing circumstances in the sector may hinder them attending their expectations.

In aligned with the above, this research identify the interaction on organizational career growth and its impact on employees' turnover intention in Nepalese context. It examines the nature of the relationship between organizational career growth and employees' turnover intention among banking employees in Nepal. This study addresses two research questions, *(i) what is the nature of the relationship between organizational career growth and employees' turnover intention in Nepalese Commercial Banks? And (ii) Does a change in organizational career growth influence employees' turnover intention in Nepalese Commercial Banks?* SEM approach is applied to exploring the same.

Literature Review

In this section, a brief review of previous literature in the field of Organizational Career Growth and Employees' Turnover intention is discussed for the foundation understanding of the concepts.

Organizational Career Growth

Career is understood as the succession of work experiences in an individual's lifetime (Arthur 2008), 'career growth' is defined as 'one's perceptions of the chances of development and advancement within an organisation' (Jans, 1989) (cited in Daud, 2014). Likewise, we can frame the meaning of Organizational Career Growth. It is the opportunity of career growth within present working organisation. Spector (2003) defined career growth or the so-called 'career ladder' as an improvement in the positions of employees who put in an effort to gain necessary skills and upgrade their performance. In search of previous literatures, researcher concluded with many different view on the construction of organizational career growth like Choi 2011; Erdogan et al. 2006; Ho et al. 2009 and Weng et al. 2010. The prominent and feasible in the context of Nepalese environment was adopted from Weng et al. 2010. The Weng et al. (2010) construct proposed four main construct of **Organizational Career growth**, viz., **career goal progress, professional ability development, promotion speed and remuneration growth**. Wherein, Career goal progress is a typical example of higher order need satisfaction (Weng et al. 2010). Achieving professional ability development in an organisation is also an example of an advanced level of need satisfaction (Weng et al. 2010). Promotion speed is the pace at which the employee has climbed the ladder as opposed to stagnating in the same function for long time Dries et al. (2008). In addition to promotion speed, remuneration growth also provides a measure of how employees are evaluated by employers (Weng et al. 2010).

Employees' Turnover Intentions

Turnover intentions imply to one's intention to leave his employing organization which shows a breach in the relationship between employees and the organization (Cho et al., 2009). Mobley, 1977 (cited in Nadiri and Tanova, 2010, pp.33-41) pioneered a comprehensive explanation for the psychological process underlying withdrawal. Hanisch and Hulin (1990, 1991) presented empirical evidence supporting the distinction between two types of composite organizational withdrawal constructs: work and job. Work withdrawal involves behaviors which unhappy employees use to either avoid certain aspects of work. Job withdrawal can be defined as a set of behaviors dissatisfied individuals enact to avoid participation in dissatisfying working situations (Hanisch & Hulin, 1990). Operationally, Hom and Griffeth (1991) argued that withdrawal cognitions consist of three items: thinking of quitting, intent to search, and intent to quit. Likewise, Cammann et al. (1979) measured turnover intentions of the employees. With the degree of occurrence of thoughts of quitting, searching for another job, and actually intending to quit. The construct of Cammann et al. (1979) for measuring turnover intentions of the employees is adopted.

Relationships among Organizational Career Growth and employees' turnover intention-previous studies

Organizational career growth shows potential for managing turnover, its biggest impact is on those who desire a career (Weng & McElroy, 2012). Organizational career growth is more regular and more closely associated with individual attitudes and behavior (Weng & Xi, 2010). Weng & McElroy (2012), conceptualized career growth as consisting of four factors: career goal progress, professional ability development, promotion speed, and remuneration growth. The dimensions of career growth were negatively related to turnover intentions. However, promotion speed and remuneration growth into a single facet collapsed to rewards. Wang et al. (2014), findings highlight a previously unexamined relationship between organizational career growth and voice behavior (including turnover intentions). Organizational career growth is not a static concept; one might expect the relationship between it and

