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**The Impact of Onboarding Steps on Turnover Intention in the Palestinian
Banking Sector: Assessing Mediating Role of Job Satisfaction**

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Assessing Mediating Role of Job Satisfaction****By: Osama Alattari**

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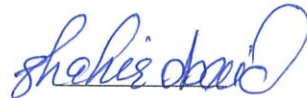
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Declaration

I declare that this Master's dissertation has been composed by me and is based on my own work unless stated otherwise. I confirm that this Master's thesis is my own work and I have documented all sources and material used; no other person's work has been used without due acknowledgment.

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been expressly acknowledged. To my best knowledge, this Master's dissertation has not been accepted in any other previous application for a degree, in whole or in part.

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Abstract

This study aims to identify the impact of onboarding steps on turnover intention in the Palestinian banking sector and the mediating role of job satisfaction. The study relied on the quantitative design in answering questions and testing its hypothesis for the chosen population, which was identified as all the employees of the banks operating in Palestine, which amounts to around (7,349) employees. The selected sample size was (405) participants. Data were collected using a questionnaire, as it was the primary study instrument, consisting of four main sections.

The study came out with several findings, the most important being that there is a moderate level in applying onboarding steps in the Palestinian banking sector as the onboarding steps have a significant impact on turnover intention.

The study recommended suggestions that could affect job satisfaction and improve the onboarding steps and their effect on turnover intention, including; banks should construct clear formal onboarding steps that include all four steps of it and investigate the job satisfaction level among their co-workers. However, the study also faced several limitations, including; the existence of COVID-19, as it affected companies in general and may have changed the workflow and cultures.

KEYWORDS: Onboarding, job satisfaction, turnover intention.

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TABLE OF DEFINITIONS

TERMS	DEFINITION	REFERENCE
Onboarding steps	The process of acquainting a new hire with a firm and its culture, as well as providing the tools and knowledge required for a new recruit to become a valuable team member.	Maurer (2019)
Training	Identified with any demonstration, improvement of attitudes or skills	Karam (2017)
Understanding	The ability to put concepts into action based on a clear understanding of the nature, significance, or clarity of what happens in the company	Karam (2017)
Co-workers support	Refers to social relation in the workplace	Karam (2017)
Future prospects	Refers to an employee's anticipation of a successful career with the company.	Karam (2017)
Job Satisfaction	It's a good emotion that results from an individual's appraisal of his or her job	Abdulla, (2011)
Turnover intention	Deliberate willfulness to leave the organization	Chen (2020)
Palestinian Banking Sector	Public shareholding company, licensed to perform banking business in Palestine in accordance with the provisions of Palestinian law.	Palestinian Banking Law (2010)

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LIST OF ABBREVIATIONS

OS	Onboarding Steps
HR	Human Resources
TR	Training
UN	Understanding
CWS	Co-workers Support
FP	Future Prospects
TI	Turnover Intention
JS	Job Satisfaction

CHAPTER ONE

Introduction

1.1 Background

Every company in Palestine has its work, system, culture, and norms. When a new employee starts his/her work, he/she may be confused and does not know how to do his/her job, what is required of him/her, the company's rules and policies, and the company's culture. Therefore, every new employee needs a step-by-step guide to learn in detail about the company and the job. The question is, how do companies in Palestine deal with new employees and teach them?

Companies aspire to gain profits. In order to create profits, they have to invest their maximum effort, time, and money in their human resources to be more productive and more efficient at work. The central aspect that deals with employees and requires total investment from the beginning is the onboarding factor which includes three tactics and four dimensions (Van, 1979).

To have an effective and productive onboarding process, the company must be aware of the importance of onboarding to help the new employees feel more welcomed and know more about their role in the company, its policies, and where they are going in their careers. The company has to create a good image, and if organizations want the employees to be productive and engaged, they have to concentrate on onboarding because onboarding is created to assist newcomers in becoming productive and valued members of the organization.

Onboarding is a set of steps that companies deploy to be productive efficient at work, keep employees engaged, and directly affect intention to turnover. So how can companies ensure that new employees feel welcomed and comfortable in their jobs?

The answer is onboarding. Companies need to ensure that the employee is enrolled in his/her job and the company in general. If onboarding is not established to support new employees, it may lead to retention risk (Aberdeen group, 2011). Another term for onboarding is organizational socialization, according to Bauer and Erdogan (2011).

Most firms do not leave new employee socialization to the goodwill of helpful co-workers or the new employees' inventiveness. Instead, they give new workers onboarding training sessions to assist and speed their socialization into the firm (Clouse, 2020). The earlier new workers can acclimate, the sooner they can become involved and contribute to the success of an organization (Zarback, 2017).

Companies may assist workers in getting off to a good start by providing structure, clarifying objectives, and decreasing ambiguity throughout the employment lifetime (West, 2018). The objective of onboarding is to provide workers with a viewpoint from which they may comprehend the goals, responsibilities, and legal consequences of their respective tasks within the business framework (Meyer & Bartels, 2017).

Voluntary and involuntary turnover are the two primary forms of turnover. Employees leave companies willingly for several reasons, including seeking a new job, caring for family members, or exploring other possibilities. Employees also

leave companies involuntarily, such as via layoffs and reductions in force. The following study will concentrate on employee intentions to leave their company willingly (Motil, 2018).

In terms of employee job satisfaction, firms are taking more significant measures to recruit and retain vital talent individuals inside their enterprises. However, one of the essential things for workers is their perception of the firm and how it makes them bond with the collaborative environment (Alalmi & Arun, 2020).

This study concentrates on the impact of onboarding steps on turnover intention in the Palestinian banking sector with job satisfaction as a mediator.

1.2 Problem Statement

Well-outlined onboarding steps enable the newly hired to access tools, data, and materials and are expected to do their capacity quicker. Therefore, this process is vital for the employees to understand their role in the organization.

Organizations implement this process as it is considered a significant part of HR department practices to minimize resistance, reduce uncertainty, and make it easier for the employees joining the organization to do their job better (Biljana & Branislava, 2014). Some other advantages are improving work fulfillment and reliability, employee engagement, productivity, and performance (Alice, 2006).

Turnover comes about when employees pull back from their organizations through a complex intellectual and psychological process (Holtom, 2008) and one

of the most significant predictors of actual turnover is the turnover intent (Griffeth, 2000). Turnover intention is characterized as "deliberate willfulness to leave the organization ."In addition, intent to turnover captures both an individual's perception and alternative options to their jobs (Lum, 1998; Mobley, 1979).

Successful onboarding steps guarantee that newcomers will fit in, positively affecting motivation, job satisfaction, and work efficiency (Biljana, 2014). Therefore, it is considered a significant task in the human resources (HR) department that should be a priority to maintain satisfaction in order for them to reduce the turnover overall.

This study can benefit organizations and banks in Palestine. For example, the HR departments can have insight into the elements and the effectiveness of the onboarding process in their companies; at the same time, other researchers could benefit from the results of this paper in this field.

According to my knowledge, this study has never been undertaken before in the Middle east. However, this process is vital for any company based on the readings, and companies are constantly trying to keep their employees and increase their loyalty and satisfaction to achieve their organizational success.

1.2 Study Objectives

The main objective is to test the impact of onboarding steps on turnover intention with the existence of job satisfaction as a mediator. Also this main objective is divided into the following sub-objectives:

- Discovering the level of onboarding steps in the Palestinian banking sector.
- Discovering the level of turnover intention in the Palestinian banking sector.
- Discovering the level of job satisfaction in the Palestinian banking sector.

1.3 Study Questions

The main question the study seeks to answer is **“What is the impact of onboarding on turnover intention with having job satisfaction as a mediator?”** In order to achieve the main question, the study aims to answer the following sub-questions:

1. What is the level of Onboarding steps in the Palestinian banking industry?
2. What is the level of turnover intention in the Palestinian banking industry?
3. What is the level of job satisfaction in the Palestinian banking industry?

1.5 Study Significance and Justification

This study is vital to examine the effects of onboarding steps on turnover intention in the banking sector in Palestine. It will allow organizations to concentrate on onboarding and highlight its importance since no previous research examined this area in the Palestinian-banking sector based on my knowledge. This study is an original thesis presented in the HR program that will benefit the HR knowledge in general and specifically the HR departments in the Palestinian banks.

Moreover, to the best of the researcher's knowledge, this topic has never been studied in the Middle East. Therefore, this study will add to the research in the Middle East and be a backbone for future research.

Onboarding is the process of acquainting new employees with the organization's goals, beliefs, regulations, expectations, and practices, as well as introducing them to the organizational culture (Bauer, 2010) by saying, we can notice how much it is essential to evaluate and construct an effective onboarding process.

Organizations differ in culture and other factors, some of them may not have a structured onboarding process, and some would deploy an effectively structured process. Furthermore, companies may not be aware of how this process could affect the turnover intention among their employees. As a result, organizations must design a high-quality onboarding program to ensure that employees are up and running as soon as possible (Bish, 2019).

This study is beneficial to companies and especially the banking sector in Palestine because it highlights the importance of the onboarding steps and its' impact on turnover intention. In addition, it will allow companies to develop their strategies since the study will investigate the turnover intention rate and the strategies used.

The issue of intentional turnover has been concentrated on through various experimental evidence. It shows that a high rate of volunteering turnover is expensive for organizations since it negatively influences their effectiveness and achievement. (Han, 2016; Holtom, 2005; Rahman & Nas, 2013).

Losing great employees can negatively influence an organization's competitive advantage, bringing down the confidence of other staff (Sanjeev Kumar, 2012). Therefore, companies are always trying to decrease the turnover in order for them to achieve success, which shows the importance of the onboarding process on turnover intention.

Future research will benefit from this research because it will specifically connect the onboarding process with turnover intention in the Palestinian banking sector and how its steps are affected by job satisfaction as a mediator.

The questions and objectives are clear and direct to test each variable and its impact; previous research recommended exploring and testing the onboarding process with accurate scales and its impact on human resources and turnover intention in specific.

1.6 Study Hypotheses

In order to achieve the main objective of this study, the main hypothesis will be (H1): Job satisfaction plays a mediating role in enhancing the impact of the onboarding steps on turnover intention in the Palestinian banking sector. And four **sub-hypotheses:**

H1.1: Job satisfaction plays a mediating role in enhancing the impact of training on turnover intention in the Palestinian banking sector.

H1.2: Job satisfaction plays a mediating role in enhancing the impact of understanding on turnover intention in the Palestinian banking sector.

