

**CAREER ADAPTABILITY AND EMPLOYEES' TURNOVER INTENTION  
IN NEPALESE PRIVATE COMMERCIAL BANKS**

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## **RECOMMENDATION**

# CERTIFICATION

## **DECLARATION OF AUTHENTICITY**

I, Alisha Shah, declare that this GRP is my own original work and that it has fully and specifically acknowledge wherever adopted from other sources. I also understand that if at any time it is shown that I have significantly misrepresented material presented to SOMTU, any credits awarded to me based on that material may be revoked.

Signature:

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Alisha Shah

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## LIST OF ABBREVIATIONS

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<b>Acronym</b>	<b>Full Form</b>
ANOVA	Analysis Of Variance
CA	Career Adaptability
CAAS	Career Adapt-Ability Scale
CAAS-SF	Career Adapt-Ability Scale - Short Form
CFI	Career Future Inventory
CFI-R	CFI – Revised
CMI-C	Career Maturity Scale
CO	Career Optimism
CWAQ	Career and Work Adaptability Questionnaire
GRP	Graduate Research Project
MBA	Master of Business Administration
POS	Perceived Organization Support
SOMTU	School of Management Tribhuvan University

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## **EXECUTIVE SUMMARY**

The main objective of this study was to examine the relationship between career adaptability and employees' turnover intention in Nepalese private commercial banks.

The research was quantitative in nature. The sampling method adopted was convenience sampling. For the purpose of the study, a survey was distributing questionnaire and necessary information was gathered from 310 respondents. The collected data were organized, analyzed, and managed using Microsoft Excel and SPSS. Descriptive as well as inferential analyses were carried out to meet the objectives of the study. Frequencies, percentage, mean, standard deviations, correlation and multiple regressions were done to meet the objectives of the study.

The findings of the study exhibited that there exists a significant relationship between career adaptability and employees' turnover intention in Nepalese private commercial banks. Having had significant relationship between career adaptability and employees' turnover intention it was expected that there exists the same significant relationship between career adaptability factors and employees' turnover intention. However, it was found that among the four career adaptability factors, concern, curiosity, and confidence had a positive relationship with employees' turnover intention, but control had negative relationship with employees' turnover intention. Concern as a factor of career adaptability proved to be the dominant factor having greatest impact on employees' turnover intention. Career adaptability level among bankers was found to be at medium level and turnover intention level was found to be at medium level. Gender moderated the relationship between career adaptability and employees' turnover intention.

The findings of the study provided empirical evidence that there exists positive relationship between career adaptability and employees' turnover intention. From academic perspective, the research contributes to career adaptability and turnover intention literatures. The findings may be useful to the private commercial banks' management to get a better insight of the status of their employees concerning turnover intention. The valuable results generated from this study can be used to enhance the theoretical understanding and to guide management policies.

# **CHAPTER 1: INTRODUCTION**

## **1.1 Background of the Study**

In recent years, there are lots of changes in economic, social, and technological scenarios in the world which desire the capacity to adjust, to adapt, or to display adaptability. Career adaptability refers to individuals' ability to adapt to new demands of work, diverse groups, and different environments (Savickas & Porfeli, 2012). The concept of career adaptability has frequently been noted as a necessary resource for successful career development, improved well-being, and positive response to several challenges in the domains of career as well as work (Zacher, 2015).

With the growing changes at the workplace, employees' need to adapt to these changes to become successful. On the one hand, organizations' expectations are changing while on the other hand, employees' expectations are also changing. Employee turnover can lead to financial costs and, it also causes loss of skills, knowledge, and business relationship (Ramlal, 2003). Hence, it is essential for the organizations to understand triggering the employees' desire to leave and to develop appropriate strategies to retain talent. Since turnover intention is a precursor of actual turnover (Steel & Ovalle, 1984), employers can influence employees' intention to leave as they have not yet quit their jobs.

Career adaptability has been a widely studied variable in determining turnover intention. In fact, most of the studies have been conducted in identifying an effective mix of practices that could improve the satisfaction, commitment, and intention to stay in the organization (Chew & Chan, 2008). Employees who possess adequate adaptability resources can cope with difficulties associated with their tasks, become satisfied with their current situations, and thus are less likely to leave the organization than employees with low adaptability (Dong, Zheng & Wang, 2019). While career adaptability increases employees' job performance and affective commitment to organizations, it also increases their turnover intentions (Haibo, Xiaoyu, Xiaoming & Zhijin, 2017).

The evidence from research points to specific determinants and correlations of career adaptability and turnover intention. Employees who possess abundant adaptability resources can cope with the difficulties associated with their activities and tasks. They also become satisfied with their current situations and are less likely than employees to search other job opportunities and leave the organization.

In the context of Nepal, Pandey (2019) in his study found that conflict with the immediate supervisor or coworkers are one of the reasons why Millennial leave their job. Likewise, employee connectedness can influence their desire to leave, either from the employees' perception of how well they fit with their jobs or from the organization's perception of how well the employee is performing and adapting.

Thus, it is important for the organizations to identify the factors of career adaptability affecting the turnover intention that culminates in actual turnover of employees so as not only to save precious time of the management but also to save the costs which are spent on recruitment, selection, and training of new employees of the organization.

## **1.2 Statement of Problem**

Every organization in this era is constantly working towards finding solutions to decrease turnover intention. Employee turnover is very expensive to an organization in many ways. It doesn't only include the loss of the employee but also involves other costs such as costs involved in the recruitment and selection, training, and development and also, the experience the employee has gained from the job. One of the major and challenging tasks to be performed by the human resources department of the organization in this globalized and competitive world is to retain employees.

In recent times, most of the organizations keep updating their functions rapidly with the change in the demand of the customers and changes occurring in the business environment. The workplace might require employees who can adapt to their environment and work with the organization for a longer period. The employees are expected to go with the flow whenever a change occurs. For most of the employees, it is easy to adapt but for some of the employees who adapt faster tend to leave their job and the organization as well.

Whenever a change occurs in an organization, the employees' readiness to cope with changing work and working conditions determine their career adaptability. When the employees are not able to accept the change that the work demands they may choose to search for other job opportunities that s/he can adapt easily. The employee may try to adapt to the changes in the work and workplace and to make it easier for them; the organizations must focus on the factors that can enhance the career adaptability of the employees. For positive outcomes, understanding the importance of career adaptability and its relationship with employees' turnover intention is vital.

The private commercial banks of Nepal are always trying to come up with new ideas of the several services that they offer to the general public. If employees could not cope up with the changes in the organization, they might consider leaving it. The case of high turnover is seen more in Nepalese organizations and the rate is found even more in the banking sector. Although this sector is characterized by higher professionalism than others, retention of employees is the challenge faced by the banks. Chalise (2019) in his study recommended that appropriate career planning and work life matching packages need to be developed so that bank employees may produce better results for the organization.

On the one hand, there are several studies of impact of career adaptability on employees' turnover intention which has been discussed in many research works worldwide. On the other hand, very few research works are undertaken in Nepal in the field of Career Adaptability and Employees' turnover intention as compared to different parts of the world. Hence, this research paper primarily focuses on assessing the relationship between career adaptability and employees' turnover intention of Nepalese Private Commercial Banks.

### **1.3 Research Questions**

The study will seek answers to the following questions:

- a. What is the current situation of career adaptability among employees in Nepalese private commercial banks?
- b. Is the employees' turnover intention high in Nepalese private commercial banks?



- c. What is the relationship between career adaptability and employees' turnover intention?
- d. Which career adaptability factor influences the most for employees' turnover intention?
- e. Is there any moderating role of gender on the relationship between career adaptability and employees' turnover intention in Nepalese Private Commercial Banks?

#### **1.4 Objectives of the study**

##### 1.4.1 General Objective

To identify the relationship between career adaptability and employee's turnover intention in Nepalese Private Commercial Banks.

##### 1.4.2 Specific Objectives

- a. To assess the career adaptability level among employees in Nepalese commercial banks.
- b. To assess the turnover intention level among employees in Nepalese commercial banks.
- c. To examine the relationship between career adaptability and employees' turnover intention in Nepalese commercial banks.
- d. To identify the major factor of career adaptability that has the greatest impact on employees' turnover intention.
- e. To examine the moderating role of gender on the relationship between career adaptability and employees' turnover intention in Nepalese Private Commercial Banks.

#### **1.5 Hypothesis**

Following hypotheses are proposed for the study. Hypotheses have been constructed after reviewing the study conducted among Indian employees authored by Santra and Giri (2019). They examined career adaptability and its link with vocational attitudes of career satisfaction and turnover intention. They also analyzed the relationship between career adaptability and turnover intention among Indian employees. In

contrast, this study identifies the relationship between career adaptability and employees' turnover intention. It also examines the relationship between career adaptability factors and employees' turnover intention. It further examines whether there is any moderating role of gender in the relationship between career adaptability and employees' turnover intention or not.

Hypothesis 1: There is significant relationship between career adaptability and employees' turnover intention.

Hypothesis 2: There is a significant relationship between concern and employees' turnover intention.

Hypothesis 3: There is a significant relationship between control and employees' turnover intention.

Hypothesis 4: There is a significant relationship between curiosity and employees' turnover intention.

Hypothesis 5: There is a significant relationship between confidence and employees' turnover intention.

Hypothesis 6: There is a moderating role of gender on the relationship between career adaptability and employees' turnover intention.

## **1.6 Scope and Significance**

Commercial banks are considered the nerve of all economic development in the country. An effective, efficient, and disciplined banking system in a country helps to bring about rapid growth in the various sectors of the economy. In the context of Nepal, private commercial banks are facing a scenario of merger and acquisition that brings lots of changes in the workplace environment. It is a difficult task for the employee to adapt with the changes in the workplace. The significance of commercial banks in the economic growth of a country are banks promote capital formation, investment in new enterprises, balanced development of different regions, influencing economic activities, implementation of monetary policy and monetization of the economy. Private commercial banks play an important and active role in the economic growth of a country.

The significance of this study is that it contributes to the existing body of knowledge on career adaptability and employees' turnover intention in Nepalese private commercial banks. Since private commercial banks are of the major sector of Nepal and an industry with high employees' turnover intention, this research helps the managers of the industry understand the relationship between career adaptability and employees' turnover intention.

Private commercial banks spent a huge amount of money on advertising, recruiting, selection and training of new employees because of increasing turnover rate. Decrease in the turnover rate of employees can help the bank to invest that money for its further development. The findings of the study can be applied practically to predict the turnover intention of the employees in private commercial banks and can help to reduce the turnover rate. This study can provide valuable insights on career adaptability and how it can impact employees' turnover intention. It will also be helpful for the banks as it gives a clearer picture to them regarding employees' concern of turnover. It can also be helpful to generate useful ideas during human resources planning that could be used to increase career adaptability and decrease employees' turnover intention.

The study has used the four career adaptability variables developed by Savickas and Porfeli (2012) to measure the relationship between career adaptability and employees' turnover intention namely, concern, curiosity, control and confidence. However, there are other factors from various methods that measure career adaptability such as career choice readiness, consultation, cooperation, career optimism, perceived knowledge and several other factors that can influence turnover intention, which are not being considered in this study.

### **1.7 Limitations of the Study**

The data for the study has been collected through self-administered questionnaires. The study relies on self-reporting by the respondents because of which this study would be limited by the truthfulness of the respondents. The honesty of the respondents cannot be ensured by any means and therefore, can potentially exert an influence on results.

This study is based on a small sample size of 310 respondents and its scope is limited to employees working in private commercial banks. The findings of the study may not be representative of what takes place in other sectors of the industry and as such this limits the generalizability of the findings.

The study is based on convenience sampling which might cause sampling bias. Due to the time limitations, the study is cross-sectional in nature. The questionnaire has been adopted from the study of Savikas and Porfeli (2012). As these questions are tested in most of the developed countries, such statements might not truly represent the Nepalese context.

## **1.8 Outline and Structure**

This study is illustrated and systematically arranged in five chapters. They are as follows:

First chapter of the study gives a brief outline on the topic of the study. It describes what the research work is all about and why the research is worth doing. This chapter states the broad problem objectives; helps introduce the research subject and explain why the problem is worth solving. It includes other sub-topics such as: objectives of study, research questions, and hypotheses, limitations and scope and significance of the study.

The second chapter of this study includes the review of previous writings and studies that are relevant to the problem being explored, and the framework of the theory structure. It presents a summary of major findings of previous researchers being studied in separate headings. It explains why each literature was chosen for the critical review and how it helped to build the theoretical framework and identify problem statements needed for the study.

Third chapter consists of research methods that were applied in this study along with the discussions of the variables and statistical techniques applied to test the hypotheses. It includes research design, population and sampling, instruments, sources and methods of data collection and data analysis, and the reliability test of the questionnaire.