voice behavior to be affected by career stage. This study suggests important implications on how organizations should adapt their practices to better deal with the changing patterns of career management in today's organizations. The multi-dimensional conceptualization implies by (Weng et al., 2010), that career growth is both a function of the employees' efforts and the organization's willingness and ability to reward such efforts. Weng et. al. (2010), studied with 961 employees in 10 cities in the People's Republic of China, showed that the four dimensions of career growth. This study was focused on managers because they are more likely than workers to be presented with career growth opportunities, particularly in China. Likewise, Weng & McElroy (2012), studied survey data collected from the People's Republic of China, were used to test Weng's (2010) four facet model of career growth and to examine its effect on occupational commitment and turnover intentions. The finding of the study was turnover intentions are negatively related to the three dimensions of career growth, with the correlation coefficient of career goal progress being the highest, followed by professional ability development, and then organizational rewards. With respect to the control variables, age is negatively correlated with turnover intentions. Similarly, as suggested by Ballout (2009) in his research on bank employees in Lebanon, highly committed and competent employees seek challenging tasks and opportunities for career growth if these can be performed successfully. Employers can reap the benefits of highly committed employees if they provide the long-term career development which contributes to career success (Ballout 2009). It is suggested that employees can find personal growth in other organisations if career opportunities are perceived to be lacking in their current organisation. Loss of a talented and skilful worker is a cost to the organisation, so organisations strive to retain valuable employees by developing a committed workforce and preparing them for future organizational development and commitment (Ballout 2009). A similar study was undertaken with Weng & Hu's (2009) model, Karavardar (2014), this study was done in Turkey with 226 auditors from 92 audit firms in Turkey. This study examined the direct effect of organizational career growth on turnover intention, as well as the buffering influence of organizational commitment on this relationship among auditors in Turkey. It was found that professional ability development and remuneration growth have strong influences on turnover intention. In spite of this, career goal progress and promotion speed had no significant effect on turnover intention. According to Chang (1999), individuals who seek career growth have higher expectations for career growth opportunities within their organizations. To the degree that individuals can meet their career growth needs within an organization, they are more likely to remain with that organization. Failure to meet these expectations would lead these individuals to seek employment opportunities elsewhere. (Weng & McElroy, 2012).

Hypothesis:

The research paper deals with the individual effects of four factor dimensions of organizational career growth over Employees' Turnover Intentions. Hypothesis was taken into account while conducting the research to prove the influence of career growth progress, professional ability development, promotion speed and remuneration growth over employees' turnover intention.

H1: The organizational career growth dimensions of Career Growth Progress, Professional Ability Development, Promotion Speed and Remuneration Growth are negatively associated with employees' turnover intentions in Nepalese context.

H2: Demographic variables including Gender, Age, Education, Marital Status and Position moderates the influence of organizational career growth dimensions of Career Growth Progress, Professional Ability Development, Promotion Speed and Remuneration Growth to employees' turnover intentions in Nepalese context.

To prove these hypotheses, descriptive analysis, Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) were applied.

Research design, sampling and procedure:

This study was a quantitative approach towards casual research design for the empirically testing the research hypothesis. The need of explanatory casual research design needed and reflects to test the relationship and impact of exogenous variable over the endogenous variable in the study that is Organizational Career Growth over Employees' Turnover Intention. A sample of 290 banking employees was framed for the study. For the reliability of perception of the employee towards their organization or the supervisor, employee having at least one (1) year of experience with current organization was considered as valid sample. These samples for this research basically comprises of private commercial banks in Kathmandu Valley. The data was collected from these banks with convenience sampling, in which 300 questionnaires were distributed out of which 290 questionnaires were collected with more than two reminders. The response rate was 96%. Statistical analysis of data was done with SSPS (window v22), AMOS (window v22) and Excel 2013. Descriptive analysis, Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM) were applied for evaluation of data.

Conceptual Model and Instrumentation:

Broadly, the model designed for this study was adapted from the Organizational Career Growth framework of Weng et al. (2010) and Cammann et al. (1979) to measure employees' turnover intentions. Four factors were used in the study to measure the constructs of interest for Organizational Career Growth. The construct is included with the measures of the employees' perceptions of career goal progress, professional ability development, promotion speed and remuneration growth. Fifteen (15) items, 5-point Likert scale was used to measure Organizational Career Growth. Similarly, a three (3) item, 5-point Likert scale developed by Cammann et al. (1979) was used to measure turnover intentions of the employees. Each item asked the respondents to indicate the degree of occurrence of thought of quitting, searching for another job, and actually intending to quit. Likewise, control variables (moderators) measures designed to collect demographic information of the respondents which includes Gender, Age, Education, Marital Status and Position were used.

Data Analysis Methods

Responses for quantitative research include coding, categorizing, and reducing data to numbers for statistical analysis manipulation (Cooper & Schlinder, 2008). The data analysis was done using the software packages of Microsoft Excel 2013, SPSS (v22) and AMOS (v22). To explore the causal relationship between the exogenous variable "***Organizational Career Growth***" and the endogenous variable "***Employees' Turnover Intention***", the maximum likelihood estimates (MLE) approach was selected for the determination of the Standard Equation Modeling (SEM), which was carried out in AMOS version 22. Two-step analysis technique was used in this research work. Likely, the first step towards Confirmatory Factor Analysis (CFA) for obtaining the value for the measurement and secondly, SEM was conducted to explore the influence of exogenous variable over endogenous variable.