H1.3: Job satisfaction plays a mediating role in enhancing the impact of Co-workers support on turnover intention in the Palestinian banking sector.

H1.4: Job satisfaction plays a mediating role in enhancing the impact of future prospects on turnover intention in the Palestinian banking sector.

1.7 Study structure

This study has five chapters. The first one is the 'Introduction,' and it includes the following; background, problem statement, study objectives, questions, significance and justification, hypothesis, and study structure. The second one is the 'Literature Review,' which includes the theoretical background of the study's variables and the empirical studies. The third chapter is the 'Methodology,' which includes; study design and instrument, conceptual model, population and sample, and statistical approaches. The third chapter is 'Data Analysis and Discussion' that includes; respondents' profiles, study questions, and hypotheses. The last and fifth chapter is 'Conclusions and Recommendations,' including conclusions, recommendations, limitations, and future research.

CHAPTER TWO

Literature Review

Introduction

This chapter is divided into two sections: the first section deals with the theoretical framework that includes the Onboarding process (OP) (concept, importance, characteristics, and dimensions). Job satisfaction (concept, importance, characteristics, and dimensions). In addition to the intention to leave the job (turnover intention) (concept, importance & dimensions). In the second section, the researcher will deal with previous Arab and foreign studies, which dealt with the onboarding process, job satisfaction, and turnover intention.

First part: Theoretical Background

2. 1 Onboarding

2.1.1 The Concept of Onboarding

Onboarding knew as organizational socialization as it is currently referred to as employee onboarding (Bauer & Erdogan, 2011). It refers to any efforts that help a new hire grasp his role, the culture, and the company's workplace environment (Klein, 2015). It may be viewed as both a service to a new hire and a tool for businesses to benefit fully from their workers by engaging them and facilitating their growth process (Henna, 2017).

Fisher (1986) referred to onboarding as organizational socialization and defined it as the process of sense-making, learning and adjustment. Furthermore, a successful organizational socialization process is the stage in which the employee acquires the knowledge, skills, attitudes, and behaviors required for adjusting to a new job, role, or workplace culture (Chao, 1994). Moreover, successful onboarding is a mean to ensure quick results by swiftly and efficiently integrating recruits into the company (Talmundo. 2020).

It can also be seen as a formal document that defines the exact schedule, goals, duties, and assistance offered to the recruit. The most effective onboarding strategies are generally documented, conveyed to all business employees, and used and measured regularly over time (Henna, 2017).

It is the procedure of welcoming new employees to the organization's workplace, introducing them to the company and their co-workers, and informing them about its activities, customs, and culture (Armstrong, 1982). Furthermore, it helps the new employee understand and familiarize himself with the new environment of a company in order for the employee to attain total productivity (Klein, 2012).

Furthermore, onboarding newcomers is a vital process that helps employees connect with their culture and information access, allowing them to be more productive in their day-to-day duties (Chillakuri, 2020).

Bauer and Erdogan (2010) also say that 'Organizational socialization or onboarding is a process through which new employees move from being organizational outsiders to becoming organizational insiders' (p.51). Moreover, Fagerholm (2014) states that onboarding is "the process of assisting new hires in

swiftly and seamlessly adjusting to social and performance aspects of their new roles."

On the contrary, 'The Oxford handbook of organizational socialization' by Klein & Polin (2010) states that onboarding and organizational socialization are two different terms. They define onboarding as all structured and unstructured practices, training programs, and policies implemented to enable newcomer adaptation. Even if socialization occurs rapidly, according to Cooper Thomas and Anderson (2005) that, is also supported by Lense, Vanderberg & Self (2000), not all of the learning required to support socialization can take place after only a few days of an employee's arrival at the business. This has resulted in the recommendation that onboarding procedures be extended across several weeks or months.

In conclusion, we can understand that onboarding or organizational socialization is a process that helps the new hires to be involved and engaged in the company through training, socialization, and helping them to understand the environment and their role in the organization.

2.1.2 The Importance of Onboarding:

Onboarding is an essential process for various reasons; it launches the new hires into a new phase of the employee cycle as it helps the companies ensure that the new employee can function effectively by enhancing their transition into the company. The quicker and smoother the transition is, the more likely the new hires will be engaged. (Graybill, 2011).

Successful onboarding can lead to increased employee performance. Key onboarding actions such as explicitly articulating performance standards, providing feedback, including co-workers and peers, and providing training are critical for

improving performance (Bauer, 2010). For instance, 62 percent of workers hired in the previous 12 months completed their initial performance targets on time, compared to 17 percent in businesses without a structured onboarding process (Talmundo. 2020).

Onboarding also assists a supervisor in determining how a new worker fits into the company and, ultimately, whether he or she is the proper choice for the job. This is particularly important during the probationary phase because it is harder to remove poor performers after that. In addition, effective onboarding is perceived by organizations as better retention rates, increased productivity, and overall service (Bauer, 2010).

Among essential contributions an HR professional or recruiting manager can make to the organization's long-term performance is successful onboarding of recruits since the initial few weeks or months of an employee's life, as they are crucial because they build the base for future achievement and success at their job (Arlene, 2017). Furthermore, it is critical to ensure that new workers connect with and contribute effectively to the organization's goal as soon as feasible (Henna, 2017).

Workers involved in an onboarding program are 69 percent more likely to be retained within three years than workers who have not. A systematic method and tool for managing the onboarding process appear to improve new recruits' experience. The onboarding procedures clarified workers' expectations, enhanced communication between new employees and the company, and offered new employees' mentorship, increasing their satisfaction and productivity (Bethany, 2019).

The process is very participatory and aids in preventing and reducing inefficient behavioral patterns in the early phases of the cycle. Onboarding is a lengthy procedure that can last many months and extends beyond orientation. During such a period, it provides a support structure and a friendly environment to enable newcomers to contribute quickly and entirely to the firm's performance (Didier, 2019).

The influence of standardization onboarding on new workers will benefit the organization. The following are the essential goals according to Waqar (2020):

- Improved integration of new recruits into business culture helps minimize low team morale, productivity, and absenteeism.
- Recruiting new productive workers to guarantee positive working relationships and networking abilities.
- Increase staff involvement in promoting adaptability and explaining objectives.
- Enhancing job satisfaction level and loyalty.

In this way, businesses strive to forge bonds between new hires and existing staff. How new workers are incorporated into the company may impact their immediate and long-term performance (Waqar, 2020).

New recruits offer new views, talent, experience, and abilities. Investing in new recruits through successful onboarding programs ensures that workers reach their full potential, leading to company achievement. Businesses must be prepared to meet the needs of new recruits by developing a well-structured onboarding program that begins with identifying the new hires' expectations, beliefs, attitudes, thoughts, and attitudes. The onboarding solutions designed by the business must be

consistent, personalized, and provide a positive new employee experience. (Chillakuri, 2020)

In conclusion, successful organizations recognize the importance of a structured onboarding program, and they understand that the best onboarding programs necessitate a commitment from both the organization and the new hire, as it is a critical process to ensure employee productivity and satisfaction, resulting in lower turnover and higher retention rates.

2.1.3 Dimensions of Onboarding:

Only 32% of firms provide a structured onboarding process for new workers, according to Bethany B. and Joseph T.D. (2019). Researchers discovered that four main levels must be considered for successful onboarding.

According to Bauer (2010), a successful onboarding process comprised four essential building elements to improve performance, prevent turnover, and boost job satisfaction:

- **Compliance:** This is the most basic level of onboarding, and it consists of reviewing or teaching workers about basic legal and policy-related laws and regulations linked with working in the new business.
- **Clarification:** This critical role ensures that workers understand their new positions and all the obligations that come with them. Furthermore, it relates to the specifics and context of one's work, such as an understanding of the job description, standards for completing duties, and how things are described both inside and outside of the company. The sooner new workers understand their tasks, the more effective they will be.

- Culture: Refers to understanding a new organization's unique organizational culture and providing workers with knowledge of formal and informal organizational norms. The faster and more effectively new workers can comprehend and understand an organization's culture, the greater their opportunities for long-term success.
- Connection: This essential factor relates to the development of critical interpersonal connections and the explanation of information networks that are required for workers to function successfully.

There are three levels for integrating these blocks according to Bauer and they are: Level 1: Passive onboarding. It focuses on compliance neither culture nor connections are addressed. Level2: high potential onboarding includes compliance, clarification, and limited aspects of culture. Level3: proactive onboarding includes all four building blocks.

Based on Bauer's point of view on the onboarding process I conclude that the onboarding process includes all the information the employee needs to know. It also includes how to work as well as learn the organization's norms and values. It assists in building relationships with other members of the organization. According to Aberdeen group (2006), in order for employees to be engaged, onboarding needs to be proactive and clearly defined, with clearly set boundaries.

Table2.1 : Four C's of Onboarding

Onboarding Strategy Level	Compliance	Clarification	Culture	Connection
Passive	Yes	Some	None	None
High Potential	Yes	Yes	Some	Some
Proactive	Yes	Yes	Yes	Yes

Source: Bauer (2010)

Based on the Aberdeen group (2006) paper, I conclude that proactive onboarding is the best strategy and is the cornerstone for employees to be engaged. Moreover, organizational socialization impacts organizational commitment and job satisfaction directly, improving turnover rate (Yang 2008). Exum (2008) deduces a critical relationship between organizational socialization and organizational commitment, job satisfaction, and turnover.

Van Maanen and Shein (1979) offered a theoretical justification for role orientation during onboarding. The concept divides onboarding tactics into six categories:

- **Collective vs individual:** Collective onboarding happens when a group of new recruits participate in onboarding programs and gain experiences collectively. Individual onboarding happens when newbies go through the process separately from other newcomers.
- **Formal vs informal:** Formal onboarding refers to strategies that separate newbies from other workers. Informal onboarding, on the other hand, refers to strategies that have no or little distinction between newcomers and other workers.
- **Sequential vs random:** The extent to which distinct stages relating the onboarding phases are described for newcomers is referred to as sequential onboarding, whereas random onboarding methods do not specify any order of steps.
- **Fixed vs variable:** Fixed onboarding happens when each stage of the onboarding process has a timeline connected with it, so that a newbie knows the precise time necessary to finish each step. Variable onboarding has no

time associated with the onboarding procedures. Alternatively, newbies are given cues as to when an onboarding phase should be considered completed.