Fourth chapter contains analysis and results. This chapter analyses various data gathered from the questionnaire and tries to find out the relationship between various factors identified for the research and presents the same with the help of tables. It identifies the degree of relationship between dependent and various independent variables and the moderating variable. Then the later part reveals the major findings from the analysis of data which are predetermined as objectives of the study.

Fifth chapter includes discussions, conclusions, and implications. It summarizes the whole research findings, and the appropriate recommendations are forwarded based on the conclusion of the study. It shows the findings in a logical and rational fashion to the problem area and shows practical implications of the study along with the area for further research.

At last, references and appendices are presented at the end of the report. Similarly, acknowledgements, table of contents and list of tables and figures are included in the front part of the report.

## **CHAPTER 2:**

### **RELATED LITERATURE & THEORETICAL FRAMEWORK**

#### **2.1 Career Adaptability**

Super and Knasel (1981) defined career adaptability as an adult's "readiness to cope with changing work and working conditions" and although mostly pertinent for adolescents and adults, even children envision possible future selves and imagine themselves in a work role. Super (1974) illustrated career adaptability as planning, exploration, decision making, information and realism. Throughout his career, Super continued to refine his career development theory, and Savickas (1997) traced the theoretical progressions that led to establishment of career adaptability.

Career adaptability is described as a psychological resource that enables individuals to handle challenges in their careers (Savickas, 1997). According to career construction theory, individuals with higher career adaptability possess more significant transactional competencies and more psychosocial resources that enable them to adapt to and successfully deal with tasks, transitions, and traumas in their careers (Savickas, 1997). The model associated with this theory focuses on the individual's role in the workplace and addresses social expectations and how the individual handles subsequent career transitions (Savickas et. al., 2009). Savickas (2005) later redefined career adaptability as "a psychosocial construct that denotes an individual's readiness and resources for coping with current and imminent vocational development tasks, occupational transitions, and personal traumas".

According to Savickas (2005), career adaptability is a multidimensional and hierarchical construct constituting four adaptive resources (also called as "adaptability") that are concern, control, curiosity and confidence (Savickas, 2005). Concern involves planning for the future, control implies a personal responsibility to shape the future, curiosity leads to exploring possible roles, and confidence is belief in one's ability to achieve goals and implement choices. These resources are psychological together with social proficiencies, derived from specific attitudes, behaviors, and competencies of career construction (Savickas & Profeli, 2012). These resources are psychological together with social proficiencies, derived from specific attitudes,

behaviors, and competencies of career construction (Savickas & Profile, 2012). Savickas (2013) found that the career construction framework accurately indicates that “adaptation” (positive outcomes in changing situations) is fostered by “adaptability” (the ability to possess psychosocial resources for change) through the process of “adapting” (responding to various conditions).

Career adaptability is viewed as an array of behaviors, competencies, and attitudes that make individuals better suited to particular jobs (Tolentino et. al., 2013). On the one hand, individuals can increase their own career adaptability to strengthen their capacity to handle occupational changes (Savickas & Profile, 2012); on the other hand, managers can help employees increase their career adaptability to enhance their fit with the workplace and effectively manage career changes and challenges (Zacher et. al., 2015). It can also be fostered by different high-performance work practices such as formal employee training, high pay levels, and group-based performance pay (Safavi & Karatepe, 2018). According to Ocampo et. al. (2020), career adaptability can be developed or triggered during career related events or changes.

Career adaptability is one of the most researched concepts in human resources management, psychology and organizational behavior. Authors have discussed different outcomes of career adaptability and many studies have taken place on career adaptability in the past. In a study conducted by Yu and Zheng (2013), career adaptability is positively related to career success and job performance. Ohme and Zacher (2015) in their study found that there is a relationship between career adaptability and employee well-being. The study shows the relative importance of employees’ career adaptability for job performance ratings above and beyond mental ability and conscientiousness.

Career adaptability is a significant predictor of various career outcomes in various studies. According to Tolentino et. al. (2013), career adaptability is a significant predictor of promotability. This study also found that career optimism is positively correlated with career adaptability. Given optimistic individuals’ confident future orientation and focus on strength amidst adversity, they are more adaptable. In addition, optimist’s positive expectancies enable them to demonstrate flexibility, a necessary attribute for adaptation when approaching and responding to new and

uncertain situations (Aspinwall et. al, 2001). In a study by Guan et. al. (2013), career adaptability has a significant relationship with employment status. According to a study conducted by Zacher (2014), career adaptability is related to career satisfaction.

Likewise, a study conducted by Brown et. al. (2012) shows career adaptability as a significant predictor of successful career transitions and career counseling. Similarly, career adaptability is a significant predictor of career outcomes such as reduced career anxiety and work stress (Maggiori et. al., 2013), and higher job satisfaction and work engagement (Rossier et. al., 2012). There are several studies that measured the socio demographic factors in relation to career adaptability. According to Hirschi (2009), gender and age do not affect the development of career adaptability among Swiss teenagers. However, the results of studies in Korea obtained different results, men expressed higher in career adaptability than women. This possibility is related to greater family responsibilities than women and the quality of support from the family (Han & Rojewski, 2015).

## **2.2 Turnover Intention**

Turnover intention is an aware decision to seek for other alternatives in other institutions (Kruger & Rouse, 1998). Employee turnover occurs when employees leave their jobs voluntarily. Turnover intention is the conscious and deliberate willfulness of a person to leave the organization (Tett & Meyer, 1993). Sager, Griffeth and Hom (1998) explained turnover intention as a mental decision which includes attitudinal (thinking of quitting), decisional (intention to leave), and behavioral (searching for a new job) processes proceeding deliberate turnover.

There are many past research studies that have identified many factors which contribute towards employee's intention and has proved the relationship between employees' turnover intention and different factors. Ito & Brotheridge (2005) identified a significant relationship between career adaptability and turnover intention. Mobley (1977) examined the relationship between job satisfaction and turnover intention. Another study by Zube (2001) found the reason why turnover occurs in an organization and stated that turnover is negatively correlated to predictable work conditions in an organization. According to Rehman et. al. (2012), organization turnover is caused by job dissatisfaction, lack of trust and lack of intrinsic motivation.



Mohammed et. al. (2006) identified the significant relationship between organizational commitment and turnover.

Hofstede (1980) explains that turnover intention arises when an employee faces a bad working environment with high stress in their current job, which in turn, may give them the intention to quit. The intention to quit refers to the subjective norms affecting an employee to turnover; individuals possess different motives for stating a high intention of leaving, and it is the motive that accounts in part for when the intention will manifest itself in actual turnover.

In the 21st century, most of the things have changed due to globalization, workforce diversity and advancement in technology. Today life is totally different than it was yesterday. People nowadays have more job opportunities than it was before, and it has created a big challenge for employers and leaders to retain the best employees in the organization for a longer time period. Talented workers have more choices than ever and are likely to leave the job if they are not satisfied with their employer or job content. Employees have become more likely to leave unrewarding jobs. So, motivation is also a major determinant of turnover (Sinha & Sinha, 2012).

Turnover incurs cost of hiring new employees like advertisement cost, cost of temporary employee, and cost of selection and affects organization's productivity (Rehman et. al., 2012). Hinkin and Tracey (2000) found that employee turnover is caused primarily by poor supervision, a poor working environment, and inadequate compensation. It incurs both direct monetary cost (Hinkin & Tracey, 2000; Pizam & Thornburg, 2000) and indirect cost (loss of production, reduced performance levels, and low morale). Racz (2000) argued that the direct cost of employee turnover only constitutes about 15-30% of total costs associated with lost employees. The other 70-85% is hidden costs of customer dissatisfaction and defection that accompanies unsatisfied employees before they leave.

### 2.3 Career Adaptability and Turnover Intention

Many research works have taken place on career adaptability and turnover intention in the past.

Table 2.1

*Literatures on Career Adaptability and Turnover Intention*

<b>Author (Years)</b>	<b>Methodology</b>	<b>Findings</b>
Sayoni Santra & V.N. Giri (2019)	Pilot survey	Overall career adaptability had no effect on turnover intention, but on considering at its dimension level, the resource of concern was found to increase turnover intention. Concern seemed to have positively related to turnover intention.
Rasheed et. al. (2020)	Questionnaire method was used, and time-lagged research data were collected.	The results revealed a negative relationship between frontline hospitality industry employees' career adaptability and turnover intentions and the mediating role of orientation to happiness in this relationship. Both correlation and regression showed negative association between career adaptability and turnover intention.
Sow Hup Joanne Chan & Xin Mai (2015)	Structured Questionnaire method	The correlation of the subscales with the overall career adaptability were significant. Career adaptability was negatively correlated with the turnover intention. The result of regression analysis showed that there is a significant relationship between

		career adaptability and turnover intention. The study showed that higher career adaptability leads to lower turnover intention among the low-ranking employees of Macau.
Haibo et. al. (2017)	Questionnaire method and time-lagged technique was used.	Career adaptability was not significantly related to turnover intention when moderated by career identity. Career adaptability is more important to job attitudes than career identity. It showed that career identity had more of an effect on turnover intention than career adaptability.
Guan et. al. (2015)	Questionnaire survey: All the constructs were measured using a self-reported instrument.	A negative correlation between all the dimensions of career adaptability and turnover intention was found. Likewise, regression analysis showed an indirect relationship between career adaptability and turnover intention. Moreover, when career satisfaction was used as a mediator between these variables, it was found that career satisfaction mediated the relationship between career adaptability and turnover intention.
Klehe et. al. (2011)	Questionnaire survey was done two times, before and after organization restructuring.	The data was collected in two-time lags with a six-month gap. Career planning has a significant relationship with turnover intention when the jobs were

		<p>redundant. Likewise, career exploration also showed a negative relationship with the turnover intention thus indicating career adaptability has a negative relationship with turnover intention. Employees tend to do more adaptive career planning and exploration when they are redundant, and this leads to turnover intention.</p>
<p>Jack K. Ito and Céleste M. Brotheridge (2005)</p>	<p>Questionnaire survey</p>	<p>Overall career adaptability, both directly and indirectly, enhanced intention to leave in full-time Canadian federal civil services professionals. Career adaptability had a positive relationship with the turnover intention. Career adaptability may lead to increased employee turnover because employees feel that they are more qualified and as a result, they actively seek employment opportunities in other organizations.</p>
<p>Hannes Zacher, Rodolfo A. M. Ambiel, and Ana Paula Porto Noronha (2015)</p>	<p>Questionnaire survey</p>	<p>The higher levels of career adaptability (particularly curiosity) in Brazilian employees made them more likely to leave jobs and consider other options. Overall career adaptability did not significantly correlate with employees' likelihood to leave</p>

		jobs and search options.
Safiah Omar and Fauziah Noordin (2013)	Questionnaire survey	All the dimensions of career adaptability had inverse correlations with turnover intention of Malaysian Information and Communication Technology (ICT) workers. In addition, regression analysis results indicated that career adaptability overall, plus its control and confidence resources, decreased turnover intention of these workers which in turn shows that higher career control and career confidence that the ICT professionals are having, the lower their intention to leave will be.
Bowen Dong, Boyang Zheng and Zhongming Wang (2019)	Questionnaire survey	Negative correlations were found between career adaptability and turnover intention. In this study, career concern, career confidence and career curiosity showed significant correlation with turnover intention while career control showed no significance correlation with turnover intention. The study concluded that career adaptability has mixed effects on career adaptability and ultimately on turnover intention.
Yu Haibo and Zheng Xiaoming (2013)	Questionnaire survey	Career adaptability was negatively correlated to turnover intention, and positively associated with

		<p>supervisor rated performance. Tenure moderated the relationship between career adaptability and turnover intention which means that career adaptability and turnover intention were significantly negative for employees with short-tenure, but not for employees of long-tenure.</p>
<p>Patrick C. Lee, Shi (Tracy) Xu and Wan Yang (2021)</p>	<p>Questionnaire survey</p>	<p>There is a negative correlation between career adaptability and turnover intention and same result was obtained when moderated by work social support during Covid-19 pandemic in the United States of America. Likewise, the study also found out there is a significant relationship between proactive personality and career adaptability during Covid-19 pandemic.</p>
<p>Osman M. Karatepe and Olusegun A. Olugade (2016)</p>	<p>Questionnaire survey</p>	<p>Career adaptability positively influenced the turnover intentions of frontline hotel employees of Nigeria. The results also suggested that though career adaptability triggers turnover intention, it has no bearing on career satisfaction.</p>
<p>Mark L. Savickas and Erik J. Porfeli (2012)</p>	<p>A psychometric scale was developed by researchers from 13 countries and based on 4 pilot tests, a research version of the proposed</p>	<p>Career adaptability enables employees to adapt well to changing environments, which then leads to a positive attitude towards their careers within their organizations. This positive</p>

	scale was tested.	attitude further enhances their willingness to maintain good relationships with their supervisors and coworkers. Therefore, employees with high career adaptability are likely to stay within their organizations.
Linda K. Stroh, Jeanne M. Brett and Anne H. Relly (1996)	Questionnaire survey	The female managers were leaving their organizations, not because of work and family reasons but in search of career opportunities. Strong career adaptability makes the employees more qualified and in return it can increase their voluntary turnover intention.
Zhu et. al. (2019)	Questionnaire survey	Career adaptability influenced turnover intention through career satisfaction and perceived organizational support. Individuals with high career adaptability intend to stay in their organization not only because they experience more positive subjective meaning (career satisfaction), but also because they receive more support from organizations (POS).
Rasheed et. al. (2020)	Questionnaire survey and time-lagged research technique.	Negative relationship was found between frontline hospitality industry employees' career adaptability and turnover intentions. Orientation to happiness plays a great role to understand how career adaptability

		is negatively related to turnover intention as a mediator.
Klehe et. al. (2011)	Two questionnaires were done in 5 months. First was done after the layoff announcement and second was done after layoff considering employees' employment status.	Career exploration was high particularly among redundant and dissatisfied employees. Dissatisfied employees proactively thought about their own interests, and aspirations, and their options of changing jobs or employers. Career planning was inhibited by job-insecurity and loyalty.
Melinde Coetzee and Elleen Stolz (2015)	Structured Questionnaire survey	Career adaptability, especially career concern, significantly explained the participants' level of satisfaction with their experiences of the retention factors like career opportunities, work-life balance, training and development, and job characteristics.
Roeling et. al. (2000)	Content analysis method	Security from career adaptability does not stay between employee and employer but rather in the employees' ability to adapt to the change and even take advantage of other opportunities that can lead to turnover.