Empirical Results

Confirmatory Factor Analysis (CFA)

CFA was the first technique used in this study for the factorial validity of the theoretical construct for Organizational Career Growth. CFA of a measuring instrument is most appropriately applied to measures that have fully developed, and their factor structures validated (Byrne, 2010). The CFA approach in the SEM applies to the given measurement model and only the component of the SEM is employed (Hoyle, 1995). In CFA the extent of model fit, explained variances and standard residual for the measurement

variables and factor loadings were analyzed. However, before analyzing the data with CFA, factor analysis with Principal Component Analysis, component rotated with Varimax with Kaiser Normalization was done to confirm the factor loading in their respective latent variables. Results from EFA failed to load and confirm the four factor model, showing instead the need to merge the two factors promotion speed and remuneration growth as a single factor. The merged factor named as promotion speed and remuneration growth (PSRG). Weng & McElroy, (2012) also come with this result, they failed to load promotion speed and remuneration growth into separate latent variable.

A certain degree of model fit is necessary before the testing of the general model is done (Mulaik & James, 1995). Thus, before SEM analysis, CFA model fit test was done. The filtration of the model fit items was done in categorization with the factor loading. All the items had factor loading higher than 0.6. Further, on the basis of the modifications indices, the model fit has been achieved. Modification indices suggested remedies to discrepancies between the proposed and estimated model. Thus, it was given weightage to remove those items with low loading and largest modification indices. Standard residual covariance was tested for significantly decreasing the model fit. Fixing the model fit, the item no. CGP1 of Career Goal Progress was removed which had a residual covariance value higher than 2.5 to achieve the model fit. The Summary of constructs after factor loading and modification indices are placed in Table 1.

According to the result output for model fit, indices appears quite good. Results from the estimation from the model yielded overall fit indices for the CFA model, which were acceptable, with $\chi 2/df = 139.029$, CMIN/Df=2.106. That is, the observed covariance matrix is similar to the predicted covariance matrix--that is, the matrix predicted by the model. The measurement model has a good fit with the data based on assessment criteria such as GFI, CFI, TLI, RMSEA (Nejatian, et, all., 2011; Bagozzi & Yi, 1988). Therefore, RMSEA = 0.062, RMSEA should be less than .08 (Browne & Cudeck, 1993), ideally less than .05 (Stieger, 1990), and less than 0.05 good (Hu and Bentler (1999), so it is within the threshold, likewise suggests that the fit of the model. Similarly, GFI=0.939, CFI=0.976 indicating model Good Fit, which is also within the upper threshold of >.95 (Hu and Bentler (1999). PCLOSE= 0.850 (>.05 Hu and Bentler, 1999). AGFI=0.903 (>.80 (Hu and Bentler,1999). PCFI=0.708 (> 0.50 James, Mulaik & Brett 1982). IFI = 0.977, TLI = 0.968 which is also within the threshold (> 0.90 Tucker & Lewis 1973), PGFI = 0.590 (> *0.50 James, Mulaik & Brett 1982).* Based on suggestion by Hair et al. (2010), at least three indices must be fitted well to determine the model fit. Keeping with the advice of Hair et al., the model is fit. Further, the model fit summary of item construct form CFA is placed in Table 2 below. With the CFA indices 14 items with three latent variables describing Organizational Career Growth were used in the SEM construct. Likewise, figure (1) shows the complete CFA dimensions for the model.

Table 1: Summary of constructs after Factor Loading and Modifications indices

Construct name	***Initial number of items***	***Number of items carried forward to the analysis***
Career Goal Progress (CGP)	4	3
Professional Ability Development (PAD)	4	4
Promotion Speed + Remuneration Growth (PSRG)	7	7

Table 2: Summary of model fit indices for Structural model of OCG

Measures	***Observed value of the model***	***Threshold***
$\chi 2$	139.029	
CMIN/df	2.106	*< 3 good, <5 sometimes permissible (Hu and Bentler,*

		1999)
RMSEA	0.062	*RMSEA < .08 (Browne & Cudeck, 1993), ideally less than .05 (Stieger, 1990), <.05 good (Hu and Bentler (1999)*
PCLOSE	0.85	*>.05(Hu and Bentler (1999)*
GFI	0.939	*Goodness of Fit Index exceeds >.90 (Byrne, 1994), >.95 (Hu and Bentler (1999)*
CFI	0.976	*Comparative Fit Index > .93 (Byrne, 1994), >.95 great, >.90 traditional, >.80 sometimes permissible (Hu and Bentler (1999)*
AGFI	0.903	*>.80 (Hu and Bentler (1999)*
PCFI	0.708	*> 0.50 (James, Mulaik & Brett 1982)*
IFI	0.977	*> 0.90 (Bollen 1990)*
TLI	0.968	*> 0.90 (Tucker & Lewis 1973) and .90 or over >.95 (Hu & Bentler, 1999).*
PGFI	0.590	*> 0.50 (James, Mulaik & Brett 1982)*

$\chi 2$= Chi-Square; p - value for the model, Df= Degree of freedom; RMSEA= Root mean square error of approximation fit index; PCLOSE=p of Close Fit, GFI= goodness of fit index; CFI= Comparative fit index; AGFI= Absolute goodness of fit index; PCFI= Parsimony goodness of fit index; IFI= Incremental fit index; TLI= Tucker-Lewis index; PGFI= Parsimony goodness of fit index.

