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The Relationship between HRM Practices, Ethical Climate, and Turnover Intention

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Abstract

The purpose of this paper is to investigate the influence of human resource management practices, (Training, Performance Appraisal, Career Development, and Compensation) and turnover intention through the role of ethical climate mediation in public hospitals in Palestine, Gaza. Furthermore, the uniqueness of this study contributes to the field of human resource management by incorporating ethical climate as a mediator between HRM practises (performance appraisal and career development) and work outcomes (turnover intention). Quantitative data were collected from 12 public hospitals in Gaza, Palestine; AMOS software (version 24) was used to test the relationship and the mediating effect of ethical climate. According to the findings of the study, ethical climate was found to partially mediate the impact of HR practices (performance appraisal, training, and compensation) on turnover intention. Furthermore, the study found that ethical climate fully mediates the impact of career development on turnover intention. Policymakers and executives at Palestinian public hospitals in Gaza should think about how to successfully embrace and execute HRM practices that might promote and improve workers' perceptions of ethical climate. The health industry may improve organizational commitment, job satisfaction, and minimize turnover by adopting and implementing these strategies.

Key-Words

Human Resource Management, HRM Practices, Turnover Intention, Ethical Climate

1 Introduction

Numerous attempts have been made throughout the years to characterize and recognize ethical conduct and ethical decision-making in literature ethics (Demirtas, 2015; Victor & Cullen, 1987). The relationship between organizational outcomes and their results has been thoroughly explored in recent years, according to current trends (Awais-e-Yazdan & Hassan, 2020). The majority of the scholars are interested in the antecedents of organizational results, ethical leadership, and ethical climate. Some institutions for hiring employees, they discovered that a large number of institutions have had challenges with hiring and retention (Raju, 2018). They claimed that hiring efficient and skilled employees is extremely difficult and demanding. Because of this, these organizations must make an effort to retain valuable employees in order to compete by delivering valuable services and outputs to consumers (Phillips & Connell, 2004). HRM practices are a unique strategy to employment management that strives to achieve a competitive edge by the Strategic development of committed and capable employees through the application of cultural, structural, and human resource strategies (Raju, 2018). Employees will be able to actively and productively contribute to the achievement of the organization's goals and objectives if the HRMP is successful (Sabiu et al., 2016). It motivates people to be dedicated to their jobs and encourages good behavior that boosts the organization's efficiency. Employees will be discouraged from engaging in bad conduct such as organizational deviant behavior and unproductive behavior if their HRMP is effective. Human resource practices, as defined by Lee and Lee (2007), are the practices involved in carrying out the human resource side of a management position, such as planning, job analysis, recruiting, selection, orientation, remuneration, performance assessment, training and development, and labor relations, teamwork, and employee security. These policies and practices assist enhance organizations' business performance, including employee productivity and company flexibility. HRMP offer value to the strategic use of workforce and that worker initiatives have measurable effects on the business. In recent years, the study of human resource practices has gained traction in the literature (Alkadash, 2020; Pao-Long & Wei-Ling, 2002).

HR procedures have been proven to be regularly connected to employee work behaviors and attitudes in Western literature (Juhdi et al., 2011; Tei, 2003; Zimmerman & Darnold, 2009) investigated the link between HR practices and job results in a non-Western culture (Alkadash & Alamarin, 2021b). Studies on the effects of HR policies don't always come up with consistent and mutually supporting results about cross-cultural generalizability. As a result, the link between HR practices and work results in non-Western contexts in general, and the Middle East in particular, has to be investigated further (Raju, 2018).

Despite the fact that several studies have linked human resource practices to job satisfaction and organizational commitment, only a few research have looked Ali Jadoo et al. (2015); Joe et al. (2018); Juhdi et al. (2011) at HR practices and

turnover intention. As a result, the mechanisms through which HR practices contribute to employee turnover are largely unknown. HRMP in Palestinian public hospitals cannot be completely disseminated based on evidence from other nations. However, because to the unique social-cultural aspects of the Palestinian government sector, HRMP in Palestine is an area where further research is needed. As a result, good employer-employee interactions are essential for steady and long-term development.