- **Serial vs disjunctive:** Serial onboarding occurs when experienced workers act as role models for newbies. Disjunctive onboarding refers to newbie onboarding strategies in which no instructions or models are offered.
- **Investiture vs divestiture:** When an organization desires that newbies retain their own traits and employ their own talents, beliefs, and attitudes, this is referred to as investment onboarding. When a company rejects and eliminates the personal traits of new recruits, this is referred to as divestiture.

As per this model, the way newbies adapt to their positions varies depending on the onboarding strategies employed by businesses. This implies that firms may help newcomers by providing useful information in a variety of approaches (Van Maanen & Schein, 1979).

Jones' model is based on Van Maanen and Shein's model, and it simplifies the original six elements to two (Jones, 1986):

- **Institutionalized onboarding** happens when methods are used in organized programs and new recruits get official group orientation and mentorship. This dimension is made up of the following Van Maanen and Shein's Model dimension categories: collective, formal, sequential, fixed, and serial investiture.
- **Individualized onboarding** occurs when newcomers begin working from the start and must learn the norms, values, and expectations on the job. This dimension is made up of the following Van Maanen and Shein's Model dimension categories: individual, informal, random, variable, disjunctive, and divestiture.

Individualized onboarding is associated with informal techniques, whereas institutionalized onboarding is associated with formal tactics. Companies that are deemed to be effective in terms of newcomer onboarding have more structured onboarding processes (institutionalized onboarding) (Britto, 2017 & Jones, 1986).

Newcomers become part of the organization through the process of organizational socialization (Bauer 2007) and the four aspects presented by Taormina (1994) are defined below for clarity:

First aspect: Training

This domain is identified with any demonstration, improvement of attitudes or skills, or process by which a representative achieves the capacity to perform work obligations to wind up more viable, proficient, effective.

For many new workers, formal training programs were meant to be the primary onboarding process, while for others, it is connected with socialization. According to Feldman, ‘‘the entire training program has a big impact in how individuals make sense of and adjust to their new employment situations’ (1989, p.399).

Training motivates employees to actively acquire and study the necessary knowledge and abilities. Furthermore, it fosters proactive information-seeking behavior, which enhances organizational commitment (Bauer, 2007).

Second Aspect: Understanding

This term refers to the degree of understanding and the ability to apply the learning of employees' subjective advancement about his/her job, organization members, organization culture, and the organization overall. Along these lines, comprehension is identified with learning about the organization and its functions.

Third Aspect: Co-worker support

This concept is associated with high job satisfaction and team commitment. It refers to co-workers assisting each other by sharing knowledge and experience. It also includes the emotional support, and motivation co-workers display in the workplace towards each other.

Fourth Aspect: Future prospect

This term alludes to how encouraging and promising the career is, and it is measured by the employees' discernment regarding the reward framework and its fairness of distribution.

Taormina (1994) includes a facet of onboarding, future prospects, which Bauer does not. Bauer (2010) considers the final level, connection, the most basic level, which encompasses the social support needed for successful onboarding. The current study elects to use Taormina's model instead of Bauer's because it lacks one aspect, which is Future prospects.

2. 2 Job Satisfaction

2.2.1 The Concept of Job Satisfaction

Job satisfaction is a diverse and complicated notion that may mean various things to different people. Job satisfaction is commonly associated with motivation, although the basis of this association is unknown. Motivation is not the same as satisfaction. Job satisfaction is more of an attitude, a state of mind. For example, it can be linked to a personal sense of accomplishment (Mullins, 2005).

Employee satisfaction refers to an employee's comfort with their employment, and whether or not the job meets their needs and desires, it is the work experience that results in a good and pleasant emotional state (Kwenin, 2013). The concept of job satisfaction has been extensively researched in the literature since many specialists, leaders, and academics think that its patterns can impact and affect organizational productivity and employee retention (Shilpi, 2018).

Job satisfaction is described as an attitude connected to a person's level of dislike or like their present job (Calvo-Salguero, 2010). It is a good emotion that results from an individual's job appraisal (Abdulla, 2011). Essentially, it is a measurement of how a person finds his task and how far he can complete the assignment.

Various elements can affect it, including social connections, job specification, employee training, wishes, needs, recruiting and selection, orientation, working environment, growth, and management quality (Absar, 2010).

It is also associated with an emotional state that reflects an emotive reaction to the employment environment. It assesses current job satisfaction by measuring internal constructs such as dedication, loyalty, and intention and observable constructs such as turnover, absenteeism, tardiness, and voice (Ross, 1991).

Job satisfaction as a personal impression, aspirations, physical and psychological requirements is a related problem directly connected to comparison and expectation. Employees will compare their present circumstances to comparable individuals around them and form inferences based on their expectations and relative personal status, and there is a positive link between job satisfaction and life fulfillment (Mora, 2007).

Job satisfaction refers to a worker's sense of accomplishment and success on the job. It is often considered to be closely related to both productivity and personal well-being. Job satisfaction is doing what one likes, doing it well, and being rewarded for one's efforts. Job satisfaction also means excitement and joy in one's job. Job satisfaction is the fundamental element that leads to recognition, money, promotion, and the accomplishment of other tasks that contribute to a sense of accomplishment (Kaliski,2007).

2.2.2 The Importance of Job Satisfaction:

Many researchers, including Maslow (1943), believe that a sense of satisfaction in one's employment positively impacts one's achievements, while dissatisfaction might have a negative impact on one's performance.

The sense of satisfaction or dissatisfaction evolves into an internal psychological emotion that manifests as actions noticed through the employee's performance (Motowidlo, 1996).

Job satisfaction is a critical factor that directly influences an organization's accomplishments. Satisfied employees have a favorable impact on work results, which leads to the organization's success and growth (Tella, 2007).

2.2.3 The Characteristics of Job Satisfaction:

Workers would be satisfied with their employment provided if they have clear information, directives, and facilities, as well as excellent connections with their supervisors. In these circumstances, increasing awareness of communication and the workplace environment are the foundations of job satisfaction (Badreya, 2010).

One presumed advantage of multidimensional measures of job satisfaction is that the components may relate differently to other factors of interest, providing a better knowledge of the issue and furthering the research and practice of organizational psychology (Hirschfeld, 2000). For example, in their definition of job satisfaction, Glissan and Durick (1998) considered aspects such as the working environment, working conditions, equitable records, and connections with co-workers.

Mathieu (1991) found four components in an exploratory factor analysis of the MSQ. These four scale items covered satisfaction with working conditions, leadership, responsibility, and extrinsic incentives. The four factors were; intrinsic satisfaction, extrinsic satisfaction, recognition, and authority/social utility. This can be connected to the onboarding process as it establishes the basic steps for the new hires in the organization.

According to Marijani (2016), companies should pay attention to the following points to increase employee satisfaction level:

- Effective communication regarding the company's success and the roles of its workers in this regard (Understanding aspect of onboarding)
- Employee satisfaction and a feeling of fairness, particularly with relation to performance assessment techniques
- Employee salary and bonuses, job stability, and possibilities for advancement (Future prospect)
- Employee participation in job-related choices
- Work-life balance, job recognition, and a sense of accomplishment from completing the task
- Being connected to other employees in the company (Co-worker support)

2.3 Turnover intention

2.3.1 The Concept of Turnover Intention

Withdrawal practices such as turnover intentions are costly (berry, 2012); turnover comes about when employees pull back from their organizations through a complex intellectual and psychological process (Holtom, 2008) and is one of the most significant predictors of actual turnover is the turnover intent (Griffeth, 2000).

Turnover is characterized as "deliberate willfulness to leave the organization. "In addition, intent to turnover captures both an individual's perception and alternative options to their jobs (Mobley, 1979).

When social relationships are low, turnover will be high, and people who feel barred at work or excluded will probably turnover and be more intent to move on. Other studies have demonstrated a negative relationship between great relationships at work and intent to turnover (Laura 2015). Conversely, if there are excellent relationships between employees at work, they are less likely to turnover.

2.3.2 The Importance and Aspects of Turnover Intention:

The issue of intentional turnover has been concentrated on through various experimental evidence. It all shows that a high rate of volunteering turnover is expensive for organizations since it negatively influences their effectiveness and achievement (Mumtaz, 2016).

Losing great employees can negatively influence an organization's competitive advantage, bringing down the confidence of other staff (Mumtaz, 2016). It also reduces productivity, efficiency, and the quality of work. (Holtom & Burch 2016).

Past studies demonstrated that employee fulfillment at work training is a critical HRM practice for enhancing representative results, for example, organizational commitment and satisfaction. It is also believed that training can be a critical indicator of turnover intention. I found that turnover intention models successfully predicted 73% of actual turnover among registered health staff. Job stress because of unclear job roles is another reason employees quit their job (Mumtaz, 2016).

Employees who encounter errors in their job tasks or get negative criticism to start to question their comprehension of what is expected from them, and for that, they think that their requirements are not the same as what they already expected and believed, which leads to anxiety and tension. Increases in role ambiguity are probably going to lead to an increase in relationship conflict; such stressful encounters lead to a progression of dysfunctional responses; also, increased uncertainty can bias parties' understandings of the work environment in ways that increase the probability of seeing conflicts with others at work (Kevin, 2015).

Relationship conflicts lead to belongingness, affecting employees' assessments of the level of future opportunity for results like performance and professional success; thus, they will reduce the attachment with the organization, creating sentiments of leaving. In addition, other studies have shown that relationship conflict is positively related to turnover intention (Kevin, 2015).

Appropriate training at development practices is necessary for a firm's success (Maertz 2007). The goal behind worker training is to enhance employees' abilities. When an organization invests in their employees, they are turned into more

productive and successful employees, leading to the employees feeling esteemed. As a result, they will be more committed to the organization (Wali, 2013).

Onboarding enhances inspiration and empowers greater teamwork and cooperation. In addition, employees are more fulfilled and perform better when provided with their advancement needs within their jobs, leading to reduced turnover rates (Wali, 2013).

Part 2: Empirical Studies

In this section, the study will summarize previous researches that studied the following variables: Onboarding process, turnover intention and job satisfaction and studies that linked onboarding process and turnover intention.