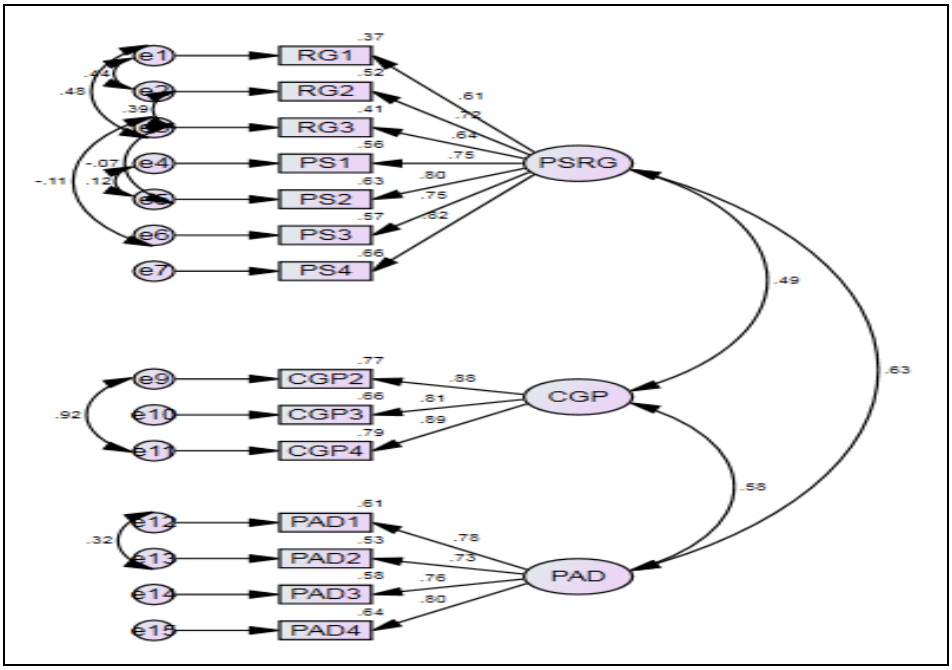


Figure 1: CFA of Organizational Career Growth measurement

Reliability, convergent validity and discriminant validity

Testing the model reliability, convergent validity and discriminant validity was undertaken. As it is absolute necessary to establish convergent and discriminant validity and reliability, when doing CFA. The result of Factor Loading (FL), Reliability (Cronbach's Alpha), Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Square Variance (MSV) and Average Shared Square Variance (ASV) were measured to establishing validity and reliability. The FL, CR and AVE were used to test the measurement model's convergent validity. The MSV and the ASV were used to test the

discriminant validity of the measurement model. The detail results showed that the latent factors are well explained by the observed variables and the latent factors demonstrates adequate validity and reliability. The FL, Cronbach's alpha value and the CR are displayed in table 3 for the three exogenous latent variables and one endogenous variable, which is greater than 0.6-0.7 range. This shows that there is a satisfactory level of internal consistency of the measures and there exist some common points of convergence (Hair et al., 2010). The AVE values for the variables are above 0.50. This shows that the latent variables also had a high convergent validity (Hair et al., 2010). Similarly, MSV and ASV values are also displayed in table 3. The MSV and the ASV results need to be lesser than the AVE for the discriminant validity (Hair et al., 2010). The result shows that MSV and ASV are lesser that that of AVE. This indicates measurement model is according to the assumptions which were originally made.

Table : 3: Reliability, convergent validity and discriminate

Constructs	**Items**	**Factor Loadings**	**Cronbach's Alpha**	**CR**	**AVE**	**MSV**	**ASV**
Career Goal Progress (Exogenous variable)	CGP2	0.88	0.923	0.888	0.74	0.34	0.32
	CGP3	0.81					
	CGP4	0.89					
Professional Ability Development (Exogenous variable)	PAD1	0.78	0.861	0.895	0.59	0.34	0.37
	PAD2	0.73					
	PAD3	0.76					
	PAD4	0.80					
Promotion Speed & Remuneration Growth (Exogenous variable)	PS1	0.75	0.890	0.852	0.53	0.24	0.29
	PS2	0.80					
	PS3	0.75					
	PS4	0.82					
	RG1	0.61					
	RG2	0.72					
	RG3	0.64					
Turnover Intentions (Endogenous variable)	TOI1	0.89	.894	0.890	0.75	-	-
	TOI2	0.92					
	TOI3	0.78					

Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Squared Variance (MSV), and Average Shared Squared Variance (ASV).