## **2.4 Measuring Career Adaptability**

There are several scales developed by various researchers to measure career adaptability. These scales are developed by the researchers according to their own research. This study has also organized the various career adaptability scales having wider application scope. They are given as follows:

### **2.4.1 Savickas and Porfeli's Career Maturity Scale**

The Career Maturity Scale (CMI-C) is a concise, reliable, and effective measure of career choice readiness. It is mainly used in school populations of grade 12 and below. The career maturity scale has a total of 24 items and consists of five parts: the total score of career choice readiness, the scores of three scales reflecting the adaptability dimensions of attention, curiosity, and self-confidence, and the scores reflecting the relationship style that informs career choice (Savickas & Porfeli, 2011)

### **2.4.2 Savickas and Others' Career Adjustment Strength Table**

Savickas and Others' Career Adjustment Strength Table is a four-dimensional construction of career adaptability proposed by Savickas. It includes four dimensions of career attention, career control, career curiosity, and career confidence and a four-dimensional structure for the career adaptability scale (CAAS) based on a theoretical model (Savickas & Porfeli, 2012). It has been tested in 13 countries and regions including Europe, America, Japan, and China. The scale has passed the consistency test under different cultural backgrounds and has high applicability. Many of the researchers from many countries and regions have revised the scale according to the local culture and have compiled the career adaptability scale more suitable for the region. The scale consists of 24 items and is divided into four dimensions: career concern, career confidence, career curiosity, and career control. Each dimension has six items (Savickas & Porfeli, 2012)

### **2.4.3 Savickas' Career Adapt Abilities Scale - Short Form (CAAS-SF)**

The CAAS-SF is a short version of only 12 items based on the CAAS. It is a psychological measurement tool for measuring adaptive resources. CAAS-SF mainly aims to promote the implementation of the CAAS in the research of more different

groups and professional backgrounds, reduce the management time for professional consulting and life design practitioners, and promote all aspects of their practical work. Excellent psychometric characteristics of the tool are retained due to the reduction in the number of items. This scale is composed of four dimensions, and each dimension is evaluated by three items, namely, a job satisfaction survey, general work stress scale, and organizational self-efficacy scale (Maggiori, Rossier, & Savickas, 2017).

#### 2.4.4 Hirschi et. al.'s Adolescent Career Adaptability Questionnaire

The “Adolescent Career Adaptability Questionnaire” dimension structure based on Savickas’s adaptability model was revised by Hirschi. It consists of four dimensions: career decision-making, career planning, career exploration, and career confidence (Hirschi, 2009). In this questionnaire, the career decision-making component is taken from the Career Maturity Inventory. It consists of 12 items. The career planning component with 22 items total, is taken from the Career Development Inventory (Seifert, 1994). Career exploration consists of two parts. The first part is taken from the Career Development Inventory, with a total of 26 items. The second part is taken from the Career Exploration Survey Scale (Stumpf, Colarelli, & Hartman, 1983) and the Career Exploration Questionnaire (Kracke, 2002) which has 10 questions, including four questions for self-exploration and six questions for environmental exploration. Career confidence is measured by two career ability belief questionnaires. Among them, the first questionnaire has three items and the second questionnaire has five items (Hirschi, 2009).

#### 2.4.5 Rottinghaus et. al.'s Career Futures Inventory - Revised (CFI-R)

Rottinghaus adopted a rational method to formulate the Career Future Inventory (CFI) which consists of three subscales: career adaptability (CA), career optimism (CO), and perceived job market knowledge (PK). It contains a total of 25 items, of which CA has 11 items, CO has 11 items and PK has 3 items (Rottinghaus et. al., 2005). Rottinghaus revised the CFI later (Rottinghaus et. al., 2012). The revised CFI (CFI-R) has 28 items, including five internally consistent sub-scales: career agency, career awareness, support, work-life balance, and negative career outlook. It evaluates

various aspects of career adaptability that includes positive career planning attitude, general outcome expectation, Parsons's tripartite model, and Bandura's personal agency. The CFI-R can help individuals understand the current attitude towards various career changes and improve the effectiveness of career counseling by solving the concerns of individuals in the changing career world (Rottinghaus et al., 2011).

#### 2.4.6 Nota et. al.'s Career and Work Adaptability Questionnaire (CWAQ)

The aim of the presented studies was to develop a specific, new instrument, "Career and Work Adaptability", to assess the degree of adaptability in adolescents planning their futures. Nota et. al. (2012) conducted three studies, the first of which aimed to formulate the instrument's items and to verify its factor structure. The second study confirmed the formulation of the instrument's multidimensional structure and evaluated its discriminant validity. The third study was conducted to verify the factorial structure's cross gender invariance and to evaluate its stability over time. As a result, the instrument is an effective and multidimensional instrument for accurately measuring career adaptability.

### 2.5 Career Adaptability and its influencing factors

Different studies have been conducted to identify the most influential factors affecting career adaptability.

Zacher (2014) investigated the effects of demographic characteristics and three sets of individual difference variables (Big Five personality traits, core self-evaluations, and temporal focus) on changes over time in career adaptability and its dimensions (concern, control, curiosity, and confidence). Age and future temporal focus predicted change in overall career adaptability. In addition, age, education, extraversion, neuroticism, openness to experience, core self-evaluations, and future temporal focus differentially predicted change over time in one or more of the four career adaptability dimensions. A study by Karatepe et. al. (2016) showed that coworker support and supervisor support as the indicators of work social support jointly boost career adaptability resources (i.e., concern, control, curiosity, confidence) and career satisfaction.

Tolentino et. al. (2014) investigated the role of career adaptability in predicting entrepreneurial intentions. They found that career adaptability was positively associated with entrepreneurial intentions of Serbian business students. Entrepreneurial self-efficacy mediated the relationship between career adaptability and entrepreneurial intention of these students and was stronger for individuals with prior exposure to family business. In a study by Guan et. al. (2016), it was found that parental support is positively associated with career adaptability and likewise, career decision-making self-efficacy related positively to career adaptability of Chinese university students. Fiori et. al. (2015) did a study in a two-year time frame that showed that participants with higher career adaptability reported less negative affect and more positive affect one year later than participants with lower career adaptability. Likewise, the results also showed that career adaptability has an indirect effect on job satisfaction, work stress and job attitudes.

In another study, Zacher (2014) found that career adaptability was significantly correlated with education, all of the Big Five traits, core self-evaluations, as well as career satisfaction and self-rated career performance. Hirshi (2009) in his study found that the single aspect of increase in career adaptability, controlled for basic personality dispositions and different socio-demographic variables, significantly predicts sense of power and life satisfaction therefore seems meaningful and of practical relevance. It also suggests that achievement of career adaptability can be seen as an important indicator of thriving in adolescence which in turn promotes the development of core components of positive youth development and results in greater well-being.

Rudolph et. al. (2016) conducted a meta-analysis and found significant relationship of career adaptability with measures of adaptivity (i.e. cognitive ability, big five traits, self-esteem, core self-evaluations, proactive personality, future orientation, hope, and optimism), adapting responses (i.e. career planning, career exploration, occupational self-efficacy, and career decision-making self-efficacy), adaptation results (i.e. career identity, calling, career/job/school satisfaction, affective organizational commitment, job stress, employability, promotability, turnover intentions, income engagement, self-reported work performance, entrepreneurial outcomes, life satisfaction, and

positive and negative effect), as well as certain demographic characteristics (i.e. age, education).

### 2.5.1 Concern

Concern as an indicator of career adaptability had an impact on work social support as manifested by coworker and supervisor support (Karatepe, 2016). Nawaz & Pangil (2016) in a study investigated career concern as a predictor of turnover intention in the education industry of Pakistan. Career concern was found as one of the most important predictors of employee turnover intention which means that if employees are highly concerned about their career (i.e. the progression of their career) they are more likely to leave their current organization, especially if their prospect of advancing their career is not clear or non-existence.

Likewise previous findings have reported that employees' concern increased the occupational self-efficacy (Hirschi et. al., 2015), career performance (Zacher, 2014), job satisfaction and contentment with vocational opportunities (Coetzee & Stoltz, 2015). A study by Santra & Giri (2019) has also found a positive link between concern and career satisfaction and also found that among all the resources, concern seems to increase turnover intention.

### 2.5.2 Control

According to Zacher et. al. (2015), the notion of control is also associated with taking responsibility for vocational actions. Control aligns with individuals' self-determination component (Ryan & Deci, 2000), making them accountable to shape themselves and their environments, hence gaining vocational expertise and mastery (Fiori, Bollman & Rossier, 2015). Hirshi, Niles & Akos (2011) have annotated that control (e.g., possessing a distinct sense of one's strengths and preferences) helped in choosing self-congruent career aims and goals, attaining which might bring satisfaction in careers. Chan et. al. (2016) has found that control enhances career satisfaction. Omar and Noordin (2013) conducted a study and found a negative relationship between control resource and turnover intention.

### 2.5.3 Curiosity

Curiosity has helped acquire a realistic image of oneself and corresponding vocational situations, thereby bringing productive career exploration results (Koen et. al, 2012). These kinds of results might induce a sense of vocational meaningfulness that indeed helps to bring satisfaction in careers (Kearney, 2012). Zacher (2015) in his finding has confirmed the role of curiosity in increasing career satisfaction. Similarly, a study by Santra & Giri (2019) has shown that curiosity has inversely predicted the turnover intention of the Indian IT employees. Likewise, Chan et. al. (2016) has also predicted a negative relationship between curiosity and vocational attitude of turnover intention.

### 2.5.4 Confidence

Dries et. al. (2012) in their study indicated that confidence in people was associated with higher self-efficacy and belief in succeeding and overcoming career barriers. Such kinds of aspects of self-efficacy and self-belief would facilitate individuals to do tasks aptly, enhancing job performance, thereby increasing their career satisfaction (Alessandri et. al., 2015). A study by Santra & Giri (2019) showed that among all resources of career adaptability, confidence increased the career satisfaction of Indian IT employees. Likewise, Omar & Noordin (2013) in their research have also revealed that confidence predicted turnover intention negatively.

## 2.6 Research Gap

Employees' turnover has a negative impact on employees' productivity. It is considered as a global issue nowadays. Several research and studies are conducted on employees' turnover intentions in various fields. The researcher studied various research reports and studies on career adaptability and employees' turnover intention in various fields.