Table 2.2: Empirical Studies (1) Onboarding

#	The Author	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation	Limitations	Further Research
1	Asiimwe (2021)	Manager Onboarding to Improve Retention, Knowledge, and Confidence to Lead	The goal of this study is to examine the literature on manager onboarding best practices and their influence on turnover intention, knowledge, and confidence in leading teams in primary care settings.	qualitative	Structured onboarding procedures have been linked to higher work satisfaction, retention, and performance.	****	****	To confirm best practices and their influence on results, empirical research is essential, particularly for role-specific onboarding for managers in primary care.
2	Azidah & Ong Chin (2020)	Exploring Digital Onboarding for Organisations: A Concept Paper	Based on the limitations identified in the literature, this study focuses on designing digital onboarding programs.	Qualitative method	This article suggests that employee engagement during the onboarding process is one of the issues impacting an employee's motivation, work happiness, and loyalty to a company (problem that might be remedied by incorporating technology into the onboarding process).	Organizations must transform their onboarding focus from organizational to employee-centered, and the best way to do it is through the use of technology.	There have been few studies on the utilization of digital onboarding in the business.(lack of literature)	It is recommended that quantitative research be conducted to assess the acceptance of digital onboarding among new employees, as well as to assess the contributing factors and predictors such as perceived ease of use, self-efficacy, outcome or results, and human resources support in digital onboarding.
3	Badshah & Bulut (2020)	Onboarding – the Strategic Tool of Corporate Governance for Organizational Growth	The purpose of this paper is to demonstrate how the relationship between a well-designed onboarding process and staff retention may ensure an organization's success.	Qualitative method	According to the research, new workers who attend a well-structured onboarding orientation program are more likely to stay at an organization for up to three years, and organizations that use an onboarding process see higher new recruit productivity and retention.	building a critical relationship with a proper integration into the company culture, improving benefits and compensations, raining and development of internal employees paying relocation expenses for top candidates& remote work arrangement	****	****
4	Chillakuri (2020)	Understanding Generation Z expectations for effective onboarding	The goal of this study is to explore Generation Z's expectations from the onboarding program so that businesses are better prepared to welcome the new cohort.	qualitative method	The study's findings can assist companies in fine-tuning their onboarding programs to match the demands of Generation Z. The study highlighted six critical characteristics that might be addressed in onboarding to allow new recruits to swiftly integrate into the business.	The onboarding solutions designed by the business must be consistent, personalized, and deliver a good new employee experience. Employees' experience with a company begins the day they conduct the interview; therefore, managers must present a genuine perspective of what the job involves.	Data were gathered from students in their last year of a MBA. Because the respondents were business students, the findings cannot be extended to the rest of the cohort because these respondents knew what to anticipate from the organizations.	Future research can look at a diverse collection of data to determine if the present study's expectations are still valid, as well as other techniques to empirically verify objectivity.

5	Chen (2020)	<u>Key Elements For A Successful Employee Onboarding Program</u>	The study focused on important factors of organizational employee onboarding success. Relationship-Building, Organizational Support, and Communication and they were identified as three critical variables contributing to good onboarding models, and the author offered a hypothesis: These three critical aspects all contribute to the effectiveness of onboarding.	Qualitative	Discovered that all of the elements individually and jointly contributed to the effectiveness of employee onboarding	When a firm appreciates its new workers, it supports them via efficient communication and fosters good employee relationships. If a firm follows this value chain, it is more likely to develop a successful onboarding program.	There is a number of limitations for this study as there is no standardized response to all onboarding initiatives. Another drawback of this study is the number of data samples used. The final constraint is the limited data sources.	This report strongly implies that it would be worthwhile to do a broader study to investigate the three aspects and extract other variables.
6	Clouse, (2020)	An Explanatory Sequential Mixed Methods Study: Examining the Effects of an Onboarding Training Program on Organizational Socialization and Commitment in a Middle Eastern Energy Company	to investigate the impact of the key skills Program on the organizational socialization and organizational commitment of new workers at Middle Eastern Energy Company (MEECO).	Mixed method.	This study found that ETP was successful in promoting graduates' organizational socialization and commitment in a variety of ways.	<ol style="list-style-type: none"> 1. Implementing onboarding training programs that contain detailed firm information such as its history, values, goals, mission, structure, and operations. 2. This study emphasized the importance of other individuals in the organizational socialization of new workers. 3. MEECO should provide the Essential Talents Program (ETP) to all new recruits. 	A language barrier might have occurred since the language utilized was English, which is a second language for all research subjects.	Further research should be conducted on the effects of onboarding training programs under more controlled conditions using an experimental design
7	Sollova (2019)	Organizational Socialization Process and its Impact on New Employees' Job Satisfaction, Commitment, and Retention Intentions: Experiences from the Banking Sector in Kosovo	The influence of the socialization process and new workers' proactive conduct on their level of satisfaction, commitment, and retention rates is examined in this research. At addition, the relevance of the socialization process on new workers' job satisfaction, commitment, and retention intentions in Kosovo's local banks should be highlighted.	Mixed method	Banks in Kosovo, according to the data, depend mostly on collective and formal socialization methods. According to the regression analysis results, the social component is positively connected to new workers' job satisfaction, commitment, and retention intentions, as well as having a favorable influence on the three dependent variables stated.	<p>Conducting social activities to assist newbies better grasp the unwritten and unspoken norms and rules that all other colleagues follow.</p> <p>The newbie must see the experienced employee executing similar activities to those for which he or she will be responsible later and even assigning a mentor to help the newbie.</p>	The lack of time and unwillingness of firms and employees' contribution.	For future studies, the researcher hope that this paper and such results inspire them to undertake deeper analysis

8	West (2018)	Organizational Socialization: The Role of Onboarding in Employee Longevity	The goal of this study was to evaluate a model that linked workers' onboarding experience during their first three months at a company to their tenure, using the mediators of perceived supervisor (PSS) and organizational support (POS), as well as the moderator of reason for leaving.	Quantitative method.	Results indicated a significant relationship between onboarding and tenure, PSS and tenure, and PSS and POS	Organizations that want to recruit and retain workers for longer periods should promote supervisor support and incorporate an onboarding program that represents the organization's values as well as how it wants its employees to see their responsibilities in the larger context.	The sample size of the current study was relatively small. Moreover, the lifetime of the selected company is 2 years (short period) as it does not show the effect on the long run.	Validating scales like Taormina's or the items in the current study to determine which better captures the notion of onboarding would be useful. It would also be useful to determine how long preventable reasons for leaving influenced departing behavior.
9	Ellis (2017)	Examining Managers' Perception of Newcomer Proactive Behavior during Organizational Socialization	To give insight into managers' perspectives and experiences throughout the newcomer socialization process, which have been relatively understudied.	Quantitative	Managers' views of newcomers' commitment to adjustment are related with proactive newcomer efforts, which is attributable, at least in part, to managers' evaluations of newcomers' commitment to adjustment. As a result, newcomers demonstrated higher task mastery, task performance, and social adaptability, as well as reduced turnover intentions.	Working with newcomers should be included in manager job descriptions and part of the performance assessment process, according to several organizations. They could also consider how to remind supervisors about the importance of engaging with new workers.	****	1- Future study might benefit from looking at other factors those impact managers' supportive actions. 2- We support further study that can better unravel the long-term implications of newcomers' proactive behaviors.
10	Meyer & Bartels (2017)	The Impact of Onboarding Levels on Perceived Utility, Organizational Commitment, Organizational Support, and Job Satisfaction	Studied the impact of onboarding levels on subsequent work attitudes.	Quantitative method	The findings highlight the significance of an onboarding program that covers all levels, including Compliance, Clarification, Culture, and Connection, to better equip workers with the knowledge they need to be successful on the job.	****	The use of MTurk for data collection was a constraint for the current study, because a percentage of the respondents that participated did not have this experience.	Finally, future study may look at the amount of time spent onboarding new employees. Replicating this study with various work attitudes, such as motivation or engagement, or behavioral outcomes, such as turnover or promotions, might be another avenue for future research.
11	Zarback (2017)	SOCIALIZATION AND RETENTION: THE EFFECTS OF SOCIALIZATION TACTICS ON NEW HIRES AND LONGITUDINAL EMPLOYMENT	This research investigated the relevance of successful new recruit socializing methods in businesses, as well as the role such tactics play in employee retention.	Qualitative	The current study's findings are important because they show that the core ideas proposed by Van Maanen and Schein (1979) and Jones (1986) are still applicable today. While technology has undoubtedly evolved and organizations are clearly very different in terms of how they operate than they were at the time of those earlier studies, the foundation of socialization practices remains	According to current research, technology is a key element of successful onboarding and socialization processes, and the presence of a hyper-connected generation is one factor motivating businesses to investigate and embrace technological developments and new methods to connect their workers.	There was a time constraint for the interviews, as well as a small sample of interview subjects.	In the future, researchers may try to collect comparable data using a longer interview style.

					rooted in the models and categorizations that provided the early foundation for organizational socialization.			
12	Ataman & Kondakçı (2016)	Predictors of Organizational Socialization of Instructors in Higher Education	The purpose of this study is to look into the relationship between organizational socialization and a wide range of organizational and individual level factors, with a focus on the content, context, and process dimensions of socialization.	Quantitative method	<p>Knowledge sharing and training are the strongest organizational level predictors while job satisfaction, self-efficacy for instructional strategies, and affective commitment are the strongest individual level predictors</p> <p>Several organizational and individual factors substantially influenced teachers' socialization to the organization, department, and work, according to the findings.</p>	Higher education administrators should adapt organizational and individual level management methods to help organizations, departments, and tasks socialize.	The study employed the cluster sampling data collecting approach. As a result of the lower external validity, the results do not reflect all English professors at Turkish institutions. Differences among the participants might be a study drawback.	<p>Further studies can collect data from a wider geographical area in Turkey</p> <p>this study was designed as a quantitative research; however, qualitative research studies could be conducted to have a better understanding of the process of socialization</p> <p>More studies need to be carried out regarding theoretical and methodological problems with the OCS.</p>