Descriptive analysis of variables

Respondents' characteristics: From the result of descriptive study which is place at Table 4, we can observe that the majority of the sample is male (56.6%) compared to female (43.4%). Married respondents were 45.9% and unmarried were 54.1%. In terms of age group, the highest numbers falls in the category of 25 to 30 years of age group with 44.8%, followed by the group of 25 to 30 years 92%, likewise 30 to 35 years with 21% and 35 years and above has 2.4%. It can also be observed that the majority of respondents are holding Bachelor's degree (53.1%), followed by Master's Degree (42.4%), Intermediate (3.1%) and others (1.4%). The working department of respondents in highest numbers from CSD (23.4%) and Remittance (15.2%). Likewise, the highest number of respondents are Assistant (40.7%) and Senior Assistant (23.1%). The demographic profiles are place at table 4.

Table 4: Demographic profile of respondents (N=156)

Demographics	***Frequency***	***%***	***Demographics***	***Frequency***	***%***
Gender			**Education**		

Female	126	43.4	Intermediate	9	3.1
Male	164	56.6	Bachelor	154	53.1
Total	**290**	**100**	Master	123	42.4
Working Department			Others	4	1.4
CSD	68	23.4	**Total**	**290**	**100**
Credit	10	3.4	**Age Group**		
IT	35	12.1	20 to 25 Years	92	31.7
New Channel Operation	12	4.1	25 - 30 Years	130	44.8
Operation	14	4.8	30 to 35 Years	61	21
Remittance	44	15.2	35 years and above	7	2.4
Finance	17	5.9	**Total**	**290**	**100**
Trade Administration	21	7.2	**Marital Status**		
Clearing	27	9.3	Unmarried	157	54.1
Marketing	21	7.2	Married	133	45.9
Cash	21	7.2	**Total**	**290**	**100**
Total	**290**	**100**			
Position					
Assistant	118	40.7	Officer	27	9.3
Senior Assistant	67	23.1	Senior Officer	16	5.5
Supervisor	35	12.1	Junior Officer	27	9.3
Total				**290**	**100**

Source: Survey, 2015

Current employee perceived Organizational Career Growth and Turnover Intentions in Nepalese Private Commercial Banks

The respondents to the survey were requested to provide their perception of their Organizational Career Growth in their current working bank and their turnover intentions. Descriptive statistical analysis of the responses is placed in table no. 5. The result shows the descriptive statistics of an individual dimensions and overall Organizational Career Growth as well as Employees' Turnover Intention. Among three dimensions of Organizational Career Growth; Remuneration Growth (RG) has mean value of 2.73 (SD=.949); Career Goal Progress (CGP) has mean value 3.74 (SD=.831); Professional Ability Development (PAD) has mean value of 3.55 (SD=.796); Promotion Speed (PS) has mean value of 3.02 (SD=.939); Overall Organizational Career Growth has mean value of 3.26 (SD=.696) and Turnover Intentions has mean value of 2.92 (SD=1.01). With this indices, we can state that there is a moderate environment of career growth for the banking employees in Nepal. Within the individual dimensions of Organizational Career Growth, Remuneration Growth is a concern. Employees do not show their agreeableness in remuneration growth in their organisation. However, other dimensions are also not so encouraging. Similarly, Employees' Turnover Intentions has a mean value of 2.92 (SD=1.01). This can be interpreted in low to moderate level of agreeableness towards turnover intentions. As banking employees do think about quitting the organization (bank) and also look for new jobs however, lower side of agreeableness on leaving the current organization soon. The detail mean and SD of the statement items are placed in table 5.

Table 5: Descriptive Statistics of Dimensions of OCG and ETOI

Opinion Statements	Mean	SD
RG1	*2.6759*	*1.05806*
RG2	*2.7483*	*.97481*
RG3	*2.7724*	*1.18377*
Remuneration Growth (RG)	**2.7322**	**.94967**
CGP1	*3.7552*	*.94414*
CGP2	*3.7552*	*.88747*

CGP3	*3.7310*	*.95036*
CGP4	*3.7345*	*.89704*
Career Goal Progress (CGP)	**3.7440**	**.83154**
PAD1	*3.4621*	*.93395*
PAD2	*3.5345*	*1.03595*
PAD3	*3.6345*	*.89453*
PAD4	*3.5828*	*.92357*
Professional Ability Development (PAD)	**3.5534**	**.79694**
PS1	*2.9862*	*1.19969*
PS2	*3.0241*	*1.07638*
PS3	*3.1621*	*.96904*
PS4	*2.9345*	*1.19653*
Promotion Speed (PS)	**3.0267**	**.93976**
Overall Organizational Career Growth	**3.2641**	**.69656**
TOI1	*2.9552*	*.98504*
TOI2	*3.0966*	*1.16657*
TOI3	*2.7310*	*1.28206*
Turnover Intentions	**2.9276**	**1.01077**
		N=290

Relationship of Dimensions of Organizational Career Growth and Employees' Turnover Intentions (Correlations analysis)

To explore the relationship between dimensions of Organizational Career Growth and Employees' Turnover Intentions, Pearson's correlation analysis was done. The results as shown in table 6, indicates a negative relationship between the dimensions of Organizational Career Growth and Employees' Turnover Intentions in Nepalese context. There is a strong to moderate negative relationship. Turnover intentions is strong to moderately correlated negatively to the three dimensions of career growth, with the correlation coefficient of Promotion Speed and Remuneration Growth being the highest (r =-.526, p=0.001) among the three dimensions. It is followed by Career Growth Progress (r =-.516, p=0.001) and Professional Ability Development (r =-.478, p=0.001).