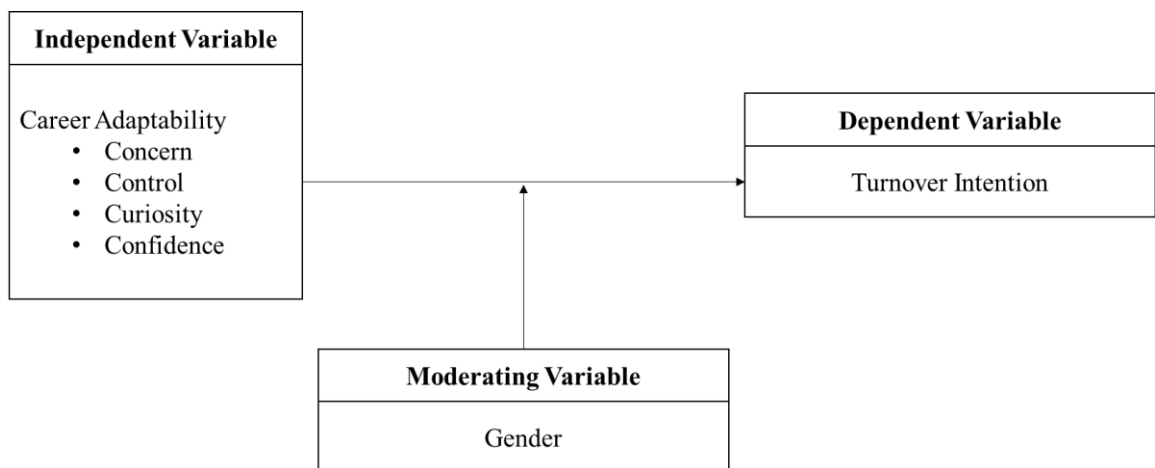
The researcher came across very few literatures and research in career adaptability and employee turnover in the banking industry during this study. The researcher also found that there are many studies conducted on the topic of employee turnover in the banking industry. Several studies have already been conducted in the banking sector and turnover intention in Nepalese context. However, the researcher found very few research studies examining the relationship between career adaptability and

employees' turnover intention in Nepalese private commercial banks which is the knowledge gap for further research. So, to fill this knowledge gap, the researcher wants to link the career adaptability and employees' turnover intention research in Nepalese private commercial banks with the international research.

Although, career adaptability and employees' turnover intention seem qualitative measurement, in practice, it is more quantitative. It is because career adaptability can be measured in a quantitative manner. Similarly, employees' turnover intention is also measured in a quantitative way. Hence, the research is conducted using quantitative methods.

## 2.7 Theoretical Framework

The purpose of this study is to investigate the relationship between career adaptability and employees' turnover intention in private commercial banks of Nepal. Figure 2.1 shows the theoretical framework that has been developed for this study. The independent variable is career adaptability which consists of concern, curiosity, confidence, and control as its factors whereas the dependent variable is employees' turnover intention.



*Figure 2.1*

Theoretical Framework for CA affecting TI

## **2.8 Definition of Terms**

### **2.8.1 Career Adaptability**

Career adaptability denotes an individual's psychosocial resources for coping with current and anticipated vocational development tasks, occupational transitions, and work traumas that, to some degree large or small, alter their social integration (Savickas, 1997). Individuals draw upon these self-regulation resources to solve the unfamiliar, complex, and ill-defined problems presented by the tasks, transitions, and traumas. Career Adaptability as the ability of change in order to adapt to related conditions of a new career path. These resources are considered psychosocial because they reside at the intersection of person-in-environment. Adaptability shapes self-extension into the social environment as individuals connect with society and regulate their own vocational behavior (Savickas, 2013). There are four basic dimensions of career adaptability: (a) concern, (b) control, (c) curiosity, and (d) confidence (Savickas & Porfeli, 2012).

### **2.8.2 Concern**

Concern deals with issues of orienting to the future and feeling optimistic about it. Experiences, opportunities, and activities afford individuals a growing sense of hopefulness and a planful attitude about the future. The lack of career concern leads to a problem of indifference toward and pessimism about the future. Career counselors use time perspective interventions to increase career concern by heightening awareness, fostering optimism, and increasing future planning orientation and behaviors (Hartung & Cadaret, 2017).

### **2.8.3 Control**

Control increases self-regulation through career decision making and taking responsibility for the future. It involves a sense of self-direction and personal ownership of the future along with a decisive attitude and an ability to make decisions about educational and vocational pursuits (Savickas, 2013). According to Hartung & Cadaret (2017), career counselors use decision making interventions to increase career control by clarifying self-concept, decreasing anxiety, and empowering clients to deal with opposition from parents and significant factors.



#### 2.8.4 Curiosity

Curiosity reflects an inquisitive attitude that leads to productive career exploration, which permits an adolescent to realistically explore educational and vocational options and approach the future realistically (Savickas, 2013). Lack of career curiosity limits exploration and prompts unrealism and unrealistic aspirations and expectations about the future. Hartung & Cadaret (2017) mentioned that career counselors use reality testing and information-based interventions to prompt and reinforce exploration and ultimately increase knowledge about the world of work and foster exploratory behavior.

#### 2.8.5 Confidence

Confidence deals with acquiring problem-solving ability and self-efficacy beliefs. Confidence involves an efficacious attitude and an ability to solve problems. It also involves effective navigation of obstacles to constructing the future (Savickas, 2013). Self-consciousness, inhibition, and timidity in approaching the future are the results of lack of confidence. To increase self-efficacy beliefs and foster self-esteem, career counselors use social modeling, role play, and cognitive-behavioral interventions (Hartung & Cadaret, 2017).

#### 2.8.6 Employees' Turnover Intention

Turnover intention refers to one's intention to leave the current working organization. It can cause due to various reasons such as job dissatisfaction, lack of career opportunities, inability to cope with the work environment, no future opportunities, work stress etc. A study conducted by Hanisch and Hulin (1990, 1991) showed support to the distinction between two types of composite organizational withdrawal constructs called as job and work. Job withdrawals define as a set of behaviors dissatisfied individuals show to avoid participation in dissatisfying working situations. Whereas work withdrawal includes behaviors that unhappy employees use to either avoid certain aspects of work. Another study by Cammann et. al. (1979) measured turnover intentions of the employees with three components i.e., degree of occurrence of thoughts of quitting, searching for another job, and actually intending to quit.

### 2.8.7 Independent Variables

Independent variables are those variables that affect the dependent variable. The independent variables describe the dependent variable. Here, the independent variable is career adaptability, and its factors are concern, control, curiosity, and confidence.

### 2.8.8 Dependent Variable

The dependent variables are the variables that depend on the independent variables. Here, the independent variable is employees' turnover intention which is influenced by career adaptability and its factors.

### 2.8.9 Moderating Variable

The moderating variables are the variables that moderate the relationship between the dependent and independent variables. Here, the moderating variable is gender.

## **CHAPTER 3: RESEARCH METHODS**

This section provides insights about the methods used to answer the research questions and to carry out the study objectives. It consists of research design, population and sample, source and nature of data, instrumentation, method of data analysis, and reliability and validity of the instrument used.

### **3.1 Research Design**

Considering the purpose of the study, the research questions, and the magnitude of the target population, the researcher has chosen descriptive and explanatory research design. The study involved the quantitative approach where cross-sectional data were used to examine the relationship between career adaptability and employees' turnover intention, which means that the data was collected at one point of time. In this study, career adaptability consisting of four factors is independent variable, employees' turnover intention is dependent variable and gender is considered as a moderating variable.

### **3.2 Population and Sample**

According to the bank supervision report of NRB (2020), private commercial banks of Nepal have employed 34,638 individuals as of mid-July 2020. The sample of 384 respondents was calculated by using a non-probability convenient sampling technique. The sample size was determined as per Cochran (1977) for calculating representative sample size when the population is finite with the following formula:

$$n_0 = \frac{n_0}{1 + \left(\frac{n_0-1}{N}\right)}$$

$$\text{Also, } n_0 = \frac{Z^2 pq}{e^2}$$

Here, Z= 1.96, p=0.5, e= 0.05

Where,

$n$  = Sample size for finite population

$n_0$  = Sample size for infinite population

$Z$  = Critical value of desired confidence interval

$p$  = Estimated proportion of an attribute that's present in population

$e$  = Desired level of precision

### **3.3 Nature and Source of data**

The nature of the study is quantitative research. The study was based on survey method using primary source of data. The structured questionnaire was used to conduct a survey. The pilot testing was done to make the questionnaire more reliable and valid.

### **3.4 Instrumentation**

The study was based on a survey method and used a structured questionnaire to collect data from employees working in private commercial banks of Nepal. The questionnaire had been divided into three parts. The first part consists of questions about respondents' profiles such as age, gender, marital status, education level, current bank, and tenure. The second part comprised questions to measure the independent variable i.e., Career Adaptability. It contained questions on topics like concern, control, curiosity and confidence. The questionnaire in the second part is adopted from Savickas & Porfeli (2012). A five-point scale developed by Likert (1932) had been used where 1 = "strongly disagree", 2 = "disagree", 3 = "neutral", 4 = "agree", and 5 = "strongly agree". Third part consisted of the Turnover Intention scale of employees. Here, a statement regarding intention to leave was presented and the same five-point Likert scale had been used where 1 = "strongly disagree", 2 = "disagree", 3 = "neutral", 4 = "agree", and 5 = "strongly agree".

### **3.5 Data Analysis Methods**

To analyze the data, the data were coded at first and entered into SPSS statistics 25. Then, SPSS and Microsoft Excel were used to organize, manage, analyze, and interpret the data. The study used the following methods of data analysis.

### **3.6 Descriptive Analysis**

Descriptive statistics consists of frequency, mean, percentage, and standard deviation to describe the characteristics of the data. Frequency and percentage were used for the

respondent's profile. Mean and standard deviation were used to assess the level of career adaptability from various factors, level of overall career adaptability, and level of turnover intention. The overall career adaptability was measured by averaging the mean score of concern, control, curiosity, and confidence.

### **3.7 Correlation Analysis**

Correlation analysis was used to examine the relationship between variables. It indicates how or to what extent variables are associated with each other. The relationship between career adaptability and employees' turnover intention was determined by correlation analysis.

### **3.8 Multiple Regression Analysis**

The Multiple Regression Model was used to identify the dominant factor among the four factors in career adaptability that have a closer relation with turnover intention. Multiple correlation coefficient I, coefficient of determination ( $R^2$ ), adjusted  $R^2$ , and the standard error of the estimate was calculated through SPSS. In the multiple regression analysis, following equation is formed:

$$Y_1 = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where,

$Y_1 =$  *Employees' Turnover Intention*

$\beta =$  *Estimated intercept*

$X_1 =$  *Concern*

$X_2 =$  *Control*

$X_3 =$  *Curiosity*

$X_4 =$  *Confidence*

$e =$  *error*

### **3.9 Reliability and Validity**

The context validity was established by a pretest in which thirty questionnaires were distributed to respondents. The reliability is used to test the internal consistency of survey instruments. Since, the questionnaire had been adapted to Nepalese context;

the Cronbach's alpha was used to measure the reliability of the item scales; Career Adaptability and Employees' Turnover Intention. Generally, a coefficient of at least 0.70 confirms the homogeneity of the items and indicates that the reliability of data is accepted and good among the scale.

Table 3.1  
*Reliability Statistics*

Variables	No. of Items	Cronbach's Alpha
Concern	6	0.828
Control	6	0.925
Curiosity	6	0.95
Confidence	6	0.942
Career Adaptability	24	0.895
Turnover Intention	10	0.885

Table 3.1 illustrates the reliability statistics. The data presented above shows the Cronbach's alpha value for the career adaptability factors, overall career adaptability as average of all factors' items and turnover intention constructs used in the study. The Cronbach's alpha for all the factors is greater than 0.7. And the Cronbach's alpha for career adaptability and turnover intention are 0.885 and 0.895 respectively which indicates an acceptable degree of reliability.

## **CHAPTER 4: ANALYSIS AND RESULTS**

This chapter presents the analysis of data, interpretation of results and findings of the study. The data collected were analyzed and presented in tabular form. It includes the respondents' profile, career adaptability level, and turnover intention level of employees working in Nepalese private commercial banks. Likewise, it also includes the analysis of relationship between career adaptability and turnover intention, dominant factor of career adaptability causing turnover intention, and moderating role of gender on the relationship between career adaptability and turnover intention and their interpretations. It further intends to answer the research questions, fulfill the objectives, and test the hypotheses.

### **4.1 Respondents' Profile**

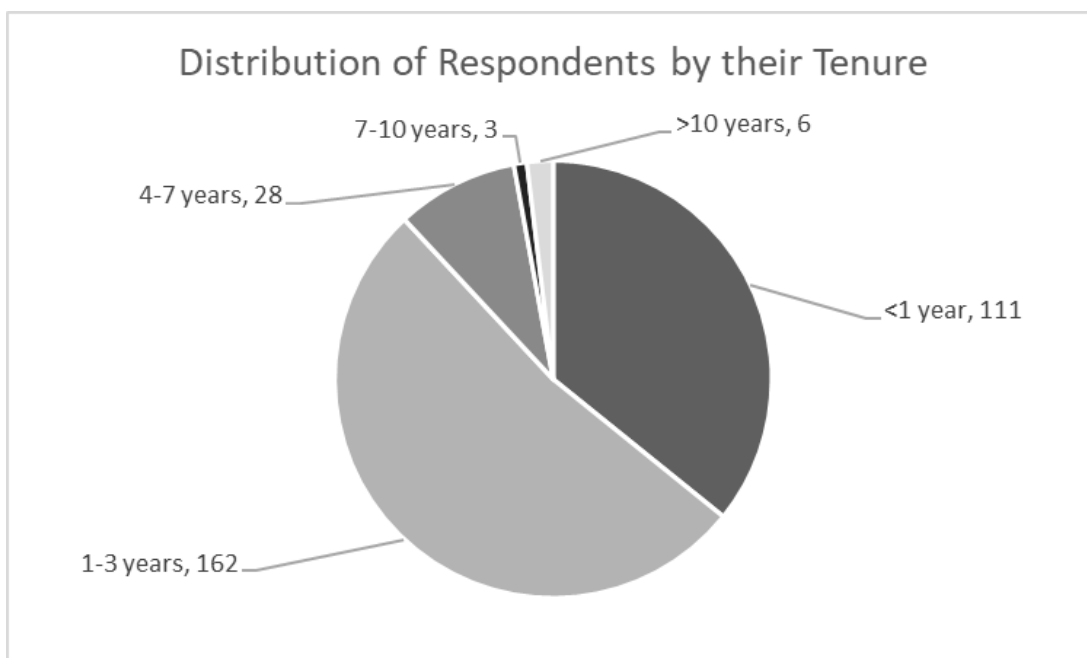
The profile of respondents describes the status of respondents according to variables such as age, gender, marital status, education level, name of the bank they are currently working in, and tenure. Questionnaires were administered online to the employees of private commercial banks working in various places of Nepal. Three hundred and ten (310) responses were collected.