Table (2.3): Empirical Studies (2) Turnover Intention

#	The Author	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation	Limitations	Further Research
1	Azzahra, Ilmi & Wijaya (2021)	The Influence of Role Ambiguity, Job Stress and Leadership on Job Satisfaction and Employee Turnover at PT. Bank BRI Syariah Samarinda	The purpose of this study is to see how role ambiguity, job stress, and leadership quality affect job satisfaction and employee turnover at Syariah Bank Samarinda.	Quantitative	Findings shows that role ambiguity and job stress has significant negative correlation with employee job satisfaction, leadership has significant positive with job satisfaction, role ambiguity has significant positive correlation with employee turnover, job stress and leadership has significant negative with employee turnover, and finally it is concluded that job satisfaction has significant negative correlation with employee turnover.	Superiors and organizational management must play a role in providing the best advice, particularly for new workers, in order for them to grasp the primary tasks and positions held in the company, preventing employees from suffering from role ambiguity.	****	****
2	GIZ/ACI (2018)	The assessment of turnover in Jordan's industrial sector	Assess the size of job turnover in the industrial sector in Jordan	Quantitative method.	The study found that the three key drivers for retaining employees are (1) improving salary and benefits, (2) providing clear job advancement and career development paths, and (3) enhancing the work environment and working conditions	1) Offering merit-based awards. 2) Increasing employee wages. 3) Improving workplace cooperation, work culture, and social environment. 4) Giving individuals the ability to make decisions for themselves. 5) Boosting job security 6) Making better hiring decisions. 7) Raising awareness of the workplace and workplace ethics 8) Laying down a clear route for career growth. Providing staff with training classes and chances to learn and grow.	****	****
3	Mumtaz (2016)	The link between training satisfaction, work engagement and turnover intention	The purpose of this paper is to examine the casual relationship between training satisfaction, work engagement (WE) and turnover intention and the mediating role of WE between training satisfaction and turnover intention.	Quantitative	The results suggest that training satisfaction is significantly positively related to employees' level of WE and is negatively related to turnover intention. The results also reveal that WE	HRD practitioners should design training plans aimed at making a job more attractive to increase employees' satisfaction with their training HRD practitioners should investigate multiple elements (e.g.	this study conceptualized training as employees' overall satisfaction with training. However, training includes several	More research is needed to figure out how to boost employee engagement. Future research should focus on validating the concept in a Western environment.

					mediates the relationship between training satisfaction and turnover intention	participants' satisfaction with the training session, training content, trainer and transfer of learning) when considering employees' overall satisfaction with their training and development cross-sectional data were used to test the research model. We believe that longitudinal data would provide a better and deeper understanding of the causal relationships between constructs.	components, each of which should be explored and tested with respect to WE. For example the findings of the current study rely upon samples drawn from the Malaysian O&G industry	
4	Anwar & Shukur (2015)	Job Satisfaction and Employee Turnover Intention: A Case Study of Private Hospital in Erbil	The primary goal of this study is to determine the relationship between work satisfaction and the possibility of staff turnover in a private hospital in Erbil.	Quantitative	According to this research, there is a link between job satisfaction and employee turnover. Finally, when it comes to the intents of private hospital employees in Erbil, the majority of them would leave if they had better possibilities.	The findings of this study might be utilized as administrative tools to help hospitals enhance their efficacy and efficiency.	***	***

Table (2.4): Empirical Studies (3) Job Satisfaction

#	The Author	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation	Limitations	Further Research
1	Al-Wareth & Amirah (2020)	A Review of Training and Development towards Employee Retention in the Banking Sector	highlighting the significance of training and development as a major element influencing job satisfaction, which impacts employee retention	Quantitative	It became evident that training and development is an important and highly significant component in work satisfaction, which would have an impact on staff retention.	This study helps to raise awareness of the importance of training and development as a major component in work satisfaction, which is crucial, particularly in terms of an organization's capacity to keep its workers.	****	Structuring the research more firmly in order to examine it more deeply in the future, as well as identifying the important concepts and study variables chosen by the researcher in the study.
2	Arun & Alalmal (2020)	A Study On Job Satisfaction Among Employees In Local Restaurants Of Saudi Arabia	The primary goal of the research is to assess the job satisfaction of the employees from other countries who work in restaurants in Saudi Arabia.	Quantitative	The research found the influence of working hours, repetitive work, career growth, and other factors that result in job dissatisfaction.	Restaurants should focus more on suitable recognition, promotion, and appreciation for their employees' that plays an important part in boosting job satisfaction.	There are a number of limitations for this study; difficulties in obtaining data from the employees as they were not cooperative, language is a barrier to data collection, and time factor was not sufficient enough.	More studies might be discovered in terms of employee health and welfare advantages.
3	Bakhsh (2020)	Factor AFFECTING EMPLOYEE JOB SATISFACTION OF A MAJOR MIDDLE EASTERN AIRLINE	The current study seeks to uncover important elements influencing employee satisfaction at major Middle Eastern airports.	Quantitative	According to the findings, an unclear career path and a lack of professional growth chances are key contributors to worker dissatisfaction. It can also lead to demotivation and have a detrimental influence on their interactions with airline customers.	Managers can profit from the findings of this study by concentrating on their employees' training and development requirements.	The current study is hampered by a lack of access to airline executives.	Future researchers can expand on this study by include senior management as additional responder to add credibility and authenticity to the findings.
4	Faradila, Heksarini & Darma (2020)	Antecedents That Affect Job Satisfaction and Employee Performance	This paper presents the quality of internal services and individual characteristics of satisfaction and its implications for employee performance	Quantitative	Individual Characteristics have a positive and substantial impact on Job Satisfaction, whereas Quality of Internal Service has a positive and significant impact.	There is a need for managerial assistance as well as the development of positive connections with superiors and coworkers.	The measuring instrument used to collect data is limited to the scale of job satisfaction and employee performance. This causes researchers to be less able to reveal aspects in depth. The generalization of this study is limited to its population	Future studies should create issues and variables with the use of better and more accurate indicators. Consequently, the anticipated outcomes might expose more issues and give study findings that are more significant and valuable to diverse groups.
5	Alsubaie & Isouard (2019)	JOB SATISFACTION AND	The objective of this study is to investigate job satisfaction	Qualitative	Job satisfaction and wages range do effect retention	In order to retain nurses, hospitals must guarantee that	Wide	There was a shortage of research in retention of

		RETENTION OF NURSING STAFF IN SAUDI HOSPITALS.	amongst nurses in Saudi Arabian hospitals			they have a high degree of job satisfaction and pay them well.	variations of sample size and types of measurement were noted	nurses; therefore, we encourage researchers to look into this topic.
6	Chen, Ran, Zhang, Yang, Yao, Zhu and Tan (2019)	Moderating role of job satisfaction on turnover intention and burnout among workers in primary care institutions: a cross-sectional study	Aims to examine the mediating role of job satisfaction in the relationship between burnout and turnover intention	Quantitative	Job satisfaction is a mediating variable that affects the relationship between burnout and turnover intention	To prevent job burnout, employers should enhance employee treatment and provide more promotion opportunities, as well as conduct career planning courses and pay attention to employee psychological health.	****	****
7	Saqib (2018)	ORGANIZATIONAL SOCIALIZATION, PSYCHOLOGICAL NEEDS SATISFACTION AND JOB OUTCOMES: A MODERATED MEDIATION MODEL	To introduces psychological needs satisfaction in the scope of organizational socialization research	Mixed method	The findings revealed that meeting newcomers' psychological requirements enhanced the organizational socialization process' effectiveness.	Organizations should recognize that when they anticipate newcomers to join them in their positions as experts, they must provide them with the first strength of psychological need fulfillment. Also, create a socializing process that can work its way from psychological fulfillment of a newcomer's fundamental need to improved job outcomes.	Insufficient resources and access to data. There are limitations based on the methodology used and the data treatment.	Making a combination of socialization materials and determining their efficacy for a subsequent socialization process might be a future study area. Future study might concentrate on a number of additional issues, such as how to leverage the organizational socialization process to effect organizational change.
8	Sleimi & Davut (2015)	Intrinsic and Extrinsic Motivation: Pivotal Role in Bank Tellers Satisfaction and Performance: Case Study of Palestinian Local Banks	The aim of this research is to address the role of intrinsic and extrinsic motivation on bank tellers' satisfaction in Palestine, comparing over overall satisfaction toward the intrinsic and extrinsic motivation, and to assess the relationship between bank tellers' satisfaction and their performance	Quantitative	Study result showed that Intrinsic and extrinsic motivation are so important for management and bank tellers simultaneously, for bank tellers these both types have positive effects on their satisfaction and performance.	Banks management must give human resource members a special training. And give more attention to their employees Management must implement a special reward system which can be flexible according to bank tellers' preferences in order to increase their satisfaction and performance. Management must give more attention toward some actions which are related directly with bank tellers' performance such as: human relations, technical Working Conditions and Company Policies.	Because of the limited time, researchers only selected 150 respondents to conduct the study	For further research, this study can be extended to search other countries in order to better understand the motivational differences between the countries.

Table (2.5): Empirical Studies (4) Onboarding Process and Turnover Intention

#	The Author	Title of Study	Aim of Study	Design of Study	Conclusion	Recommendation	Limitations	Further Research
1	Keene (2021)	An Effective Onboarding Process: Decreasing Role Ambiguity and Role Conflict and Increasing Employee Acclimation to Increase Employee Job Satisfaction	To understanding of how effective a quality onboarding process can be within an organization.	Quantitative	Onboarding has been found to be directly connected to employee job satisfaction. An efficient onboarding process has also been linked to employees feeling more at ease in their new surroundings.	The findings are quite beneficial in persuading companies to create a comprehensive onboarding process that includes various components.	The survey collects workers' views of their onboarding experiences rather than the actual onboarding event. It's conceivable that participants encountered parts of onboarding that weren't covered by the scale.	Future study should look at how organizational onboarding affects performance. Future study should examine into how long this employee work satisfaction caused by good onboarding lasts.
2	Kisamore (2021)	Employee onboarding experiences and its relationship with engagement and turnover intention	The purpose of this study was to look at the link between employee onboarding experiences and turnover intention. The study also looked at employee engagement as a moderator between onboarding experiences and desire to leave.	Quantitative method.	According to the findings, onboarding views are favorably connected to employee engagement and adversely related to intentions to leave. Employee engagement also accounted for 37.7 percent of the covariance between onboarding views and turnover intentions among new workers, according to the findings.	Organizational leaders should advocate onboarding activities that enhance engagement in order to improve engagement and minimize turnover among new workers.	This study has a number of limitations, network sampling was employed. As a result, the number of persons to whom the results may be generalized is unknown. Furthermore, the onboarding scale and subscales utilized in the current study have never been evaluated before.	Longitudinal study that evaluates workers' impressions of onboarding and then monitors whether they willingly leave is required in future research to further understand the temporal link between these dimensions. Future study should employ a probability-based sampling method.
3	Sharma & Stol (2020)	Exploring onboarding success, organizational fit, and turnover intention of software professionals	The purpose of this study is to investigate the relationship between new recruit onboarding and software professionals' intention to leave their jobs.	Quantitative method.	According to the research, offering support to new recruits is critical to onboarding success, while training is less crucial. They also discovered that work satisfaction mediates the connection between onboarding success and desire to leave.	****	1. This is a sample study rather than an experimental research (i.e., no interventions were undertaken). 2. Because this survey was conducted online and anonymously, they were unable to give any information on the extent to which	Future study should be undertaken to examine how excellent organizational connections may be formed (apart from having a successful onboarding experience) and the consequences for software professionals. Future research might look at whether other variables influence a choice to quit a company.