Table 6: Correlation between Organizational Career Growth and Employees' Turnover Intentions

Dimensions of Organizational Career Growth (N=290)		**Employees' Turnover Intentions**
Career Growth Progress	*r*	-.516**
	p	.001
Professional Ability Development	*r*	** -.478**
	p	.001
Promotion Speed and Remuneration Growth	*r*	-.526**
	p	.001

Hypothesis Testing (SEM)

As above, the measurement model fit test is significant, this section presents SEM framework of this study. This section presents the path coefficients to determine the theoretically developed relationship. Figure 2 depicts the structural path model-1, figure 3 depicts the structural path model-2 with moderating demographic variables. The Structural Equation Modeling results under the Regression Weights heading the unstandardized loadings appear along with standard errors, a critical ratio, and p-values. All of the unconstrained estimates are significant. The Standardized Regression Weights can be interpreted as the correlation between the observed variable and the corresponding common factor. For the three-factor model of Organizational Career Growth the regression weights are significant for only two factors. The significant factors are Promotion Speed & Remuneration Growth and Career Growth Progress, the factor Professional Ability Development is not significant. The Standardized Regression Weights of the model-1 without the moderation is place in table 7. The results show the coefficients of the influence of Organizational Career Growth to Employees' Turnover Intention in the selected samples.

The results shows Promotion Speed and Remuneration Growth is negatively affects the Employees' Turnover Intentions (ß = -.319, $p<0.01$). This shows that 1 percent increase in Promotion Speed and Remuneration Growth would cause the employees' turnover intentions to decrease by 31.9%. The results shows Career Growth Progress is also negatively affects the Employees' Turnover intention (ß = -.302, $p<0.01$). This shows that 1 percent increase in Career Growth Progress would cause the employees' turnover intention to decrease by 30.2%. Whereas, Professional Ability Development does not have a significant affect, because the p value is greater than .05. The results shows indicates (ß = -0.055, $p>0.05$) no significant influence over the employees' turnover intention. Simlarly, the results shows R^2 = 0.35, which indicates Organizational Career Growth predicting 35% variance in employees' turnover intentions.

Table 7: Standardized Regression Weights (Model 1) without moderation

Exogenous	Path	Endogenous	Estimate	S.E.	P
Promotion Speed and Remuneration Growth (PSRG)	→	Employees' Turnover Intentions (TOI)	-.319	.113	***
Professional Ability Development (PAD)	→	Employees' Turnover Intentions (TOI)	-.055	.112	.460
Career Growth Progress (CGP)	→	Employees' Turnover Intentions (TOI)	-.302	.089	***
					$R^{2=}$ **0.350**

Therefore, in response to the hypotheses 'H1' of this study, this can be concluded that the organizational career growth dimensions of Career Growth Progress, Professional Ability Development, Promotion Speed and Remuneration Growth are negatively associated with employees' turnover intentions in Nepalese context. Hence, **H1 is supported**.

However, Professional Ability Development does not have significant influence to employees' turnover intentions in Nepalese context.

Secondly, the Standardized Regression Weights of the model-2 with the moderation of demographic variables is place in table 8. The results show the coefficients of the influence of Organizational Career Growth to Employees' Turnover Intention in the selected samples. All of the moderation demographic

variables are not significant towards influencing Organizational Career Growth to Employees' Turnover Intention in the selected samples in Nepalese context, because the p value is greater than .05. As show in figure 3 of model-2, the demographic factors are put in SEM as an exogenous variables, they does not significantly contributes towards influencing to Employees' Turnover Intention. The results shows Position, age and gender is negatively affects Employees' Turnover Intentions (ß = -.040, p>.05; ß = -.070, p>.05; ß = -.012, p>.05) respectively. However, none of the demographic variable are significantly moderating towards the Employees' Turnover Intentions. Henceforth, we can conclude, there is no moderating effects of the demographic variables in understanding the phenomenon of influence of Organizational Career Growth to Employees' Turnover Intention in Nepalese context. Similary, the inclusion of these demographic variables, do not inlfuence a higher change in R^2, which having a value of $R^{2=}$ 0.345 (Model-2 with moderation), in comparison to $R^{2=}$ 0.350 (Model-1 without moderation).
Therefore, in response to the hypotheses '**H2**' of this study, this can be concluded that the Demographic variables including Gender, Age, Education, Marital Status and Position does not moderates the influence of organizational career growth dimensions of Career Growth Progress, Professional Ability Development, Promotion Speed and Remuneration Growth to employees' turnover intentions in Nepalese context. **Hence, H2 is not supported.**