It was also revealed that few research, particularly in the non-Western environment, explored the presence of a mediator or moderator in the HRMP and turnover intention connection. There is few research that look at the ethical climate (EC) as a mediator between HRMP and Turnover intention, notably in Palestine, according to the literature review. In addition, (Baron & Kenny, 1986) claimed that include a mediator or moderator variable might help resolve contradictions in research findings, which is why the ethical climate variable was included in the current study. In this regard, the mediating impacts of ethical climate, HR practices, and turnover intention were empirically studied in this study. Victor and Cullen have written on ethical climate in the literature (Victor & Cullen, 1988; Vorobyova et al., 2022). "Prevalent views of usual processes as well as organizational activities that contain ethical content" is how ethical climate is defined (Victor & Cullen, 1988; Vorobyova et al., 2022). It is also recognized as an asset of organizational lifecycle norms, procedures, rules, and practices that normally assist workers to conduct their behavior with a high degree of ethics for organizational development (Guest, 2002; Hair et al., 1998). In the literature, there is a need for further empirical study and evidence on the influence of ethical climate on the relationship between HR practices and turnover intention. This paper attempts to close a significant gap in the non-western literature by empirically testing the direct relationship between HR practices (performance appraisal, training, compensation, and career development) and turnover intention in order to close the research gap identified in the literature. Second, the study examines the function of ethical climate (EC) as a mediating factor in the interaction between HR practices (performance appraisal, training, compensation, and career development) and turnover intention.

2 Theoretical Background and Hypotheses

2.1 Human Resource Management Practices

Human resource management practices are activities inside an organization aimed at managing a pool of human resources and ensuring that those resources are used to achieve organizational objectives (Schuler & MacMillan, 1984; Wright et al., 2005). Planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, labor relations, teamwork, and employee security are all examples of HRM practices that help improve a company's business performance, including employee productivity,

product quality, and flexibility (Alkadash, 2015; Lee & Lee, 2007). There is a large body of research that supports HRM practices and their favorable impact on work outcomes and business performance. Compensation, career promotion, performance appraisal career development, employment security, employee engagement, training program in decision-making, teamwork, HR planning, and staffing practices are just a few of the HRMP elements. However, in this study, the term "human resource management practices" refers to the four practices of human resource management: training and development, performance appraisal, career development, and pay.

Employee training is a procedure that allows people to improve their abilities, learn new information, and practice their traits in order to become more successful and efficient at work. Training aids in the achievement of the organization's objectives and goals while also assisting employees in their overall development (Ramlall, 2004). Performance appraisal is a system for establishing work standards, evaluating an employee's actual performance against these standards, and providing feedback to the employee in order to motivate them to improve their performance and put more effort into their work or continue to perform in their task. (Shaukat et al., 2015). Career development is defined as a structured, institutionalized, and planned endeavor to reconcile an individual's career needs with the workforce requirements of an organization (Foong-ming, 2008). Career development is regarded as an important component of human resource management methods in order to guide people toward career enrichment and achieve the organization's objectives (Tansky & Cohen, 2001). One of the most essential goals of HRM is to provide compensation. Employee remuneration is defined by Shaukat et al. (2015) as "all forms of pay or benefits given to employees and originating from their employment." Employees tend to stay longer and are less likely to leave a business when they perceive excellent Human Resource practices, according to Brown and Steward (2009). Employees are more likely to report higher performance (Alsafadi & Altahat, 2021; Onafadeji, 2016), increased dedication and gratification Jawaad et al. (2019), lowered turnover intention Ali Jadoo et al. (2015), and elevated citizenships when they have positive feelings toward HRM practices (AlZgool et al., 2021; Eyupoglu & Tashtoush, 2020; Liu et al., 2020).

2.1.1 Turnover Intention

The word "turnover intention" refers to a person's intention to leave their work. Turnover intentions, according to Tett and Meyer (1993), are a conscious and purposeful desire to quit the company. Turnover intentions were defined by Cotton and Tuttle (1986) as an individual's perceived likelihood of staying or leaving an employer. Intent to turnover, according to San Park and Kim (2009), is the Individuals actively consider leaving and seeking alternative employment during the final cognitive step in the decision-making process. According to the researchers, employees' intentions to leave an organisation include both mere thoughts of quitting (thinking about quitting) and statements by the employee that

he or she genuinely wants to leave the firm (intent to leave). Previous research has shown that the desire to leave is one of the most powerful indicators of employee turnover (Griffeth et al., 2000; Loi et al., 2006). Employee turnover intention is a process that consists of turnover intention constructions (thinking of quitting, intention to search and intention to quit) [54, 55]. As a result, the intent to leave is the most crucial and immediate antecedent of turnover, leading most research to focus on turnover intention rather than actual turnover. However, there had been minimal consistency in determining an employee's intent to leave (Chang et al., 2013; Omar et al., 2012). When all the literatures are combined, it can be assumed that those on turnover are comprehensive, but there is still a scarcity of study that focuses on the goal of employees to leave Palestine.