Table 4.1 reports the profile of the respondents. Out of total 310 respondents, 41 percent were male, and the remaining 59 percent were female. This shows that the majority of the respondents were female. 40.3 percent of respondents belong to the age group of 15-25 years, 41.6 percent belong to the age group of 26-35 years, 14.2 percent of the age group 36-45 years and 3.9 percent belong to the age group of greater than 45 years. In terms of educational background, 5.8 percent of the respondents have educational qualification of intermediate level, also known as +2 in Nepal, 43.5 percent have bachelor's level qualification, 48.7 percent have master's level qualification and 1.9 percent have educational qualification of above master's level. Maximum respondents were well educated and have master's level qualification.

Table 4.1  
*Respondents' Profile*

	Frequency	Percent
<b>Age</b>		
15-25	125	40.3
25-35	129	41.6
35-45	44	14.2
>45	12	3.9
<b>Gender</b>		
Male	127	41.0
Female	183	59.0
<b>Education</b>		
Intermediate (Plus 2)	18	5.8
Bachelor's Level	135	43.5
Master's Level	151	48.7
Above Master's	6	1.9
<b>Marital Status</b>		
Married	116	37.4
Unmarried	194	62.6





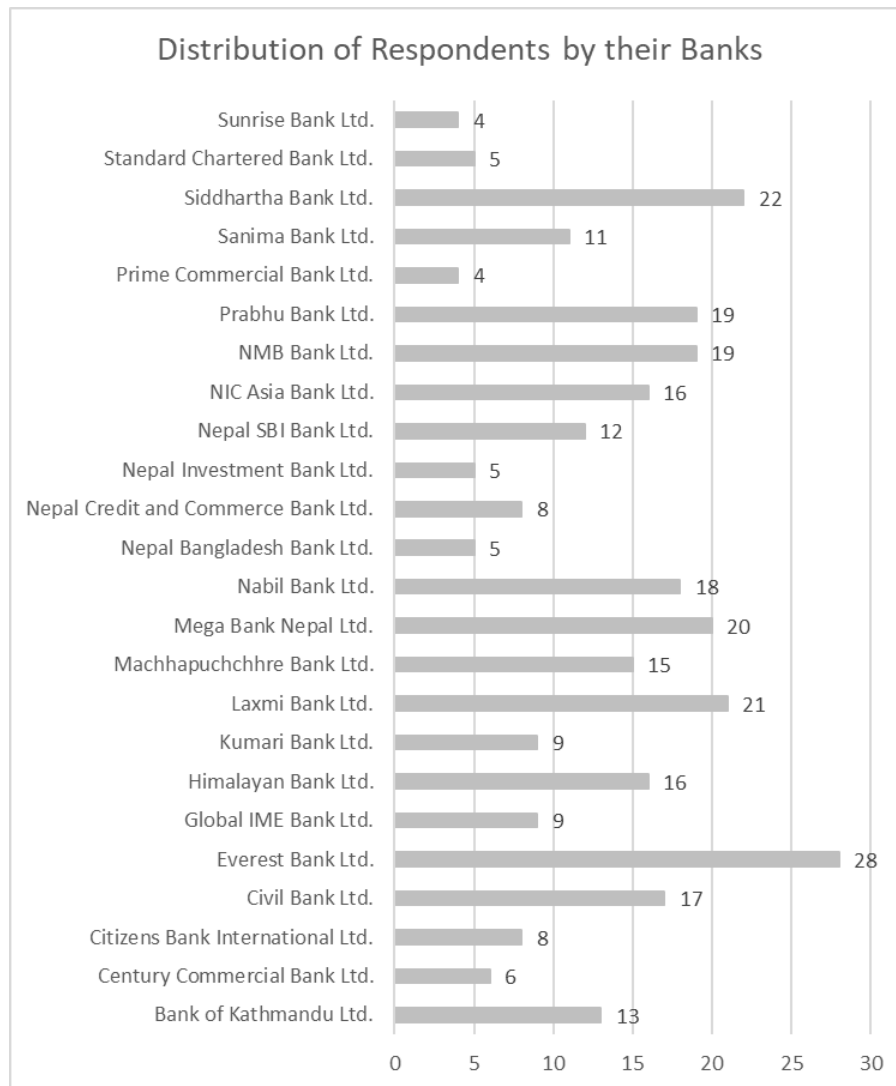
*Figure 4.1*

Distribution of respondents by their tenure of work till now

Out of the total respondents, 37.4 percent were married, and 62.6 percent were unmarried. 35.8 percent have been working in the private commercial banks for a period of less than a year, 52.3 percent have been working for 1-3 years, 9 percent have job tenure of 4-7 years, 1 percent have been working for 7-10 years and 1.9 percent have been working in the sector for more than 10 years. Maximum respondents had been working in private commercial banks for a period of 1-3 years. The numbers of respondents based on their tenure are shown in *Figure 4.1*.

Currently, there are 24 private commercial banks operating in Nepal. The researcher had sent the questionnaires to bankers working in the private commercial banks. The responses were collected from all of the private commercial banks. Even though the respondents are from different banks, the greatest participation is from Everest Bank Ltd (9%), followed by Siddhartha Bank Ltd. (7.1%), Laxmi Bank Ltd. (6.8%), Mega Bank Ltd. (6.5%), NMB Bank Ltd. (6.1%), Prabhu Bank Ltd. (6.1%), Nabil Bank Ltd (5.8%), Civil Bank Ltd. (5.5%), NIC Asia Bank Ltd. (5.2%), Himalayan Bank Ltd. (5.2%), Machhapuchchhre Bank Ltd. (4.8%), Bank of Kathmandu Ltd. (4.2%), Nepal SBI Bank Ltd. (3.9%), Sanima Bank Ltd. (3.5%), Kumari Bank Ltd. (2.9%), Global IME Bank Ltd. (2.9%), Nepal Credit and Commerce Bank Ltd. (2.6%), Citizens Bank

International Ltd. (2.6%), Century Commercial Bank Ltd. (1.9%), Standard Chartered Bank Ltd. (1.6%), Nepal Investment Bank Ltd. (1.6%), Nepal Bangladesh Bank Ltd. (1.6%), Sunrise Bank Ltd. (1.3%), and Prime Commercial Bank Ltd. (1.3%). The numbers of respondents from different banks are shown in *Figure 4.2*.



*Figure 4.2*

Distribution of respondents by the bank they work in

## 4.2 Turnover Intention in Nepalese Private Commercial Banks

Several variables can affect how turnover intention varies in any organization. Some of such variables could be demographic variables like gender, age, marital status, etc., or their workplace, or even their tenure. Here, the turnover intention of employees in Nepalese Private Commercial Banks is discussed based on these variables.

Table 4.2

### *Descriptive of Turnover Intention*

	N	Minimum	Maximum	Mean	Std. Deviation
Turnover Intention	310	1.00	5.00	3.3677	.86570

Based on the sample data, the average turnover intention in Nepalese Private Commercial Banks is 3.3677 with a standard deviation of .86570. This shows that the turnover in the banks is around average.

### 4.2.1 Based on Gender

Table 4.3

### *Turnover Intention based on Gender*

Gender	N	Mean	Std. Deviation
Male	127	3.5512	.74757
Female	183	3.2404	.91963

Table 4.3 shows the turnover intention level of the employees based on Gender. According to the mean score, the turnover intention level of Male employees (3.5512) is greater than that of Female employees (3.2404). According to independent sample T-test, t value obtained is 3.153 and significance value is 0.002 which shows that there is significant difference in turnover intention of male and female employees.

#### 4.2.2 Based on Marital Status

Table 4.4

*Turnover Intention based on Marital Status*

Marital Status	N	Mean	Std. Deviation
Married	116	3.8233	.83878
Unmarried	194	3.0954	.76248

Table 4.4 shows the level of turnover intention based on marital status of the employees. According to the mean score, the turnover intention level of married employees (3.8233) is greater than that of unmarried employees (3.0954). According to independent sample T-test, t value obtained is 7.832 and significance value is 0.00 which shows that there is significant difference in turnover intention of married and unmarried employees.

#### 4.2.3 Based on Age

Table 4.5

*Turnover intention based on Age*

	N	Mean	Std. Deviation
15-25	125	3.1520	.78731
25-35	129	3.4196	.92357
35-45	44	3.9006	.69758
>45	12	3.1042	.68223

Table 4.5 shows turnover intention level of the employees based on the age. According to the mean score, the turnover intention level of employees of age ranging from 35-45 years (3.9006) is the highest whereas age ranging from >45 years (3.1042)

is the lowest. One-way ANOVA test showed a significance value of 0.00 which shows that there is significant difference between at least one of the two groups i.e., turnover intention and age.

#### 4.2.4 Based on Education

Table 4.6

*Turnover Intention based on Education*

	N	Mean	Std. Deviation
Intermediate (Plus 2)	18	2.9861	1.00265
Bachelor's Level	135	3.4546	.93748
Master's Level	151	3.3320	.78608
Above Master's	6	3.4583	.17078

Table 4.6 shows the turnover intention level of the employees based on the education level. According to the mean score, employees with education level of Above Master's level (3.4546) have high turnover intention and Intermediate level have low turnover intention (2.9861). One-way ANOVA test showed a significance value of 0.159 which shows that there is no significant difference between at least one of the two groups i.e., turnover intention and education.

#### 4.2.5 Based on their Bank

Table 4.7

*Turnover Intention based on Bank*

	N	Mean	Std. Deviation
Bank of Kathmandu Ltd.	13	2.7692	.98405
Century Commercial Bank Ltd.	6	4.4583	.74861

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Citizens Bank International Ltd.	8	3.4688	.45193
Civil Bank Ltd.	17	3.5147	1.17666
Everest Bank Ltd.	28	3.0804	.77221
Global IME Bank Ltd.	9	3.7639	.97316
Himalayan Bank Ltd.	16	2.5938	1.31141
Kumari Bank Ltd.	9	3.8333	.48814
Laxmi Bank Ltd.	21	3.7381	.85960
Machhapuchchhre Bank Ltd.	15	3.7500	.83184
Mega Bank Nepal Ltd.	20	3.3750	.79368
Nabil Bank Ltd.	18	3.2083	.48885
Nepal Bangladesh Bank Ltd.	5	4.2750	.72024
Nepal Credit and Commerce Bank Ltd.	8	3.2344	1.36839
Nepal Investment Bank Ltd.	5	3.6000	.51082
Nepal SBI Bank Ltd.	12	3.0625	.70610
NIC Asia Bank Ltd.	16	3.7891	.30180
NMB Bank Ltd.	19	3.7237	.48157
Prabhu Bank Ltd.	19	2.8224	.67355
Prime Commercial Bank Ltd.	4	3.9375	.89268
Sanima Bank Ltd.	11	3.0682	.51040
Siddhartha Bank Ltd.	22	3.3580	.50928
Standard Chartered Bank Ltd.	5	3.2000	.32596

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Sunrise Bank Ltd.	4	2.8125	.85086
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Table 4.7 shows the turnover intention level of the employees based on the bank they are working in. According to the mean score, the turnover intention level of the Century Commercial Bank Ltd. is the highest (4.4583) and Himalayan Bank Ltd. is the lowest (2.5938). One-way ANOVA test showed a significance value of 0.00 which shows that there is significant difference between at least one of the two groups i.e., turnover intention and the bank.