							our sample was representative.	
4	Ahmad, S., Nisar, Q.A., Aziz, K. and Younus, S. (2019)	The role of organizational socialization tactics and task characteristics toward turnover intentions: mediating role of job embeddedness	The goal of this study is to investigate the influence of organizational socialization methods and work characteristics in predicting employee turnover intentions, with a focus on the mediating function of job embeddedness.	Quantitative method	The findings revealed that Organizational Socialization tactics and task characteristics were both positively and adversely associated to workers' inclinations to leave. Findings also revealed that job embeddedness significantly and partially mediates the relationship between Organizational Socialization tactics, task characteristics and turnover intentions.	****	There's a potential that respondents struggled to grasp the questionnaire's questions and sampling restrictions apply to this study too.	Other elements that may aid organizational decision-makers in overcoming employee-leaving behavior should be considered by future study. Training, perceived organizational support, leadership, and so on are examples of these elements.
5	Bilyalov (2017)	ORGANIZATIONAL SOCIALIZATION, JOB SATISFACTION, AND TURNOVER INTENT AMONG FACULTY OF AN EMERGING RESEARCH UNIVERSITY IN A POST-SOVIET CONTEXT	, The goal of the study is to learn about three aspects of faculty experience working at a new western-style institution: organizational socialization, job satisfaction, and intent to leave.	Mixed	The study found that socialization positively affects job satisfaction, which in turn predicts turnover intentions among faculty members.	To reduce the likelihood of turnover, the university administration must establish mutual trust with academics and maintain a positive image among academic staff, as well as focus on and assist new recruits.	Limitation would be the difficulty to establish causal statements regarding the link between the events examined. also the sample was small (110 faculty members).	****
6	Gupta, Bhattacharya, Sheorey, & Coelho (2017)	Relationship between onboarding experience and turnover intention: intervening role of locus of control and self-efficacy	To identify industry-specific variations in the connection between onboarding experience (OE) and turnover intention (TI). Psychological factors such as locus of control and self-efficacy have been investigated to see if they have an intervening role.	Quantitative method.	The better onboarding experience the lower turnover intention.	Leadership should make an effort to integrate the newbie into the system by setting up casual meetings, assigning the new employee to more interesting tasks, and giving proper credit for accomplishments. As a result, executives must focus on establishing an onboarding process that is centered on an individual's unique identity.	****	****
7	Karam, (2017)	The Influence of Organizational Socialization and Stereotypes on Organizational Commitment and Turnover Intention: A Study on Localization in the United Arab Emirates	The purpose of this study is to look into the impact of organizational socialization and stereotypes on local employees' organizational commitment and turnover intentions. This research will also look at the potential connections between the four components of organizational socialization.	Quantitative method	It shows that the four dimensions of organizational socialization are linked and affect turnover intention. Furthermore, future prospects component of organizational socialization is determined to be the best predictor of turnover intention in this study.	This research gives suggestions to help managers make better judgments on how to improve organizational commitment and decrease local staff turnover. This study's findings offer managers insight into the development of effective socialization techniques.	Only nine organizations operating in two emirates were included in the study. This study relied on self-report assessments, which have a variety of drawbacks.	A longitudinal study design would be best used to examine the these relationships. Other determinants, such as organizational commitment and turnover intention, should be investigated by researchers (e.g., job satisfaction).

Summary and Conclusion:

This section reviews the previous studies related to the onboarding process and its effect on turnover intention in various aspects and shows that the onboarding process has a positive impact on job satisfaction, which is related to turnover intention.

In the first table of this section, previous studies have proven the link and highlighted the significance of a well-structured onboarding process and its direct impact on job satisfaction and, in return, decreasing the intention to leave the organization. Moreover, studies suggested that future research should study more aspects in the onboarding process (Relationship-Building, Organizational Support, and Communication). Furthermore, studies suggested studying other aspects such as job satisfaction and turnover (Meyer & Bartels 2017, Karam 2017).

Previous research also recommended that there should be more structured research to examine the importance of training satisfaction and its' impact on turnover intention (Al-Wareth & Amirah, 2020).

The research design is quantitative since most previous research uses it. Also, previous studies shown in the table used other theories, but West (2018) suggested validating other scales like Taormina's scale.

Moreover, previous studies investigated the dimensions of this process, so it is decided to look into all four onboarding steps to cover this variable. The steps

mentioned by Taormina (1994) are; Training, understanding, co-workers' support, and future prospects.

Taormina's theory covers Bauer's (2010) Four C's and has a structured scale, unlike Bauer's theory. Furthermore, as West (2018) recommended, this research will use the Taormina scale.

Also, Bakhsh (2020) suggested including the senior management in the sample to get more depth for the research. So that is why this paper included all types of employees (juniors and seniors).

In the second table that shows studies related to turnover intention, it has shown the importance of job satisfaction as it has a significant negative correlation with employees' turnover, and companies should provide clear job advancements and career development paths (future prospect, the fourth dimension in Taormina scale) to their employees. As a result, this can give us a link between onboarding and turnover intention.

The studies in the third table studied job satisfaction. It clarified the importance of this factor and the dimensions that can affect it, such as; career growth, work conditions, connections with superiors and co-workers, company policies, and other factors which can affect turnover intention.

For this study, the scale used to determine the level of job satisfaction is the MSQ model since it was used in most of the studies.

Moreover, Keene (2021) suggested testing the effects of onboarding for the long term, and that is why the respondents' years of experience vary from less than a year to more than four years, which can give us an insight into the years of

employment and the testing the effect of onboarding on turnover intentioned with job satisfaction as mediator.

The final and fourth table showed us the relationship between the onboarding process, job satisfaction, and turnover intention. These studies recommended that future researchers review the onboarding process with a validated scale that covers all onboarding elements. As well as having a more significant sample to be able to generalize the data.

To conclude, this study will be using the Taormina scale for the onboarding process and discovering its impact on the turnover intention with job satisfaction as a mediator.

Relevance to the current study

The current research deals with this subject and the study is implemented on the Palestinian banking sector, taking into consideration the mediating role of job satisfaction by using MSQ scale as it has been used in most of the previous studies in the impact of onboarding process on turnover intention.

The current study made use of the previous studies in the process of designing the questionnaire domains and the fields of the theoretical framework.

CHAPTER THREE

Methodology

This chapter presents the procedures and the methodology used to conduct this research. It also explains research design, target population, sample size and type, validity and reliability of the questionnaire, data collection procedures, and the statistical methods.

3.1 Study Design

This study focuses on the impact of onboarding steps on turnover intention with job satisfaction in the Palestinian banking sector. The study uses a quantitative approach to reach the findings; a structured questionnaire was used as the data collection tool to gather information from the employees in the Palestinian banking sector in West Bank. The Secondary data was obtained from published and unpublished articles.

3.2 Study Instrument

A structured questionnaire was distributed to the workers in the Palestinian banking sector in the West Bank. Since the participants were Palestinians, the questionnaire was translated and audited to ensure conceptual correspondence.

The questionnaire includes the personal information and the axes of study variables including onboarding dimensions (training, understanding, co-workers support and future prospects), turnover intention and job satisfaction scales.

The variables are scaled by using a 5 Likert scale from 5= strongly disagree, to 1= strongly agree. The questionnaire was distributed to the employees working in the headquarters (HQ) in the banks in the West Bank. It was made to achieve the study objectives, answer the study questions, and to test research hypotheses.

The questionnaire used by the scholar to collect data takes the following methods to be performed: questionnaire design, the validity of the questionnaire, and the reliability of the questionnaire, as discussed in this section:

3.2.1 Questionnaire Design

The questionnaire was used in this study to collect data after modification by editing some of the wording used to make it more clear and relevant to banks. It included four parts including demographic data, the axes of study variables including; onboarding steps (training, understanding, co-workers support and future prospects), turnover intention and job satisfaction.

First part: the demographic information about the respondents consisted of six variables including: (gender, age, years of working in the bank, education, bank type, position).

Second part: covered the research three main variables:

- (1) Onboarding steps, which consisted of four dimensions and each dimension consisted of five items in the questionnaire: training, understanding, co-workers support and future prospects as the scale was taken from Taormina (1994) study.
- (2) Turnover intention consisted of five items according to Mumtaz (2016). For example, “I’ll probably look for a new job in the next year”.
- (3) Job satisfaction consisted of 20 items based on Minnesota Satisfaction Questionnaire. For instance, “the freedom to use my own judgement” and “the feeling of accomplishment I get from the job” (Kamarulzaman & Nordin, 2012).

3.2.2 Validity of Questionnaire

The questionnaire was developed, approved and edited to reach the final form which was distributed to the target respondents. The questionnaire was sent to five evaluators (see appendix (3)) and the supervisor to evaluate each dimension and its consistency in order to validate the consistency of all the paragraphs in the questions.

The first draft of the questionnaire was structured into (45) forty-five items total, most of the notes and comments of the evaluators were about the structure and the meaning of the sentences in Arabic. I edited both questionnaires based on their comments and the approval of my thesis supervisor.

Table 3.1: Questionnaire items

Study Variables	(Number of Items)
Onboarding steps:	20
1) Training	5

2) Understanding	5
3) Co-workers support	5
4) Future prospects	5
Turnover intention	5
Job satisfaction	20
Total	45

3.2.3 Questionnaire Reliability

Pretesting the questionnaire is considered important based on the earlier observations to pilot study to test the questionnaire and ensure its reliability. The minimum number of questionnaires in pilot should be above (10) questionnaires (Fink, 2013).

This paper used Cronbach's Alpha test to calculate the reliability score, it was used for the instrument before and after the main survey. The test used in this paper was executed by distributing thirty questionnaires to a sample that shares the same characteristics with the target employees in terms of working in the banking sector. The researcher distributed the thesis questionnaire and discussed it with the respondents.