2.1.2 Ethical climate

The ethical climate in an organization reflects shared beliefs of what is permitted and prohibited in terms of moral considerations. According to Vorobyova et al. (2022), ethical organizational climate can be regarded a component of organizational culture. They contend, in particular, that ethical climate is linked to organizational norms that have a direct impact on organizational activities with significant ethical implications (Vorobyova et al., 2022). In an organization's formal and informal systems, Reichers and Schneider (1990) defined ethical climate as a common perspective of procedures, regulations, and practices. The ethical climate, according to, includes ethical ideals, norms, attitudes, feelings, and employee conduct. It is defined by Demirtas and Akdogan (2015) as a prevalent impression of organizational-specific behaviors and processes that include an ethical component. As a result, the ethical climate refers to a shared understanding of organizational activities and procedures that include an ethical component, such as ethics, norms, attitudes, feelings, and employee conduct.

When employees believe that organizational practices are legitimate and that ethical norms govern decision-making, the organization has a good ethical climate (Cullen et al., 2003). Ethical organizations abide by the law and address ethical issues (Ramlall, 2004; Stewart et al., 2011). Following an organizational code of conduct or ethics demonstrates ethical organizational behavior and aids ethical decision-making among members (Mulki et al., 2008). The ethical climate and processes of a company can influence an employee's opinion of how things are done in the organization, both directly and indirectly (Maignan & Ferrell, 2000). The moral ramifications of organizational policies, practices, and processes are taken into account in an ethical work environment.

2.1.3 The Relationship between HR Practices and Turnover Intention

In a western environment, the majority of research on the relationship between human resource practices and work outcomes such as turnover intention

has been undertaken. Human resource practice has a considerable negative link with turnover intention, according to the literature (Benson, 2006; Zimmerman & Darnold, 2009). However, Juhdi et al. (2011) conducted a few investigations in a non-Western setting. The impact of four HR strategies on organizational commitment and turnover intention was investigated by Juhdi et al. (2011). They discovered that all four HR strategies had a positive relationship with organizational commitment and adversely associated with the intention to leave. Some researchers found that employees' perceptions of HRM practices, particularly those related to career advancement, training and development, and performance appraisal, had significant and positive effects on their trust in the organization and, as a result, on their intention to leave (Hemdi & Nasuridin, 2006). Compensation and turnover intention were investigated by Joarder et al. (2011), the compensation was shown to be significantly significant and negatively connected to the intention to leave (Ramlall, 2004). All of these research found that HR procedures had a considerable impact on employees' intentions to leave. In light of the foregoing, the study concludes that HR practices have a significant impact on an employee's decision to leave. When employees see an unfavorable practice, it is expected that they will leave their existing company. Thus, it is hypothesized that:

Hypothesis 1: Human Resource Practices (Training, Performance Appraisal, Career Development, and Compensation) negatively influence Turnover Intention.

H1a: Training negatively influences Turnover Intention.

H1b: Performance Appraisal negatively influences Turnover Intention.

H1c: Career Development negatively influences Turnover Intention.

H1d: Compensation negatively influences Turnover Intention.

2.1.3 The Relationship between HR Practices and Ethical Climate

Martin and Cullen could not focus on work that looked at the relationship between ethical contexts and HRM practices in their meta-analysis study (Martin & Cullen, 2006). Following that, academics began to look into the impact of organizational practices, such as HRM procedures, on the ethical climate. Although research has begun, it has thus far been limited to the ethical climate (Awais-e-Yazdan & Hassan, 2020). According to [50], there is a need for better understanding of organizational strategies and plans in order to create an ethical climate. However, HRM can be a valuable antecedent with respect to ethical climate development, according to Manroop et al. (2014) in their conceptual works. Few studies have empirically studied the impact of HRM on ethical climates, according to the researcher's limited expertise (Awais-e-Yazdan & Hassan, 2020; Danilwan & Dirhamsyah, 2022; Guerci et al., 2015; Victor & Cullen, 1987). According to (Guerci et al., 2015), there is no link between HRM practices and egoism, but there is a

strong link between HRM practices and benevolence and principles. According to Danilwan and Dirhamsyah (2022), there is a link between performance appraisal and ethical climate. Compensation, job autonomy, working circumstances, and training and development, according to Awais-e-Yazdan and Hassan (2020), have a favorable impact on ethical climate. Despite the literature's claim, further empirical research on the link between supportive HRM practices and ethical climate is still needed. Thus, this is hypothesized that

Hypothesis 2: Human Resource Practices (Training, Performance Appraisal, Career Development, and Compensation) positively influence Ethical Climate.