#### 4.2.6 Based on their Tenure

Table 4.8

*Turnover Intention based on Tenure*

	N	Mean	Std. Deviation
<1 year	111	3.2196	.88729
1-3 years	162	3.4383	.85352
4-7 years	28	3.5804	.92121
7-10 years	3	3.2083	.19094
>10 years	6	3.2917	.12910

Table 4.8 shows the turnover intention level of the employees based on their tenure. According to the mean score, tenure of 4-7 years (3.5804) has more turnover intention and tenure 7-10 years has less turnover intention (3.2083). One-way ANOVA test showed significance value of 0.187 which shows that there is no significant difference between at least one of the two groups i.e., turnover intention and tenure.

### 4.3 Career Adaptability in Nepalese Private Commercial Banks

Like turnover intention the above variables like gender, age, marital status, etc., their workplace, or their tenure also might have the effect on career adaptability. Here, the career adaptability of employees in Nepalese Private Commercial Banks is discussed based on these variables.

Table 4.9

*Descriptive of Overall Career Adaptability*

	N	Minimum	Maximum	Mean	Std. Deviation
Concern	310	1.67	5.00	3.6059	.68264
Control	310	1.33	5.00	3.6575	.69931
Curiosity	310	1.50	5.00	3.7833	.75059
Confidence	310	1.00	5.00	3.7430	.79173
Career Adaptability	310	1.58	5.00	3.6974	.57435

Based on the sample data, the average career adaptability in Nepalese Private Commercial Banks is 3.36974 with a standard deviation of .57425. Also, the means of each of the factors of career adaptability are 3.6059 (concern), 3.6575 (control), 3.7833 (curiosity), and 3.7430 (confidence). Curiosity has the highest values followed by confidence, control, and concern. This shows that the turnover in the banks is also around more than average.



#### 4.3.1 Based on Gender

Table 4.10

*Career Adaptability based on Gender*

Gender	N	Mean	Std. Deviation
Male	127	3.7159	.53839
Female	183	3.6847	.59917

#### 4.3.2

Table 4.10 shows the career adaptability level of the employees based on Gender. According to the mean score, the career adaptability level of Male employees (3.7159) is greater than that of Female employees (3.6847). According to independent sample T-test, t value obtained is 0.470 and significance value is 0.639 which shows that there is no significant difference in career adaptability of male and female employees.

#### 4.3.3 Based on Marital Status

Table 4.11

*Career Adaptability based on Marital Status*

Marital Status	N	Mean	Std. Deviation
Married	116	3.7044	.47596
Unmarried	194	3.6933	.62700

Table 4.11 shows the level of career adaptability based on marital status of the employees. According to the mean score, the career adaptability level of married employees (3.7044) is greater than that of unmarried employees (3.6933). According to independent sample T-test, t value obtained is 0.176 and significance value is 0.861 which shows that there is no significant difference in career adaptability of married and unmarried employees.

#### 4.3.4 Based on Age

Table 4.12

*Career Adaptability based on Age*

	N	Mean	Std. Deviation
15-25	125	3.5690	.61854
25-35	129	3.8175	.54945
35-45	44	3.7131	.46339
>45	12	3.6875	.49381

#### 4.3.5

Table 4.12 shows the career adaptability level of the employees based on the age. According to the mean score, the career adaptability level of employees of age ranging from 25-35 years (3.8175) is the highest whereas age ranging from 15-25 years (3.5690) is the lowest. One-way ANOVA test showed a significance value of 0.007 which shows that there is significant difference between at least one of the two groups i.e., career adaptability and age.

#### 4.3.6 Based on Education

Table 4.13

*Career Adaptability based on Education*

	N	Mean	Std. Deviation
Intermediate (Plus 2)	18	3.2662	.83004
Bachelor's Level	135	3.6139	.59870
Master's Level	151	3.8079	.47497
Above Master's	6	4.0903	.50787

Table 4.13 shows the career adaptability level of the employees based on the education level. According to the mean score, employees with education level of Above Master's level (4.0903) have high career adaptability and Intermediate level have low career adaptability (3.2662). One-way ANOVA test showed a significance value of 0.000 which shows that there is a significant difference between at least one of the two groups i.e., career adaptability and education.

#### 4.3.7 Based on their Bank

Table 4.14

*Career Adaptability based on Bank*

	N	Mean	Std. Deviation
Bank of Kathmandu Ltd.	13	2.8333	.71807
Century Commercial Bank Ltd.	6	3.6111	.35125
Citizens Bank International Ltd.	8	3.2083	.63621
Civil Bank Ltd.	17	3.7598	.29186
Everest Bank Ltd.	28	3.5610	.60471
Global IME Bank Ltd.	9	3.5833	.98005
Himalayan Bank Ltd.	16	3.4271	.52186
Kumari Bank Ltd.	9	3.9537	.39056
Laxmi Bank Ltd.	21	4.0298	.41524
Machhapuchchhre Bank Ltd.	15	3.6472	.34498
Mega Bank Nepal Ltd.	20	3.6938	.41979
Nabil Bank Ltd.	18	3.8866	.57820
Nepal Bangladesh Bank Ltd.	5	3.7167	.89287

Nepal Credit and Commerce Bank Ltd.	8	3.7240	.66627
Nepal Investment Bank Ltd.	5	4.0833	.36562
Nepal SBI Bank Ltd.	12	3.7153	.73979
NIC Asia Bank Ltd.	16	3.3776	.56957
NMB Bank Ltd.	19	3.7149	.24700
Prabhu Bank Ltd.	19	4.0504	.22420
Prime Commercial Bank Ltd.	4	3.6250	.27639
Sanima Bank Ltd.	11	3.8333	.35795
Siddhartha Bank Ltd.	22	3.9432	.64236
Standard Chartered Bank Ltd.	5	3.9500	.15138
Sunrise Bank Ltd.	4	3.6146	.21617

Table 4.14 shows the career adaptability level of the employees based on the bank they are working in. According to mean scores, the career adaptability level of Nepal Investment Bank Ltd. (4.0833) is high and Bank of Kathmandu Ltd (2.8333) is lowest. One-way ANOVA test showed a significance value of 0.000 which shows that there is a significant difference between at least one of the two groups i.e., career adaptability and bank.

#### 4.3.8 Based on their Tenure

Table 4.15

*Career Adaptability based on Tenure*

	N	Mean	Std. Deviation
<1 year	111	3.5105	.61437

1-3 years	162	3.7868	.51400
4-7 years	28	3.8155	.62128
7-10 years	3	3.9722	.53088
>10 years	6	4.0556	.25909

Table 4.15 shows the career adaptability level of the employees based on their tenure. According to the mean score, tenure >10 years (4.0556) have high career adaptability and tenure <1 year have low career adaptability (3.5105). One-way ANOVA test showed a significance value of 0.000 which shows that there is a significant difference between at least one of the two groups i.e., career adaptability and tenure.

#### 4.4 Relationship between Career Adaptability and Turnover Intention

Table 4.16

*Correlation of TI with Career Adaptability*

		Concern	Control	Curiosity	Confidence	Career Adaptability
Turnover Intention	Pearson Correlation	.317**	-.014	.198**	.188**	.220**
	Sig. (2- tailed)	.000	.803	.000	.001	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.16 clearly depicts the Pearson's correlation between all career adaptability (CA) factors with turnover intention (TI). From the table we can see that there is significant positive relationship between career adaptability and turnover intention (Corr. = 0.220, p = 0.000). Based on the correlation coefficient, the hypotheses are either accepted or rejected as shown in Table 4.25, Summary of Hypothesis testing.

#### 4.5 Dominant factor of Career Adaptability that influence Turnover Intention

Here we conduct the regression analysis of career adaptability factors affecting turnover intention to analyze the impact of each factor on turnover intention.

Table 4.17

*Regression Model for CA factors affecting TI*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.20	0.30		7.25	0.00
Concern	0.34	0.08	0.27	4.22	0.00
Control	-0.43	0.10	-0.35	-4.53	0.00
Curiosity	0.09	0.07	0.08	1.22	0.22
Confidence	0.31	0.09	0.29	3.55	0.00

Table 4.18

*ANOVA for CA factors affecting TI*

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	37.123	4	9.281	14.557	.000
Residual	194.454	305	.638		
Total	231.577	309			

The results generated from the regression analysis (Table 4.17) showed that some career adaptability factors were significant in predicting turnover intention in Nepalese Private Commercial Banks, i.e., concern ( $p = .00 < 0.05$ ), control ( $p = .00 < 0.05$ ) and confidence ( $p = 0.00 < 0.05$ ), but curiosity was not significant in predicting

the turnover intention via this linear model. On average turnover intention increases by 0.34 ( $\beta_1$ ) per 1 unit change of concern in employees. But for 1 unit change of control in an employee, his/her turnover intention reduces by -0.43 ( $\beta_2$ ). Similar inference can be made for other factors as well from the table. It is interesting to note that there is no significant correlation between control and turnover intention as seen in Table 4.16 but there is significant negative relation in the linear model. Likewise, the linear model doesn't show that curiosity can linearly predict the turnover intention in a significant manner. Probably, the relation between curiosity and turnover intention is of some greater order because there still is a significant correlation between curiosity and turnover intention (Table 4.16). Overall result showed the combination of variables predicting turnover intention was statistically significant,  $F = 14.557$ ,  $p = .000 < 0.05$  (Table 4.18).

Table 4.19

*R-Square of Regression Model of CA factors affecting TI*

R	R Square	Adjusted R Square	Std. Error of the Estimate
.400	.160	.149	.79847

The value of coefficient of determination in Table 4.19, R-Square of 0.16, indicates that around 16% of the variation in turnover intention is explained by the 4 factors of career adaptability: concern, control, curiosity, control. The remaining variation in turnover intention is explained by other factors which are not included in the model. The value of Standard Error of the Estimate represents that on an average the difference between the observed and estimated turnover intention by this model is .79847.

Table 4.20

*Collinearity Statistics for the model of CA factors affecting TI*

	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
Concern	0.32	0.23	0.22	0.67	1.50
Control	-0.01	-0.25	-0.24	0.46	2.17
Curiosity	0.20	0.07	0.06	0.66	1.52
Confidence	0.19	0.20	0.19	0.43	2.35

In Table 4.20, the square of part correlation between turnover intention and concern is 0.0484, which indicates that 4.84% of variance of turnover intention is uniquely explained by concern of the employees. The square of part correlation between turnover intention and control is 0.0576, which indicates that 5.76% of variance of turnover intention is uniquely explained by control. The square of part correlation between turnover intention and curiosity is 0.0036, which indicate that 0.36% of variance of turnover intention is uniquely explained by curiosity. The square of part correlation between turnover intention and confidence 0.0361, which indicate that 3.61% of variance of turnover intention is uniquely explained by confidence. Because the correlation between control and turnover intention is not significant, the standardized regression coefficient of concern is 4.84%, which is large compared to other factors; and higher proportion of variance (4.84%) of turnover intention is uniquely explained by concern of the employees. These findings indicate that concern is most significant predictor factor of career adaptability compared to other three factors.

The Variance Inflation Factor (VIF) for the factors, concern (1.5), control (2.17), curiosity (1.52) and confidence (2.35) are less than 10, indicating that there are no problems of multi collinearity in the regression model.



#### 4.6 Moderation effect of Gender between CA and TI

Here, the moderation effect of gender on the relationship between career adaptability and turnover intention is analyzed by including an extra variable into the model called interacting variable for gender (*gender\_mod*). For our case, Male and Female were coded as 1 and 2 for the analysis. It is calculated as the product of average of all career adaptability factors and gender. To avoid multicollinearity effect due to inclusion of an interacting variable which for our case is gender, the career adaptability factors, and gender were standardized.

Table 4.21

*Regression Model for CA factors affecting TI moderated by Gender*

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3.373	.043		78.027	.000
Zscore(Concern)	.218	.053	.252	4.113	.000
Zscore(Control)	-.336	.064	-.389	-5.240	.000
Zscore(Curiosity)	.084	.054	.097	1.565	.119
Zscore(Confidence)	.250	.067	.288	3.731	.000
Zscore(Gender)	-.167	.044	-.193	-3.828	.000
<i>gender_mod</i>	.193	.045	.218	4.315	.000

*Notes: Zscore means standardized variable; gender\_mod = Zscore: Career Adaptability \* Zscore(Gender), is interaction variable for moderation effect*

Table 4.22

*ANOVA for CA factors affecting TI moderated by Gender*

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	56.196	6	9.366	16.181	.000
Residual	175.382	303	.579		
Total	231.577	309			

The results generated from the regression analysis (Table 4.17) showed that some career adaptability factors and interacting variables gender and gender\_mod were significant in predicting turnover intention in Nepalese Private Commercial Banks, i.e., concern ( $p = .00 < 0.05$ ), control ( $p = .00 < 0.05$ ), confidence ( $p = 0.00 < 0.05$ ), gender ( $p = .00 < 0.05$ ) and gender\_mod ( $p = .00 < 0.05$ ) but curiosity ( $p = 0.119 > 0.05$ ) was still not significant in predicting the turnover intention via this linear model. On average turnover intention increases by 0.218 per 1 unit change of concern in employees. But for 1 unit change of control in an employee, his/her turnover intention reduces by -0.336. Similar inference can be made for other factors as well from the table. Gender is negatively related to turnover intention shown by  $\beta$  coefficient of -0.167; that is, males are more likely to leave than females. Also, the positive  $\beta$  coefficient of 0.193 for the interaction predictor for gender (gender\_mod) indicates that the career adaptability becomes more with female thereby affecting turnover intention. The inference for results of control and curiosity in this model is like previous model. Overall result showed the combination of variables predicting turnover intention was statistically significant,  $F = 16.181$ ,  $p = .000 < 0.05$  (Table 4.18).