Table 8: Standardized Regression Weights (Model 2) with moderation

Exogenous	Path	Endogenous	Estimate	S.E.	P
Promotion Speed and Remuneration Growth (PSRG)	→	Employees' Turnover Intentions (TOI)	-.296	.113	***
Professional Ability Development (PAD)	→	Employees' Turnover Intentions (TOI)	-.050	.111	.506
Career Growth Progress (CGP)	→	Employees' Turnover Intentions (TOI)	-.317	.089	***
Position	→	Employees' Turnover Intentions (TOI)	-.040	.037	.496
Gender	→	Employees' Turnover Intentions (TOI)	-.012	.096	.796
Age Group	→	Employees' Turnover Intentions (TOI)	-.070	.074	.227
Education	→	Employees' Turnover Intentions (TOI)	.022	.082	.642
Marital status	→	Employees' Turnover Intentions (TOI)	.049	.109	.364
					$R^{2=}$ 0.345

Model-1

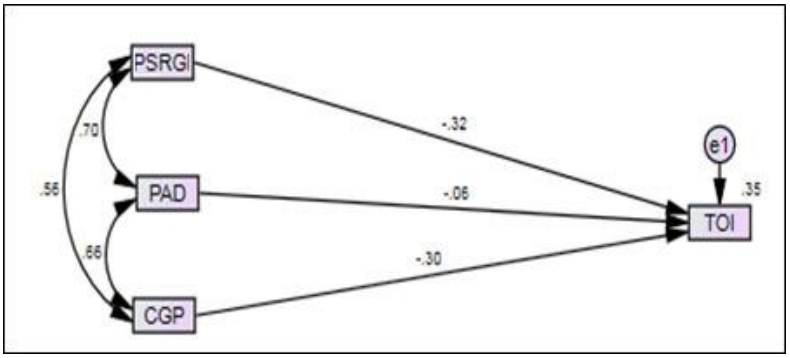


Figure 2: SEM (Model 1 without Moderators)

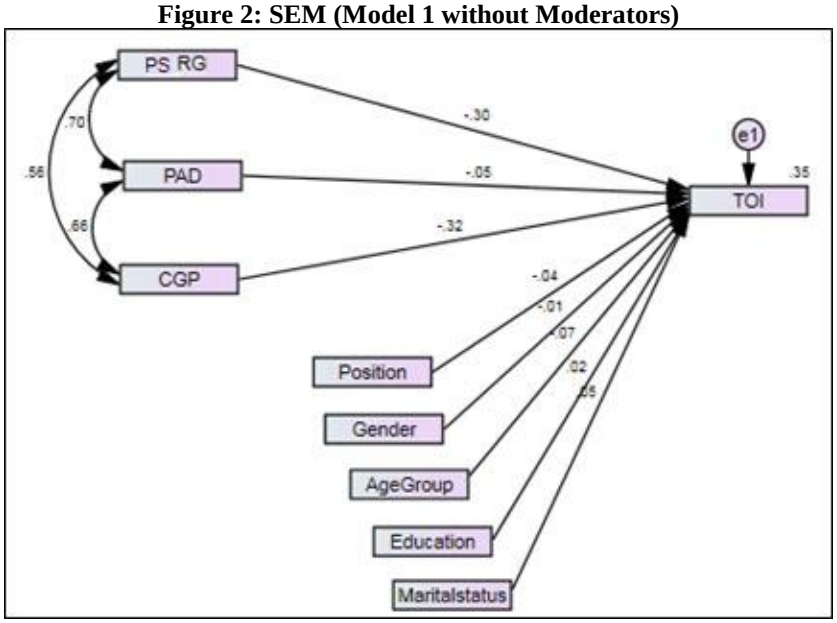


Figure 3: SEM (Model 2- with Moderators**)**

Discussion

This research paper contributed in understating of relationship between Organizational Career Growth with Employees' Turnover Intentions in private commercial banking sector in Nepal. It confirms previous research study in the topic with an empirical support from Nepal. The results of this study provide considerable insight into the employees' perceptions of organizational career growth that they get in their organizations, as well as its associated work related behaviour of turnover intentions. The CFA and Structural Equation Model (SEM) is used to examine the data covering 290 samples across the private commercial banks in Nepal.

The present scenario of career growth in Nepalese Private Commercial Banks has a moderate environment for their banking employees in Nepal. Within the individual dimensions of Organizational Career Growth, Remuneration Growth is of highest concern. Similarly, Employees' has moderate level of agreeableness towards turnover intentions. As banking employees do think about quitting the organization (bank) and also look for new jobs however, lower side of agreeableness on leaving the current organization soon.