2.1.3 The Relationship between Ethical Climate and Turnover Intention

Reichers and Schneider defined ethical climate as a shared understanding of an organization's formal and informal systems' procedures, policies, and practices (Reichers & Schneider, 1990). The ethical climate, according to Schminke et al. (2007), includes ethical ideals, norms, attitudes, feelings, and employee conduct. It is defined by Demirtas and Akdogan (2015) as a prevalent perspective of organizational-specific behaviors and processes that includes an ethical component. As a result, the ethical climate refers to a shared understanding of organizational activities and procedures that include an ethical component, such as ethics, norms, attitudes, feelings, and employee conduct. According to Ismail (2015), ethical climate has a strong positive correlation with organizational commitment and job satisfaction. Similarly, Gül et al. (2017) stated that the ethical climate's overall results had a favorable and significant impact on organizational commitment. Sharma (2016) discovered that the ethical climate has a favorable impact on organizational commitment (affective, sustainable, and normative commitment). According to multiple prior research conducted by Ching et al. (2016), the ethical context is anticipated to influence turnover intention. They discovered a link between ethical climate and the likelihood of turnover. Meanwhile, past research has discovered a negative and significant link between ethical climate and intention to leave (Ensari & Karabay, 2016; Nugroho & Muafi, 2021; Rubel et al., 2017). Few studies have shown a link between a hospital's ethical climate and nurses' intention to leave.

In contemporary academic literature, turnover intention has only just begun to receive significant attention in the context of ethical climate (Demirtas & Akdogan, 2015). Despite the fact that turnover intention has been extensively examined in the past literature through many lenses (e.g., leader-member interchange, work satisfaction, organizational support, social capital etc.), it has been relatively understudied from the standpoint of ethical climate (Joe et al., 2018). The goal of this study is to add to the literature by investigating how different types of ethical climate influence turnover intention in depth so that it can be properly assessed and changed by management in a timely manner.

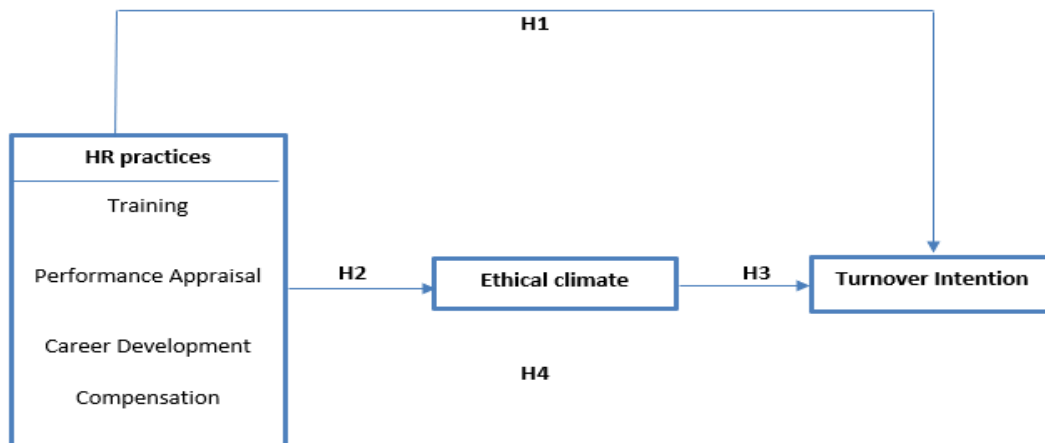
Hypothesis 3: Ethical climate negatively influence Turnover Intention

2.1.3 Ethical climate (EC) As a Mediator

Prior hypotheses also point to connections between HRM practices, the ethical climate, and turnover intention. Indirectly, the discussion suggests that HRM practices influence turnover intention via the Ethical climate. That is, organization can effectively use HRM practices to establish an ethical climate and improve employee behavior, lowering the likelihood of turnover. As a result, this study contends that the ethical climate may operate as a mediating factor in the relationship between HRM practices and turnover intention. Furthermore, the study examined the effectiveness of EC in mediating the relationship between HRM practices and turnover, particularly in Palestine. As a result, based on past research, this study hypothesises that:

Hypothesis 4: Ethical climate mediates the relationship between Human Resource Practices (Training, Performance Appraisal, Career Development, and Compensation) and Turnover Intention

The study's hypothesized model is depicted in Figure 1.