Table 4.23

*R-Square of model of CA factors affecting TI moderated by Gender*

R	R Square	Adjusted R Square	Std. Error of the Estimate
.493 <sup>a</sup>	.243	.228	.76080

The value of coefficient of determination in Table 4.23, R-Square of 0.243, indicates that around 24.3% of the variation in turnover intention is explained by the 4 factors of career adaptability: concern, control, curiosity, control, and moderating variables gender and gender\_mod. The remaining variation in turnover intention is explained by other factors which are not included in the model. The value of Standard Error of the Estimate represents that on an average the difference between the observed and estimated turnover intention by this model is .76080.

Table 4.24

*Collinearity Statistics for CA factors affecting TI moderated by Gender*

	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
Zscore(Concern)	.317	.230	.206	.664	1.505
Zscore(Control)	-.014	-.288	-.262	.454	2.202
Zscore(Curiosity)	.198	.090	.078	.654	1.528
Zscore(Confidence)	.188	.210	.187	.418	2.390
Zscore(Gender)	-.177	-.215	-.191	.982	1.018
gender_mod	.227	.241	.216	.981	1.020

In Table 4.24, the square of part correlation between turnover intention and concern is 0.0424, which indicates that 4.24% of variance of turnover intention is uniquely explained by concern of the employees. The square of part correlation between turnover intention and control is 0.0686, which indicates that 6.86% of variance of

turnover intention is uniquely explained by control. The square of part correlation between turnover intention and curiosity is 0.0061, which indicate that 0.61% of variance of turnover intention is uniquely explained by curiosity. The square of part correlation between turnover intention and confidence is 0.0349, which indicate that 3.49% of variance of turnover intention is uniquely explained by confidence. The square of part correlation between turnover intention and gender is 0.0364, which indicate that 3.64% of variance of turnover intention is uniquely explained by gender. The square of part correlation between turnover intention and gender\_mod is 0.0466, which indicate that 4.66% of variance of turnover intention is uniquely explained by gender\_mod. Because the correlation between control and turnover intention is not significant, the standardized regression coefficient of gender\_mod is 4.66%, which is large compared to other factors; and higher proportion of variance (4.66%) of turnover intention is uniquely explained by gender of the employees. These findings indicate that gender moderates the relationship between a career adaptability and turnover intention.

The Variance Inflation Factor (VIF) for the factors, concern (1.505), control (2.202), curiosity (1.528), confidence (2.390), gender (1.018) and gender\_mod (1.020) are less than 5, indicating that there are no problems of multicollinearity in the regression model.

#### 4.7 Summary of Hypothesis Testing

Table 4.25

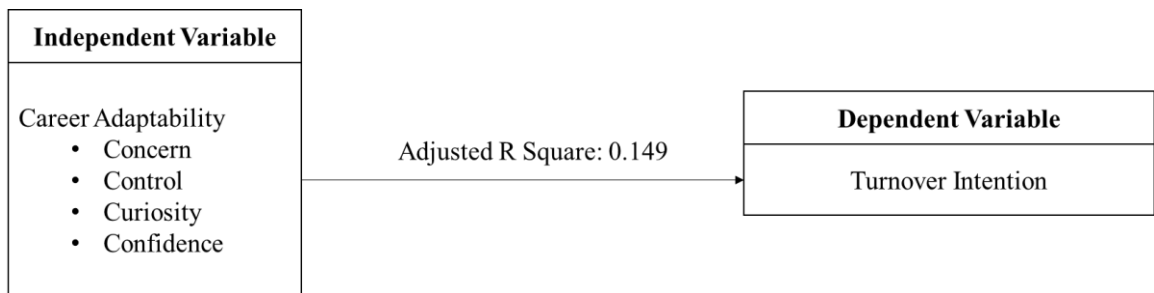
*Summary of Hypothesis Testing*

	Hypothesis	p-Value	Correlation	Results
H1	<i>There is a significant relationship between career adaptability and employees' turnover intention.</i>	0.000	.220**	Accepted
H2	<i>There is a significant relationship between concern and employees' turnover intention.</i>	0.000	.317**	Accepted
H3	<i>There is a significant relationship between control and employees' turnover intention.</i>	0.803	-0.014	Rejected

H4	<i>There is a significant relationship between curiosity and employees' turnover intention.</i>	0.000	.198**	Accepted
H5	<i>There is a significant relationship between confidence and employees' turnover intention.</i>	0.001	.188**	Accepted
H6	<i>There is a moderating role of gender on the relationship between career adaptability and employees' turnover intention.</i>	0.000	-	Accepted

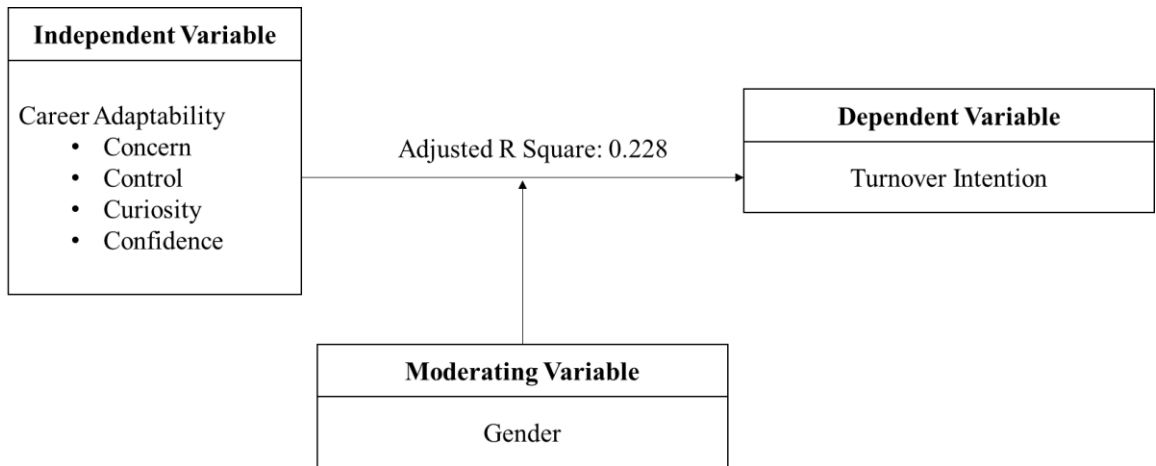
\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.25 lists the tested hypotheses and their acceptance status based on the correlation values and their significance value. It is clearly visible that out of 6 hypotheses, 5 were accepted. The only rejection was for the relationship between the control factor of career adaptability and turnover intention. Even though the correlation was negative (-0.014), it was insignificant ( $p = 0.803$ ).



*Figure 4.3*

Relationship between CA and TI without gender as moderating variable



*Figure 4.4*

Relationship between CA and TI with gender as moderating variable

In Figure 4.3, the adjusted R-Square is 0.149 whereas in Figure 4.4, the adjusted R-square is .0.228 This clearly depicts that gender as a moderating variable increases the predictability of turnover intention by the independent variable career adaptability factors as shown by adjusted R square. Hence, proving the hypothesis 6.

#### **4.8 Major Findings**

After conducting all the analysis from the collected data, these are the major findings of the study. These findings are based upon descriptive as well as inferential analysis of the data. In the descriptive analysis, frequency, percentage, mean, and standard deviation was calculated. In the inferential analysis correlation and regression analysis were calculated. The major findings of the study are presented below:

- i. Among 310 respondents, 41 percent were male, and the remaining 59 percent were female.
- ii. 40.3 percent of respondents belonged to the age group of 15-25 years, 41.6 percent belong to the age group of 26-35 years, 14.2 percent of the age group 36-45 years and 3.9 percent belong to the age group of greater than 45 years.
- iii. In terms of educational background, 5.8 percent of the respondents have educational qualification of intermediate level, also known as +2 in Nepal, 43.5 percent have bachelor's level qualification, 48.7 percent have master's

level qualification and 1.9 percent have educational qualification of above master's level.

- iv. It was found that 37.4 percent were married, and 62.6 percent were unmarried.
- v. In terms of tenure, 35.8 percent of respondents have been working in the private commercial banks for a period of less than a year, 52.3 percent have been working for 1-3 years, 9 percent have job tenure of 4-7 years, 1 percent have been working for 7-10 years and 1.9 percent have been working in the sector for more than 10 years.
- vi. Out of 24 private commercial banks operating in Nepal 9 percent respondents were from Everest Bank Ltd, 7.1 percent Siddhartha Bank Ltd., 6.8 percent from Laxmi Bank Ltd., 6.5 percent from Mega Bank Ltd., 6.1 percent from NMB Bank Ltd., 6.1 percent from Prabhu Bank Ltd., 5.8 percent from Nabil Bank Ltd., 5.5 percent from Civil Bank Ltd., 5.2 percent from NIC Asia Bank Ltd., 5.2 percent from Himalayan Bank Ltd., 4.8 percent Machhapuchchhre Bank Ltd., 4.2 percent from Bank of Kathmandu Ltd., 3.9 percent from Nepal SBI Bank Ltd., 3.5 percent from Sanima Bank Ltd., 2.9 percent from Kumari Bank Ltd., 2.9 percent from Global IME Bank Ltd., 2.6 percent from Nepal Credit and Commerce Bank Ltd., 2.6 percent from Citizens Bank International Ltd., 1.9 percent from Century Commercial Bank Ltd., 1.6 percent from Standard Chartered Bank Ltd., 1.6 percent from Nepal Investment Bank Ltd., 1.6 percent from Nepal Bangladesh Bank Ltd., 1.3 percent from Sunrise Bank Ltd., and 1.3 percent from Prime Commercial Bank Ltd.
- vii. The variables like gender, marital status, age, education, and bank have significant effect on the turnover intention as should in section 4.2. Likewise, only age, education, bank and tenure have significant effect on the career adaptability of employees as discussed in section 4.3.
- viii. Among the four career adaptability factors, curiosity (3.7833) has the highest values followed by confidence (3.7430), control (3.6575) and concern (3.6059). Also, the average career adaptability in Nepalese Private Commercial Banks is 3.36974 with a standard deviation of .57425. Thus, it seems that confidence has highest level of effect on career adaptability based on descriptive.

- ix. Career adaptability and turnover intention has significant positive relationship (Corr. = 0.220,  $p = 0.000$ ). Hence, proving Hypothesis 1. Among the four career adaptability factors, three were found to have significant positive relation with turnover intention. They were concern (0.317), curiosity (0.198) and confidence (0.188). Hence, proving Hypothesis 2, 4 and 5. However, control (-0.014) had insignificant negative correlation with turnover intention which showed Hypothesis 3 was rejected.
- x. Impact analysis of career adaptability factors through linear regression analysis shows that concern, control and confidence have major effect on turnover intention with significant coefficients. On the other hand, curiosity doesn't have significant linear coefficient effect. 4.84% of variance of turnover intention is uniquely explained by concern of the employees, 5.76% by control, 0.36% by curiosity, and 3.61% by confidence. Because the correlation between control and turnover intention is not significant, these results indicate that concern is most significant predictor factor of career adaptability compared to other three factors. And the combination of these four factors predicting turnover intention was statistically significant,  $F = 14.557$ ,  $p = .000 < 0.05$ .
- xi. Impact analysis of career adaptability factors along with moderating variable gender, included in the form of two variables gender itself and interacting variable gender\_mod (product of career adaptability and gender), through linear regression analysis shows that concern, control, confidence, gender and gender\_mod have major effect on turnover intention with significant coefficients. On the other hand, curiosity still doesn't have significant linear coefficient effect. 4.24% of variance of turnover intention is uniquely explained by concern of the employees, 6.86% by control, 0.61% by curiosity, 3.49% by confidence, 3.64% by gender and 4.66% by gender\_mod. Because the correlation between control and turnover intention is not significant, these results indicate that moderation effect of gender is most significant predictor factor of career adaptability compared to other factors. And the combination of these factors predicting turnover intention was statistically significant,  $F = 16.181$ ,  $p = .000 < 0.05$ .