Broadly, the four factor measurement model designed for Organizational Career Growth by Weng et al. (2010) has been failed in empirical evidence from Nepalese context. This study comes up with three factor model significantly factor loaded. Results from EFA failed to load and confirm the four factor model, showing instead the need to merge the two factors promotion speed and remuneration growth as a single factor. The merged factor named as promotion speed and remuneration growth (PSRG) for the purpose of this study. This factor loading findings or evidence support Weng & McElroy (2012) study, in which the come up with this similar result. They failed to load promotion speed and remuneration growth into separate latent variable.

The research results show that there is a negative or inverse relationship between the Organizational Career Growth and Employees' Turnover Intentions in Nepalese context (banking sector in Nepal). This result is consistent to the results of Weng et al. (2010), Weng & McElroy (2012) & Bedeian et al. (1991). This findings supports Weng et al. (2010) & Weng & McElroy (2012), the organizational career growth factors are each negatively related to turnover intentions. Moreover, this findings support the work of Bedeian et al. (1991) whose concept of expected utility of one's present job was based primarily on the degree to which one's present job was relevant to one's longer term professional growth and development (Weng & McElroy, 2012). Simlarly, the results shows $R^2 = 0.35$, which indicates Organizational Career Growth predicting 35% variance in employees' turnover intentions. Moreover, the results shows Promotion Speed and Remuneration Growth is negatively affects the Employees' Turnover Intentions by 31.9%, Career Growth Progress is also negatively affects the Employees' Turnover Intention by 30.2%. This result is support the Weng & McElroy (2012), where they shows three dimensions of organizational career growth had a significant negative effect on turnover intentions, with career goal progress having the largest association, and Promotion Speed & Remuneration Growth (organizational reward). Moreover, the higher association can be seen Promotion Speed and Remuneration Growth, which support Zhang, Li, Liu and Deng (2005) study. Zhang, Li, Liu, and Deng, (2005) suggested that increasing promotion opportunities satisfies employees' achievement needs which accounts for lower voluntary turnover rates of valued employees (Weng & McElroy, 2012). Likewise, remuneration growth results support the work of Xiong (2008), who demonstrated among Chinese employees, that remuneration growth constitutes one reason employees remain with their employing organizations(Weng & McElroy, 2012). However, Professional Ability Development does not have a significant affect in this study, and having a paradox with Weng & McElroy (2012). But, we can see Weng & McElroy (2012) are also not highly supporting the influence of Professional Ability Development in their research, where, their results shows that professional ability development has the lowest association and influence over Employees' Turnover Intention.

Likewise, control variables, the moderation demographic variables are not significant towards influencing Organizational Career Growth to Employees' Turnover Intention in the selected samples in Nepalese context, because the p value is greater than .05. This results support Weng & McElroy (2012) findings of gender and education do not have significant control variables. However, the result do not support Weng & McElroy (2012) findings that age and position significantly control turnover intentions.

The above discussion addresses and support the previous researches in the arena of Organizational Career Growth to Employees' Turnover Intentions. Where, it is emperically supported Organizational Career Growth do have negative relationship and significantly influence Employees' Turnover Intentions. This research discussion added raises the issue in Nepalese context.

Conclusion:

Organizational career growth shows potential for managing turnover, its biggest impact is on those who desire a career (Weng & McElroy, 2012). The results show that there is moderate prevailing organizational career growth and low to moderate employees' perception of turnover intentions. As banking employees in Nepal do think about quitting the organization (bank) and also look for new jobs

however, lower side of agreeableness on leaving the current organization soon. The research results show that there is a negative or inverse relationship between the Organizational Career Growth and Employees' Turnover Intentions in Nepalese context (banking sector in Nepal). Promotion Speed and Remuneration Growth is the foremost factors that have direct high impact on Employees' Turnover Intentions, followed by Career Growth Progress in Nepalese context. In Nepalese context, organisations should emphasize towards Promotion Speed and Remuneration Growth of the employees for retaining them to the organisation and encourage the employees to contribute towards the effectiveness and productivity of these organisations (banks). Finally, this research add organizational career growth is a lever available to the organisation to understand and predict turnover intention. Thus, an organizational career growth policy should create solid sentiments of a psychological contract among employees especially when the organizational career growth policy of the organization is a valuable attempt for its employees (Bedeian et al.,1991) who anticipate progress and growth in their careers (Okurame & Balogun, 2005; Okurame, 2012). This implies on the organisation to understand, predict and manage this phenomenon. This study significantly provides insights to Nepalese Commercial Banks to better understand how to reduce employee turnover by addressing Organizational Career Growth of Employees and make better decisions about employees' career growth inside their organisations.

Acknowledgements
The author would like to thank Rajendra Regmi for his assistance in data collection.

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