3 Method

3.1 Sample

The study's sample was collected from 12 government hospitals in Gaza, Palestine. A convenience sample approach was utilized to gather data from 504 personnel working in Palestine Public Hospitals, and the study hypotheses were examined using a self-administered questionnaire and a convenience sampling method. Nurses were among the participants. The scales were written in English and then translated into Arabic. The Arabic version was likewise back translated into English, and an impartial linguist examined the two versions to guarantee comparability.

3.1.2 Measures

The questionnaire used seven-point Likert-type scales (ranging from 1 strongly disagrees to 7 strongly agree) to measure the items of the following constructs: Training, Performance Appraisal, Career Development, and Compensation were measured by 28 items adapted from (Boselie et al., 2001; Delery & Doty, 1996; Gelade & Ivery, 2003; Guest, 2002; Laka-Mathebula, 2005; Matzler et al., 2004; Onafadeji, 2016; Patterson et al., 1997; Quresh et al., 2007; Raju, 2021; Singh, 2004; Snell & Dean Jr, 1992; Truss, 2001). Ethical climate was measured by 12-items adapted from (Vorobyova et al., 2022). Turnover Intention was measured by six-items adopted from Tei (2003).

3.1.3 Results

3.1.3.1 Measurement model

When establishing structural equation modelling, the initial goal was to analyse the measurement models using confirmatory factor analysis (CFA) of the variables proposed. The researcher then created various SEM models to test the study hypotheses with AMOS software (version 24).

Confirmatory factor analyses (CFA) were performed on the 41 observed variables that comprised the six constructs, using the covariance matrix as input.

As following table 1 clearly illustrates, all good-of-fit indexes have reached their standard acceptance level as found in previous studies, we can therefore conclude that the measuring model is relatively suitable for the data collected (df= 759, CMIN (X²) = 1882.95, P-Value= 0.000, AGFI = 0.824, CFI= 0.930, IFI= 0.930, TLI=0.925, and RMSEA = 0.053). Furthermore, composite reliability and extracted variance were calculated, with both yielding a good results in the six constructs (see Tables 2). All of the standardized estimates were significant and pointed in the right direction. The composite reliability statistic, which is analogous to coefficient alpha (Fornell & Larcker, 1981), evaluates a measure's internal consistency. The CFA's CR estimates and AVE all exceed the 0.50 cut-off value suggested by Hair (2010).

Table 1: GOF indices of modified measurement model

Fit index	Modified model	Recommended values	Source
DF	759	≥ 0	Source: (Hair, 2010)
CMIN (χ ²)	1882.95		
P-value	.000	> 0.05	
AGFI	.824	≥ 0.80	Source: (Hair, 2010)
CFI	.930	≥ 0.90	Source: (Hair, 2010)
IFI	.930	≥ 0.90	Source: (Hair, 2010; Hair et al., 1998; Ho, 2006)
TLI	.925	≥ 0.90	Source: (Hair, 2010; Hair et al., 1998; Ho, 2006)
RMSEA	.053	< 0.08	Source: (Hair, 2010; Hair et al., 1998; Ho, 2006)

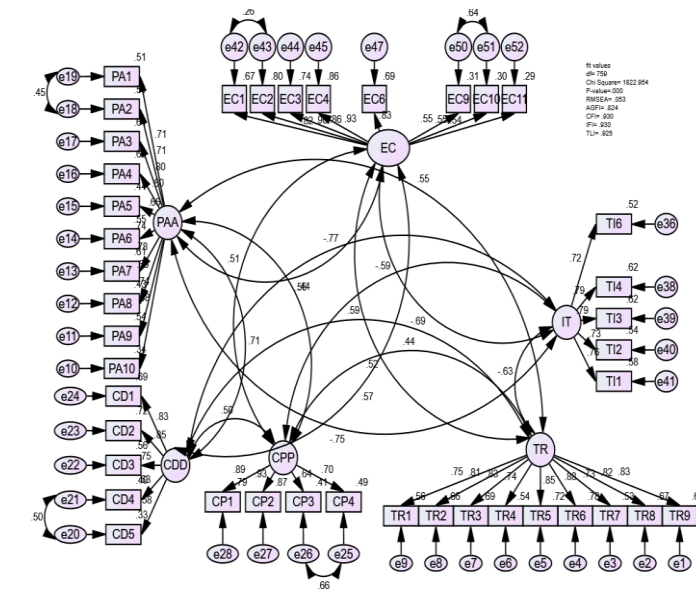


Figure 2: Modified measurement model with standardized factor loading for 41 reminder items