Clarifications were given to respondents in the target places before answering the questionnaires. As a result, all participants were prepared and able to answer the questionnaire easily. This was internationally done to achieve the meaning of data reliability. The acceptable Alpha value that meets the statistical requirement for the instrument to be characterized as reliable should be equal to or above 0.70 according to Tavakol & Dennick (2011).

The reliability of this questionnaire was tested as follows: It was compared to the suggested (0.7) thresholds. In addition, based on the threshold suggested by Bagozzi, Yi, & Philips (1991) that is (0.7) and (0.5) respectively for the values of reliability and mean of item variance, the result of each construct is shown above its own threshold, which implies that the reliability and convergent validity are acceptable. Therefore, the measurement model is proved to be adequate. This paper was pretested using a sample of employees working in Islamic banks.

The questionnaires were tested for content forms and construct reliability to ensure the conformity with relevant guidelines, as well as to ensure the validity of the research instrument (Jarvis, 2003) as shown in the table below:

Table 3.2: Cronbach's Alpha Value of Each Variable

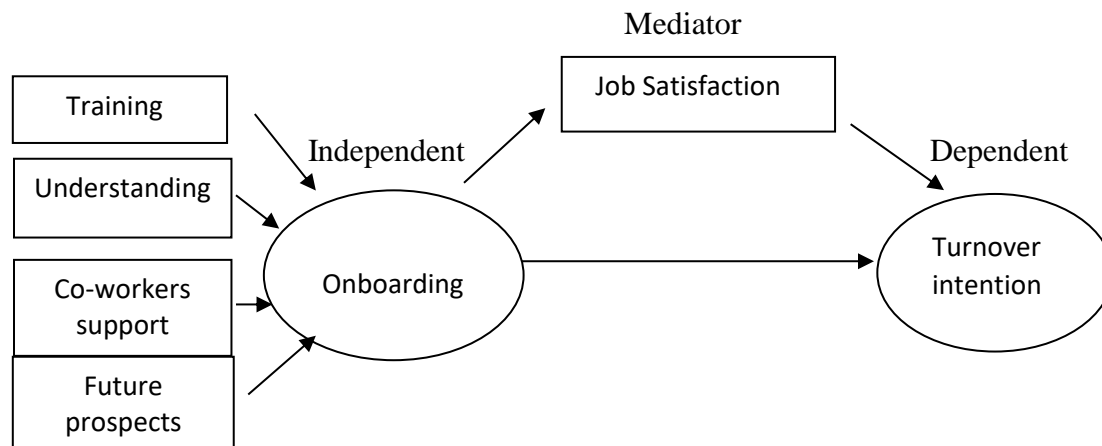
Dimensions	No. of Items	Reliability	Result
Training	5	0.766	Pass
Understanding	5	0.815	Pass
Co-workers support	5	0.833	Pass
Future prospect	5	0.807	Pass
Onboarding Steps	20	0.887	Pass
Turnover Intention	5	0.908	Pass
Job Satisfaction	20	0.884	Pass

As shown in the table (3.2), the reliability of the questionnaires was examined by coefficients correlation and the results for all dimensions were above (0.5). As it

was tested by using Cronbach's Alpha coefficient and the result was found to be more than (0.7), the Cronbach's Alpha coefficient for all dimensions' scale was (0.96).

3.3 Conceptual Model

Figure (1):



In this study, it tests the onboarding steps (training, understanding, co-workers support and future prospects) which will be the independent variable impact on turnover intention, which is the dependent variable, and assessing role of job satisfaction as a mediator.

The main theory taken for this research is Taormina's (1994) dimensions for Onboarding as the base for my research and they are:

1. Training.
2. Understanding.
3. Co-workers support.
4. Future prospects.

Taormina covers all six dimensions presented by Chao (1994) and added a fourth domain which is future prospects and it also covers Bauer (2010) dimensions, as it is an indicator of a successful organizational socialization. (Taormina 1994, Cooper Thomas and Anderson 2006).

Job satisfaction has different scales according to the studies but for this study it used MSQ scale to determinate the level of job satisfaction as it covers twenty aspects of it. As well as turnover intention, there were different options but Mumtaz was one of the most recent resources and the items of it will be able to determinate the level of turnover intention.

3.4 Population and Sample

The study population consisted of workers in the Palestinian banking sector, which are (13) banks and the number of those working in the banks is (7,349) employees (PMA, 2021).

The sample is the part of population that is chosen according to scientific rules and methods so that the population is properly represented. The researcher selected a non-probability sample of the original study population. The sample size of this study is identified according to Krejcie and Morgan (1970).

The sample size (n)

$$(n) = \frac{Z^2 P(1-P)}{d^2}$$

Where:

n : Sample size required,

z : Z statistic for a level of confidence required,

P : Expected prevalence or proportion (If the expected prevalence is 20%, then $P= 0.2$), and

d : Precision (If the precision is 5%, then $d = 0.05$).

$$\text{The sample size} = \frac{0.95^2 * 0.5(1-0.5)}{0.05^2}$$

$$= 60\%$$

Collected sample size = 365, Number of distributed questionnaires = 450, Number of recovered questionnaires = 405

3.5 Statistical Approaches

The primary data were analyzed by using the Statistical Package for Social Sciences (SPSS). Descriptive tests:

1. Frequency to describe the demographic variables,
2. Mean and standard deviation to answer the study questions,
3. Multiple regressions to test the mediating role of job satisfaction (JS) on the impact of onboarding steps (OS) on turnover intention (TI).

CHAPTER FOUR

Data Analysis & Discussion

In order to achieve the main aim of the study, a quantitative design was utilized. The sample size was (450) participants with 90% respondent rate; and they were selected using a non-probability sample. Also, data was collected by using the questionnaire.

4.Data Analysis and Discussions

This chapter presents the findings of the current study as the following:

- Participant Profile
- Research Questions
- Testing Hypothesis

4.1 Respondents Profiles

Table (4.1): Demographic Variables of Study

Demographic Variables	Sample size (n=405) Frequency	Percentage
Gender	405	100
Male	219	54.1

Female	186	45.9
Age		
Less than 30	173	42.7
31-45	185	45.7
More than 45	47	11.6
Experience		
Less than 1 Year	45	11.1
1-3 years	99	24.4
4 years or more	261	64.4
Education		
MA	39	9.6
BA	316	78.0
Diploma or less	50	12.3
Bank		
Local Bank	162	40.0
Foreign Bank	243	60.0
Position		
Supervisor or Manager	129	31.9
Officer	248	61.2
Assistant	27	6.7
Other	1	.2

As shown in the table above, out of total (405) respondents: The weight between the Male and Female is (54.1:45.9) which is quite even. The age of the respondents, the age segment (31 – 45) years old covers the highest weight, which forms 45.7% of the respondents; while the category of (more than 45) was the lowest with only 11.6% of the respondents. The second largest group is the group (Less than 30) which consists of

42.7% of the participants. Given the information, it could be considered that the average age of the banks employees in Palestine is less than 45 years, who are the young middle-aged people.

Regarding the nationality of the bank where the employees are working, results show that 40% are working with local Palestinian banks, and the remaining respondents are working with foreigner banks which forms 60% of the respondents.

Respondents were also asked about their education qualifications. The result shows that 12.3% of them got a diploma degree or less. The largest percentage of the respondents are having a Bachelor, and they are 78% of the total participants. And the remaining respondents who are 9.6% of the sample are postgraduates. This result indicates that most of the banks employees are educated with a minimum of Bachelor degree, which is a positive indicator regarding the awareness of the onboarding steps.

As for the respondents' job and occupation, the results show that most of the sample are officers/employees forming 61.2% of the sample, while the supervisors/managers made 31.9% of the sample. 6.9% of the respondents are assistants and other occupations.

The questionnaire also asked employees about the number of years of working in their bank. Most of the respondents (64.4%) stated that they have been working at the same bank for 4 years or more, logically, its normal because the largest percentage of the customers are between 31-45 years old. And the second largest group was those who have been working with their banks since 1 – 3 years, and they are 24.4% of the sample. On the other hand, the two groups who have been working with their bank 1 to

more than 4 years formed almost the same percentage of the respondents. Which indicates there's are low turnover rates in general and shows that most employees do work in their current positions for more than a year.

4.2 Study Questions

Based on the research questions, this section aims to answer the research questions, which show the impact level of onboarding steps on employee turnover intention, and assessing the mediating role of job satisfaction for the Palestinian banking sector.

To judge the level of items on the Likert scale, the research considered that if the mean of the item is (1-2.33) then the level is low, (2.34-3.66) moderate, but for high level item, the mean will be (3.67-5.00).

See table (4.2):

Degree	Range
High	5-3.67
Moderate	3.66-2.34
Low	2.33-1

Source: Iriqat and Diebes (2019)

To answer the study question: “What is the level of Onboarding steps in the Palestinian banking industry?”

Table (4.3): Mean and Standard Deviation of Onboarding Steps

Items	Mean	S.D	Degree	Rank
I was put through a formal training program by the bank.	3.08	1.415	Moderate	1
The bank puts all newcomers through the same learning experiences.	2.88	1.209	Moderate	3
Bank training gave me a thorough knowledge of my job skills.	2.70	1.138	Moderate	5
I am satisfied with the type of job training this bank gave me.	2.72	1.171	Moderate	4
My superiors have given me excellent guidance and instruction.	2.90	1.314	Moderate	2
Training	2.8553	.90121	Moderate	
The way to do tasks/functions in this bank was always made clear to me.	2.53	1.084	Moderate	5
I have a clear understanding of my role in the bank.	2.99	1.371	Moderate	1
The bank policies have been made very explicit.	2.76	1.213	Moderate	3
The bank goals are known to almost everyone in the bank.	2.78	1.265	Moderate	2
I think I know very well the way the bank operates.	2.72	1.216	Moderate	4
Understanding	2.7546	.93455	Moderate	
Other workers have helped me to understand my job requirements.	2.89	1.302	Moderate	3
I received a lot of guidance from experienced bank members.	2.94	1.284	Moderate	1
Almost all my colleagues have given me personal or moral support.	2.82	1.235	Moderate	5
My colleagues did a great deal to help me adjust to this bank.	2.88	1.235	Moderate	4

The interpersonal relations in the bank are very good.	2.92	1.315	Moderate	2
Co-workers support	2.8894	.98655	Moderate	
I can predict my future career path in this bank.	2.75	1.103	Moderate	1
The steps in the career ladder are clearly stated in the bank.	2.59	1.072	Moderate	4
I can readily anticipate my prospects for promotion in the bank.	2.75	1.183	Moderate	1
I would like to continue working for this bank for many more years	2.71	1.178	Moderate	2
I usually know in advance when I will receive a new job assignment.	2.68	1.089	Moderate	3
Future prospects	2.6978	.84614	Moderate	
Onboarding steps	2.7992	.91711	Moderate	

As shown in table (4.3), the **“Onboarding steps”** dimensions have a moderate degree. That means that there is awareness to some extent about the steps of onboarding process in the Palestinian banking sector ($M = 2.7992$, $SD = .91711$).