- xii. Hypothesis H6 was supported. There is a moderating role of gender in the relationship between career adaptability and employee's turnover intention since p-value of interaction is 0.000 i.e. (p value < 0.05). The gender is negatively related to the turnover intention with  $\beta$  coefficient of -0.167; that is, males are more likely to leave than females. Likewise, interaction predictor for gender (gender\_mod) has positive  $\beta$  coefficient of 0.193 indicating that the career adaptability becomes more with female thereby affecting turnover intention which in this case is lesser for females.
- xiii. Since the VIF of all the coefficients for both the models, noting that the second model has some standardization of variables to reduce multicollinearity effect, is less than 10, we conclude that there is no multicollinearity among the career adaptability factors.
- xiv. Comparing the two regression models – one standalone with factors of career adaptability, another with moderating effect of gender, we see that the latter model predicts 22.8% of variance of turnover intention compared to the prior model's 14.9%.

## **CHAPTER 5:**

### **DISCUSSION, CONCLUSION, AND IMPLICATIONS**

#### **5.1 Discussion**

The main purpose of this study was to identify the relationship between career adaptability and employees' turnover intention in private commercial banks of Nepal. Furthermore, the research was conducted to assess the career adaptability level and employees' turnover intention, to identify the dominant career adaptability factor influencing employees' turnover intention and to examine the moderating role of gender in the relationship between career adaptability and turnover intention in Nepalese private commercial banks. The research was based on the responses collected from bankers in different private commercial banks of Nepal. The study used structured questionnaire to collect responses from the bankers working in private commercial bank. Several hypotheses were used to examine the relationship between different variables. Each of these hypotheses produced and tested in the study is discussed here.

The results of the study showed that career adaptability have significant positive relationship with the employees' turnover intention. This positive relationship of career adaptability with turnover intention is in line with the research conducted by different authors (Ito & Brotheridge, 2005; Omar & Noordin, 2013; Karatepe & Olugade, 2016, Coetzee & Stolz, 2015).

In this study, it was found that concern was the major career adaptability factor that predicted the turnover intention. Employees' who are oriented and optimistic about their future seek for career opportunity and thus, lead to turnover intention. This result was in line to the results by some authors (Dong, Zheng & Wang, 2019; Santra & Giri, 2019; Omar & Noordin, 2013; Coetzee & Stolz, 2015). The study also found that control showed no significant relationship with turnover intention. This result is similar to the result of the study conducted by some authors (Dong, Zheng & Wang 2019; Omar & Noordin, 2013).

The results of the relationship of career adaptability factors with turnover intention in this study varies with rest of the research studies discussed in the literature review

section. The primary reasons for this mismatch could be the assessment of the relationship in different sectors. The research studies discussed in the literature review were from many different industries like hospitality, IT, etc. None were from a banking industry. Also, many of the studies were from western countries where the culture and mindset of people may considerably be different from eastern countries like Nepal. So, since this study was done in a conservative society of Nepal in a completely new industry in this area of research regarding career adaptability, there was bound to be some variances in the results from prior studies.

The study of the impact of career adaptability factors showed that concern was the most influencing factor affecting turnover intention. It makes sense that when the people are more concerned about their career or even their current job for if it will provide a secure future, they tend to leave their job for a better one. Likewise, curiosity and confidence also played positive role affecting turnover intention. The reasoning for this statistical result could be people being curious of other opportunities, and confident to work through adversities tends to lead them towards career path which better suits them, thus increasing the turnover intention. Control, on the other hand doesn't seem to have a significant effect on the turnover intention of employees of Nepalese Private Commercial Banks, probably because of the lack of leadership initiation among the employees. However, the negative relation of control with turnover intention can significantly predict the turnover intention, which was quite unique of the study.

Also, there essentially haven't been much research with gender as moderating variable assessing relationship between career adaptability and turnover intention. In this study, it was determined that gender certainly had an effect on the relationship between career adaptability and turnover intention. The linear regression analysis with gender as a predictor along with interaction predictor of gender with career adaptability suggested that males are more likely to leave than females. Interaction predictor suggested females are more career adaptable thereby lesser turnover intention. In context of Nepalese society, it somewhat makes sense, since women are considered more careful and prefer stability, and a determination to see through adversities. However, with the modern influence this might gradually change.

## 5.2 Conclusion

The main purpose of the study was to identify the relationship between career adaptability and employees' turnover intention among Nepalese Private Commercial Banks. The perceived problem that initiated the idea of this study was prediction of turnover among employees in the banks based on their innate desire of a brighter career and coping mechanism to current job environment and roles. This psychological notion is the career adaptability of the employees in their workplace. As pointed out by several studies, career adaptability has genuine effect on the turnover intention of the employees. Although career adaptability may seem comparable to job satisfaction, job satisfaction is a variable that arises due to the environment that an organization creates for its employees, but career adaptability is something that arises within the employees themselves. And it is quite accurate to research about how career adaptability of employees in a given industry affects their turnover intention such that the companies can take necessary action when recruiting, training and molding their employees rather than just providing them necessary benefits that fulfills their job satisfaction.

After conducting the necessary review of literature on career adaptability, a widely acknowledged model for career adaptability was used for this study, The model included the factors that have significant effect on the overall career adaptability of the employees. The factors were concern, control, curiosity, and confidence among the employees. This study conducted a survey among a sample of employees in Nepalese Private Commercial Banks that assessed where they positioned themselves at the different career adaptability factors. Also, they were asked questions that assessed their turnover intention at their current workplace.

Thereafter statistical analysis was carried out. The results show that employees who are future oriented and more concerned about their future or even their current job for it will provide a secure future (Concern), search for better opportunities and tend to leave their organization. Similarly, employees who explore various options and approach the future realistically (Curiosity) tend to leave the organization. Likewise, employees who have an efficacious attitude and an ability to solve problems (Confidence) leave the organization. While control had no significant relationship

with turnover intention which means that employees couldn't take the personal responsibility to shape their future which might be a result of lack of leadership initiation.

However, regression analysis to predict the turnover intention of the employees showed that control could predict turnover intention significantly, whereas curiosity couldn't. Concern and confidence like their positive correlation with turnover intention had significant role in the model to predict the turnover intention. Assessing the part correlation of the regression model showed that concern was the most dominating factor among all followed by confidence and curiosity. Control had the highest role in predicting the turnover intention though, although not being significantly correlated to it. A next linear regression model was designed that included gender as the moderating variable. This model increased the predictability of the turnover intention from 14.9% from previous model to 22.8%. Also, gender was determined to have significant effect turnover intention moderating the career adaptability. This deemed the acceptance of sixth hypothesis (H6) as well. It was found that the females seemed more career adaptable and thereby their turnover intention was higher than males.

### **5.3 Implications**

The significance of this study is found in the contribution to the existing dimension of research on career adaptability and employees' turnover intentions. This area of research is new and this study in Nepalese context could be an instigator to take into context the mindset and ideologies of employees as well with consideration of psychological variable like career adaptability when making decisions to control turnover at a Nepalese organization. Although this research has been carried out in Nepalese Private Commercial Banking industry, it would be helpful to initiate similar research in other major industries in Nepal would have practical implications in improving the state of employment in each of the industry.

As pointed out earlier, career adaptability is psychological parameter and originates from the human level. Certainly, the values and beliefs employees build up during their upbringing affects how career adaptable they can become. Thus, this could be leading another research direction with career adaptability at core and identifying

factors that affect it in Nepalese context. The factors could be cultural, social, or even living environment. This research direction along with research studies like this one can help the organizations identify proper recruitment method to choose appropriate people, or even train them to better adapt to their new careers after recruitment. The practical implications of assessment of career adaptability in the dimension of employment are immeasurable.

Similarly, the study identified gender as a variable which has a moderating effect between the relationship of career adaptability and turnover intention. It was found out the male are more likely to leave than female based on their career adaptability scores. Thus, banks can focus more on training and development of males with gender-oriented resources and tools. If the males are more concerned about their career, orientations can be conducted to normalize those concerns. If some seem confident enough that they could leave the job, probably incentives could be provided to avoid their loss. Likewise, if their peers suggest that there are curious regarding job openings at some other place, activities can be conducted where they feel valued at the organization. Thus, the model identified from this research could help banks to predict the turnover intention of their employees based on the scores of their career adaptability and guide their management policies.

It should be noted that the study was conducted on a small sample and the results may still be inconclusive. However, this study could be expanded to a greater scale to validate its results and thereby initiate subsequent research directions. Also, the study contextually relates to commercial private banks of Nepal. So, utilizing the model devised here is not ideal for other industries and separate studies needs to be conducted for those cases. However, this study can serve as a reference to provide outlook on the process of study.

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## APPENDIX

### Career Adaptability and Employees' Turnover Intention in Nepalese Private Commercial Banks

#### Questionnaire

Dear Respondent,

I am a student of Master of Business Administration (MBA) at School of Management Tribhuvan University (SOMTU). As a partial fulfillment of the requirement for my degree of MBA, I am conducting my Graduate Research Project (GRP) on "Career Adaptability and Employees' Turnover Intention in Nepalese Private Commercial Banks". This questionnaire is designed to examine the relationship between Career Adaptability and Turnover Intention.

I will be very much grateful to you if you could spare some minutes of your valuable time to answer the questions. Your information will be of great importance for my research. I assure that all the information that you have provided will remain confidential and will be used entirely for academic purpose only.

Thank You,  
Alisha Shah

#### SECTION A: BASIC DEMOGRAPHIC DATA (Place a tick mark "√" inside the Box)

**1. Age(years)**

- 15-25
- 25-35
- 35-45
- >45



**2. Gender**

Male

Female

**3. Education Level**

Below Intermediate

Intermediate (Plus 2)

Bachelor's Level

Master's Level

Above Master's

**4. Marital status**

Married

Unmarried

**5. Name of the bank you're currently working in**

1. Bank of Kathmandu Ltd.
2. Century Commercial Bank Ltd.
3. Citizens Bank International Ltd.
4. Civil Bank Ltd.
5. Everest Bank Ltd.
6. Global IME Bank Ltd.
7. Himalayan Bank Ltd.
8. Kumari Bank Ltd.
9. Laxmi Bank Ltd.
10. Machhapuchchhre Bank Ltd.
11. Mega Bank Nepal Ltd.
12. Nabil Bank Ltd.
13. Nepal Bangladesh Bank Ltd.
14. Nepal Credit and Commerce Bank Ltd.
15. Nepal Investment Bank Ltd.
16. Nepal SBI Bank Ltd.

17. NIC Asia Bank Ltd.
18. NMB Bank Ltd.
19. Prabhu Bank Ltd.
20. Prime Commercial Bank Ltd.
21. Sanima Bank Ltd.
22. Siddhartha Bank Ltd.
23. Standard Chartered Bank Ltd.
24. Sunrise Bank Ltd.

**6. How long have you been working?**

- <1 year
- 1-3years
- 4-7 years
- 7-10 years
- >10 years

**SECTION B: CAREER ADAPTABILITY (CA) Place a tick mark“√”on one of your answer. There is no right or wrong answers.**

<b>Career Adaptability Factors</b>	<b>Questions/ Descriptions</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Concern</b>	I regularly think about what my career future will be like.					
	I contemplate whether my choices are correct for my career.					
	I usually worry if I am prepared for my future.					

	I am doubtful of the educational and career choices that I have made.					
	I constantly update my plans for my career to achieve my goals.					
	I am anxious of my career direction.					
<b>Control</b>	I keep on moving forward with a positive attitude towards my career.					
	I make all of my career decisions myself.					
	I am in charge of all the actions I take for my career.					
	I strongly stay abide my values and beliefs.					
	I believe that I can make a difference in any job I take.					
	I trust that my decisions are right for my career.					
	I like exploring my surroundings for					

<b>Curiosity</b>	better decisions.					
	I constantly look for opportunities that can contribute to my growth.					
	I investigate different options before making a choice.					
	I consider different ways of doing things.					
	I always try to thoroughly understand the questions I have.					
	It interests me when I hear about new opportunities.					
<b>Confidence</b>	I always perform every task as efficiently as possible.					
	I am careful enough to do things well.					
	I keep myself updated with new skills according to dynamic times.					
	I always perform best to my abilities.					
	I will overcome any					

	obstacles to achieve a given goal.					
	I believe in my problem-solving skills.					

**SECTION C: TURNOVER INTENTION (TI) Place a tick mark “√” on one of your answer. There is no right or wrong answers.**

S.N.	Questions/Descriptions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I consider leaving my current organization one day.					
2	I constantly want to quit the current job.					
3	I will probably look for a job outside of this organization within the next 3 years.					
4	I try looking for a suitable new job next year.					
5	I think my own prospects might not be good if I continue to stay in the company.					
6	I would quit my present job for a similar position with better pay in another organization at the least opportunity.					
7	Continuation with my					

	present employer will not fulfill my life expectation.					
<b>8</b>	As soon as I find a better job, I will quit this organization.					
<b>9</b>	It is very unlikely that I would ever consider leaving this organization.					
<b>10</b>	I prefer very much not to continue working for this organization.					