Variable	Mean	S.D	Composite Reliability	Variance extracted	1	2	3	4	5	6
Training and development	3.63	1.57	0.943	0.650	1					
Performance appraisal	3.84	1.34	0.914	0.520	0.548***	1				
Compensation	3.70	1.50	0.875	0.642	0.442***	0.436***	1			
Career development	3.39	1.51	0.850	0.538	0.588***	0.707***	0.500***	1		
Ethical Climate	3.69	1.32	0.914	0.583	0.518***	0.550***	0.514***	0.565***	1	
Turnover intention	3.25	1.62	0.871	0.575	-0.626***	-0.746***	-0.588***	-0.769***	-0.690***	1

Note(S): ** <0.01 (two-tailed tests)

Providing evidence of scale reliability. The CFA thus supports the overall measurement model and supports convergent validity and reliability.

3. 1.3.2 Structural model

The structural equation model is the second main process of SEM analysis. The structural model provides details on the links between the variables. It shows the specific details of the relationship between the independent or exogenous variables and dependent or endogenous variables (Hair et al., 1998; Ho, 2006). The structural design was a good match, with the values of Df= 759, CMIN (X2) = 1822.95, P-Value= 0.000, AGFI = 0.824, CFI= 0.930, IFI= 0.930, TLI=0.925, and RMSEA = 0.53. The fit indicator values indicate that the hypothetical model corresponds appropriately to the data observed (Alkadash & Alamarin, 2021a). The track coefficients were therefore analyzed in the next step of the structural model

Hypotheses Tests

Figure 3 represents the structural model while demonstrating the hypothesised relationships between the main constructs. The model, as illustrated, includes six constructs (latent variables): compensation, performance appraisal, training, and career development as exogenous or independent variables, Ethical Climate as a mediating variable, and turnover intention as an endogenous or dependent variable. The structural model was estimated in this study using the maximum likelihood estimate (MLE) to test the research hypotheses. The testing of hypotheses was carried out in two stages. The first step was to investigate the direct relationships between variables. The second stage involved examining the mediation relationships by identifying direct and indirect effects as well as significance levels based on confidence intervals.

Figure 3 shows that the R2 values for the first regression model were 0.44 and 0.76 for the second regression model. It means that in the structural model, the five variables (compensation, training, career development, and performance appraisal) predicted 44 percent of variations in Ethical Climate, while the four variables (compensation, training, career development, and performance appraisal) and Ethical Climate explained 76 percent of variations in turnover intention. In other words, the error variance of Ethical Climate is about 44% of the variance of Ethical Climate, while the error variance of turnover intention is about 76% of the variance of turnover intention. The overall score of R2 values for both regressions met the 0.10 requirement which is cut off value (Quaddus & Hofmeyer, 2007). Table 3 shows the unstandardized and standardized regression weight for the structural model in this research.

Table3 : The regression weights in the structural model

Regression model	Dependent variable	Predictor	Unstandardized Estimate		Standardized estimate	C.R	P-Value	Hypothesis Result
			Estimate	S.E.	Beta			
1	Ethical Climate	Training	.19	.051	.18***	3.76	.00	H2a) Supported
		performance Appraisal	.33	.097	.20***	3.43	.00	H2b) Supported
		Career Development	.29	.104	.19**	2.83	.01	H2c) Supported
		Compensation	.34	.067	.24***	5.19	.00	H2d) Supported
2	Turnover Intention	Training	-.10	.037	-.10**	-2.68	.01	H1a) Supported
		performance Appraisal	-.40	.076	-.28***	-5.30	.00	H1b) Supported
		Career Development	-.41	.081	-.29***	-5.10	.00	H1c) Supported
		Compensation	-.18	.049	-.14***	-3.80	.00	H1d) Supported
		Ethical Climate	-.20	.038	-.23***	-5.44	.00	H3) Supported

*. Contribution is significant at the 0.05 level (2-tailed); **. Contribution is significant at the 0.01 level (2-tailed); ***. Contribution is significant at the 0.001 level (2-tailed).

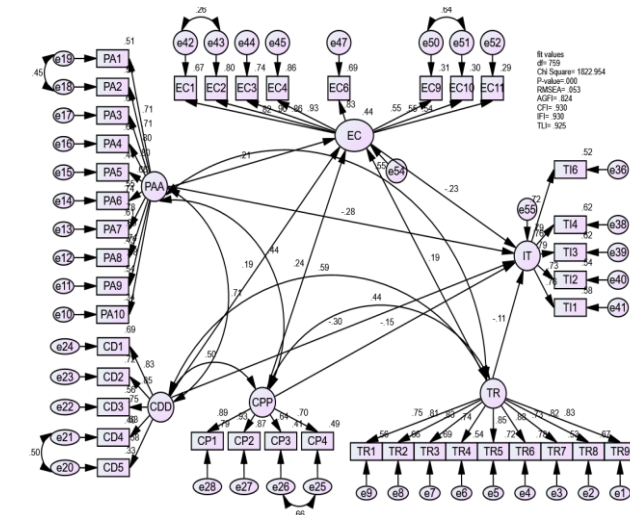


Figure 3: The structural model

The results of the structural model showed training, performance appraisal, career development, and compensation had significant functional influence on Ethical Climate, in term of training ($\beta = .18$, CR.= 3.76, $p < 0.001$), performance appraisal ($\beta = .20$, CR.= 3.43, $p < 0.001$), career development ($\beta = .19$, CR.= 2.83, $p < 0.01$) and compensation ($\beta = .24$, CR.= 5.19, $p < 0.001$). Hence, the study thus, H2a, H2b, H2c, and H2d were supported which indicates that the hypothesis 2 was fully supported. In contrast, training ($\beta = -.10$, CR.= -2.68, $p < 0.01$), performance appraisal ($\beta = -.28$, CR.= -5.30, $p < 0.001$), career development ($\beta = -.29$, CR.= -5.10, $p < 0.001$), compensation ($\beta = -.14$, CR.= -3.80, $p < 0.001$), and Ethical Climate ($\beta = -.23$, CR.= -5.44, $p < 0.001$), had a negative impact on turnover intention. Hence, the study thus, H1a, H1b, H1c, H1d, and H3 were supported which indicates that the hypotheses 1 and 2 were fully supported.

There are several methods for testing mediating relationships, including (Baron & Kenny, 1986), which was used in this study. Table 3 shows that all of the conditions for testing the mediating relationships in this study were met. The paths from compensation, training, career development, and performance appraisal to Ethical Climate were all significant, as was the path from Ethical Climate to turnover intention. As a result, all of the conditions for testing Ethical Climate as a mediator between training, performance appraisal, career development, compensation, and turnover intention were met.

Table 4 shows that Ethical Climate has a significant indirect effect (-.04, -.06, -.07) on the relationship between Training, Performance appraisal, Compensation, and turnover intention (-.069, -.018; -118, -.025; -.123, -.041). This finding suggests that ethical climate partially mediates the relationship between training, performance appraisal, compensation, and intention to leave. However, the table 3 shows that indirect effect (-.06) exerted by ethical climate on the relationship between career development, and turnover intention is not significant CI: (-.110, -.007). This result suggests that ethical climate fully mediates the relationship between Career development, and turnover intention.

Table 4: Mediating hypotheses, indirect effects, and confidence intervals

Hypotheses	Structural relationships			Lower bound	Upper bound	Indirect effect
H4a	Training	Ethical Climate	Turnover Intention	-.069	-.018	-.040**
H4b	Performance appraisal	Ethical Climate	Turnover Intention	-.118	-.025	-.069*
H4c	Compensation	Ethical Climate	Turnover Intention	-.123	-.041	-.072**
H4d	Career development	Ethical Climate	Turnover Intention	-.110	-.007	-.061

*. Contribution is significant at the 0.05 level (2-tailed); **. Contribution is significant at the 0.01 level (2-tailed); ***. Contribution is significant at the 0.001 level (2-tailed)

4. Discussion

The study's main purpose was to look at four HR practices (training, performance appraisal, career development, and compensation) as well as turnover intention in a non-western setting like Palestine. The study also looked into whether Ethical Climate mediate human resource management's motivational and supportive practices, as well as turnover intentions. This study adds to the body of knowledge in the field of human resource management by emphasizing the role of HR practices in producing positive work outcomes in a non-Western setting. Training, performance appraisal, career advancement, and compensation all have functional implications on job outcomes, according to the study. Employees who have positive feelings about training, performance appraisal, career growth, and compensation are more likely to report lower levels of turnover intention, according to the data. Many studies have come to the same conclusion (Abeysekera, 2007; Benson, 2006; Jouda et al., 2016; Sung & Cho, 2010; Zimmerman & Darnold, 2009). Thus, when an organization provides a motivating and supportive work environment in terms of extensive training to improve employees' skills and provide them with more information to help them become more effective and efficient in their work, iv) providing timely feedback on their job, v) Giving employees the option to engage in their own growth in future planning, and lastly providing them with a strong remuneration package in terms of salaries, incentives such as bonuses, and perks such as health insurance, vacation, and retirement benefits, they reciprocate by staying.

The importance of Ethical Climate in reducing turnover intention cannot be overstated. It analyses the importance of an organization's ethical principles for its employees, as well as establishing an environment that supports ethical behavior, trust, leadership, dedication, and workforce value creation in order to reduce turnover intention. The findings of this study are in line with those of previous investigations (Bowman & Knox, 2008; Danilwan & Dirhamsyah, 2022; Hijal-Moghrabi et al., 2017; Sabiu et al., 2016). The ethical climate is critical in lowering turnover intentions. It addresses the importance of an organization's ethical ideals for its employees, as well as creating an environment that supports ethical behavior, trust, leadership, dedication and provides workforce value in order to

reduce the likelihood of turnover. The findings of this study are in line with those of previous investigations (Ensari & Karabay, 2016; Nugroho & Muafi, 2021; Rubel et al., 2017). It's also worth noting that ethical climate appears to mediate the links between these motivational and supporting behaviors and turnover intention. Ethical Climate was found to partially mediate the impact of HR practices (compensation, performance appraisal and training) on turnover intention in the study. According to the findings, nurses who have a positive perception of HR procedures are more likely to have a positive perception of ethical climate, which leads to lower turnover intentions. Furthermore, the study found that ethical climate fully mediates the impact of career development on turnover intention. This study also aims to demonstrate that focusing on HR practices with a higher level of justice and doing so on a regular basis, as well as considering setting personal development goals, can help to promote ethics inside the organization and reduce turnover intentions. As a result, it is critical for public hospitals in Palestine and Gaza to put in more effort to see how training, performance appraisal, compensation, and career development contribute to fostering an ethical climate and reducing turnover intentions.

These findings can benefit academic research and practitioners who want to better understand the relationship between the six variables in the model, which is especially important now since retention strategies have become one of the competitive keys for businesses. However, there is still more work to be done in terms of bridging the gap between researchers and practitioners. In this way, this paper supports a potential bridge for a more thorough understanding of the need for ethical climate.

5. Managerial implications

This study has managerial implications for managers and administrators, particularly those working in public health care. Managers are encouraged to invest time, money, dedication, and other resources to develop a successful HRM system. According to the study's findings, organizations should create an ethical climate when it comes to the relationship between motivating and supporting HR policies and turnover. Fundamentally, the findings of this study will help Palestinian ministry managers, policymakers/stakeholders, and policy implementation committees encourage and ensure proper policy implementation of training, performance appraisal, compensation, and career development with prompt responses that can promote superior performance among personnel and the system in general. The findings of this study show that HRM practices help to lower the likelihood of turnover. As a result, public hospitals should seek to link training, performance evaluation, career growth, and compensation to an ethical climate. Employee motivation is aided by an effective ethical system, which encourages employees to accept changes without fear. There are various limitations to the conclusions of this study of Ethical Climate's mediating influence. Based on the limits of the research findings, recommendations for future research were made.

6. Limitations and recommendations for future research.

Future research directions are suggested in light of the aforementioned constraints. Future study into numerous areas or sectors is encouraged to get new insights into how these notions work in different contexts. Furthermore, expanding this research to include additional types of companies, sectors, or countries will dramatically increase the amount of information available. Furthermore, using a longitudinal method may give more comprehensive evidence while reducing the danger of possible bias in employee perception. Furthermore, the use of mixed approaches or the combination of qualitative and quantitative methods might lead to new insights.

Second, while research has examined the role of ethical climate as a moderating variable in the relationship between HR practises and turnover intention, few studies have examined the process of compensation, training, career development, performance appraisal, and turnover intention. This contributed to Ethical Climate's knowledge and theoretical development by introducing and testing two new antecedents (performance appraisal and career development), with work outcomes (turnover intention).

7. Conclusion

The purpose of this study was to determine the role of Ethical Climate in mediating the relationship between HR practices and turnover intention. The findings revealed that Ethical Climate can mediate the association between HR practices and the likelihood of turnover. The study adds to the body of knowledge by empirically and quantitatively investigating the relationship between HR practices and turnover intention in public hospitals in Palestine. The goal of this research was to see if Ethical Climate played a role in mediating the relationship between HR practices and turnover intentions. Ethical Climate, according to the research, can mediate the relationship between HR practices and the chance of turnover. By empirically and quantitatively evaluating the relationship between HR practices and turnover intention in public hospitals in Palestine, the study adds to the body of knowledge.

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