This case achieves the result of Asiimwe (2021), in which they find in their research that the successful onboarding process will lead to higher satisfaction and a lower intention to turnover.

The degree of the first Dimension in the onboarding steps **“Training”** is moderate ($M = 2.8553$, $SD = .90121$). According to the respondents’ answers, the most implemented item for the employees in the **“Training”** dimension is *“I was put through a formal training program by the bank”* with a moderate degree ($M = 3.08$, $SD = 1.415$). In correspondence, the second implemented item in this dimension which is

“My superiors have given me excellent guidance and instruction”, it has a moderate degree as well ($M = 2.90$, $SD = 1.314$). And last but not least is the second one which says *“The bank puts all newcomers through the same learning experiences”*, with a moderate degree ($M = 2.88$, $SD = 1.209$).

These results show that banks are constructing training programs and this dimension is being covered moderately according to the respondents. It means that the employees are going through a formal training process when they are hired and almost everyone is going through the same learning experience, also most employees are getting guidance from their supervisors. This analysis indicates that the training is important for employees in banks, which agrees with Clouse (2020) about the importance of training and its impact on organizational socialization as well as supported by Mumtaz (2016).

Moreover, it also shows that managers and supervisors are helping newcomers by supporting and guiding them. Which goes in accordance with Ellis (2017) and Azzahra, Ilmi & Wijaya (2021), studies that proved the importance of the roles supervisors and managers play in helping new hires. And West (2018) study recommended that companies should promote supervisor support as it has a positive effect on new hires.

The **“Understanding”**, which is the second dimension of onboarding steps, achieved a moderate degree ($M = 2.7546$, $SD = .93455$). The employees selected the second sentence *“I have a clear understanding of my role in the bank”* as the most implemented, and it got a moderate degree ($M = 2.99$, $SD = 1.371$), while the second sentence in implementation was the fourth item in the dimension which is *“The bank*

goals are known to almost everyone in the bank” with a moderate degree ($M = 2.78$, $SD = 1.265$). The third item was the third ranked sentence which is *“The bank policies have been made very explicit”* with a moderate degree ($M = 2.76$, $SD = 1.213$).

These results are showing us that employees have a clear idea about their role as well as bank policies and goals are almost known to everyone in the bank, and this proves that these results are going along with previous studies. Chillakuri (2020) has recommended that companies should present what the job actually involves and Clouse (2020) highlighted the importance of implementing onboarding programs that contain details about the company such as history, values, goals, mission, structure and operations. Along with West (2018) study that onboarding programs should represent the organization’s values and clarifying the role of its employees and their responsibilities in a larger context.

The third dimension is the **“Co-workers support”**, which had a moderate degree ($M = 2.7546$, $SD = .98655$). The most implemented item according to the customers answers was the first sentence which is *“I received a lot of guidance from experienced bank members”*, it had a moderate degree ($M = 2.94$, $SD = 1.284$), the second implemented item was the last sentence which says *“The interpersonal relations in the bank are very good”* and it had a moderate degree ($M = 2.92$, $SD = 1.315$), while the last implemented item was the first *“Other workers have helped me to understand my job requirements”* with a moderate degree ($M = 2.89$, $SD = 1.302$).

This dimension is supported by Chen (2020) which highlighted the importance of relationship building, organizational support and enhanced communication as these are considered critical contributors to a well-constructed onboarding process. The

results of our study show that employees' relationships are fine to some extent and it proves that employees are supporting each other. Moreover, Sollova (2019) has also recommended companies to conduct social activities to enhance relationships as well as encouraging experienced employees to help new hires.

The “**Future prospects**” is the fourth dimension of the onboarding steps and it had a moderate degree according to the employees' answers ($M = 2.6978$, $SD = .84614$). This dimension contains five items; two of them had the same mean degree. The most implemented two items were “*I can predict my future career path in this bank*” which had a moderate degree ($M = 2.75$, $SD = 1.103$) and the second one is “*I can readily anticipate my prospects for promotion in the bank*” which had a moderate degree ($M = 2.75$, $SD = 1.183$). The following important item was chosen by the respondents is the first one “*I would like to continue working for this bank for many more years*” and its degree was moderate as well ($M = 2.71$, $SD = 1.178$).

This dimension is about providing clear job advancement and career development paths and how this career is promising. Which is aligned with the GIZ/ACI (2018) report. Also, Arun & Alalmi (2020), Bakhsh (2020) and Chen (2019) have concluded that career growth and clear career path are important components to achieve job satisfaction.

As a conclusion, the results above emphasize the importance of well-structured onboarding steps on employees and it is clear that Palestinian banks are aware of this process and are implementing it to some extent as it's still moderate according to the results.

I believe that the results of this dimension vary among banks, since each bank is different and the respondents' perspective of onboarding steps differs based on the bank itself. That's why some employees might answered 'strongly agree' while some didn't, as it depends on the bank onboarding steps.

To answer the study question: "What is the level of turnover intention in the Palestinian banking industry?"

Table (4.4): Mean and Standard Deviation of Turnover Intention

Items	Mean	S.D	Degree	Rank
I am seriously considering leaving my current job to work at another company/bank	2.35	1.010	Moderate	1
I sometimes feel compelled to quit my job in my current workplace.	2.32	1.063	Low	2
I will probably look for a new job in the next year.	2.27	1.049	Low	3
Within the next 6 months, I would rate the likelihood of leaving my present job as high.	2.25	1.133	Low	4
I will quit this job if the given condition gets even a little worse than now.	2.21	1.065	Low	5
Turnover intention	2.2810	.90999	Low	

As shown in table (4.4), the "Turnover intention" variable, which consists of five items, got a low degree ($M = 2.2810$, $SD = .90999$). This table shows that the level of turnover intention amongst employees is considered low to some extent since the average mean of all five items is low.

The first ranking item was number one “*I am seriously considering leaving my current job to work at another company/bank*” with a moderate degree and a (M = 2.35, SD = 1.010), the second ranked item is the second one “*I sometimes feel compelled to quit my job in my current workplace*” with a low degree (M = 2.32, SD = 1.063), the third item was the third sentence “*I will probably look for a new job in the next year*” with a low degree (M = 2.27, SD = 1.049).

These results are showing us that the turnover intention is low, which goes in accordance with the following studies; Azzahra (2021), Kisamore (2021), Ahmad (2019) and Gupta (2017).

This dimension (turnover intention) according to the respondents’ answers is low. This might be related to a various of reasons as banks do provide job security, steady payment, and with the current economic situation it is tough for employees to quit their jobs. Also, the social status the employees are having because they are working in the banking sector would be one of the reasons they might not want to quit.

To answer the study question: “What is the level of job satisfaction in the Palestinian banking sector?”

Table (4.5): Mean and Standard Deviation of Job Satisfaction

Items	Mean	S.D	Degree	Rank
Being able to keep busy all the time.	2.73	1.161	Moderate	11
The chance to work alone on the job.	2.62	1.062	Moderate	18
The chance to do different tasks from time to time.	2.60	1.016	Moderate	19

The chance to be “somebody” in the community.	2.94	1.296	Moderate	1
The way my boss handles his/her workers.	2.67	1.064	Moderate	14
The competence of my supervisor in making decisions.	2.81	1.199	Moderate	6
Being able to do things that do not go against my conscience.	2.76	1.233	Moderate	10
The way my job provides for steady employment.	2.73	1.156	Moderate	12
The chance to do things for other people.	2.89	1.329	Moderate	4
The chance to tell people what to do.	2.91	1.278	Moderate	2
The chance to do something that makes use of my abilities.	2.85	1.211	Moderate	5
The way bank policies are put into practice.	2.81	1.205	Moderate	7
My pay and the amount of work I do.	2.37	.960	Moderate	20
The chances for advancement on this job.	2.67	1.059	Moderate	15
The freedom to use my own judgement.	2.71	1.027	Moderate	13
The chance to try my own methods of doing the job.	2.66	1.050	Moderate	16
The working conditions.	2.65	1.078	Moderate	17
The way my co-workers get along with each other.	2.78	1.208	Moderate	8
The praise I get for doing a good job.	2.76	1.206	Moderate	9
The feeling of accomplishment I get from the job.	2.91	1.247	Moderate	3
Job Satisfaction	2.7407	.64688	Moderate	

As shown in table (4.5), the “**Job satisfaction**” got a moderate degree ($M = 2.7407$, $SD = .64688$). This moderating variable had 20 items included.

The highest items the employees agreed with are; “*The chance to be somebody in the community*”, it had a moderate degree ($M = 2.94$, $SD = 1.296$). The second item too got a moderate degree ($M = 2.91$, $SD = 1.278$) which says “*The chance to tell people what to do*”. The third item is “*The feeling of accomplishment I get from the job*” with a moderate degree ($M = 2.91$, $SD = 1.247$).

The least ranked sentences by the employees (by order) are; “*My pay and the amount of work I do*”, it had a moderate degree ($M = 2.37$, $SD = .960$). The second item is “*The chance to do different tasks from time to time*”, it had a moderate degree ($M = 2.60$, $SD = 1.016$). The third one is “*The chance to work alone on the job*” with a moderate degree ($M = 2.62$, $SD = 1.062$).

This table shows that job satisfaction factor is moderate and according to the analysis, a number of employees are moderately satisfied with their current jobs but some of them feel that they are not satisfied with the pay and amount of work they do. Which means that these results are in accordance with a number of studies; Al- Wareth & Amirah (2020), Arum & Alalmai (2020), Alsubaie & Isourad (2019), Chen (2019), Sleimi & Davut (2015).

While turnover intention is low, job satisfaction is moderate. This might be because of the pay provided since a number of employees are unhappy with their salaries, or it could be because they do not give the opportunity for the employee to stand out and accomplish a task/job by their own. The third point that could be noticed

is the repetitiveness of the tasks as they do the same tasks everyday so it might cause boredom for the employee.

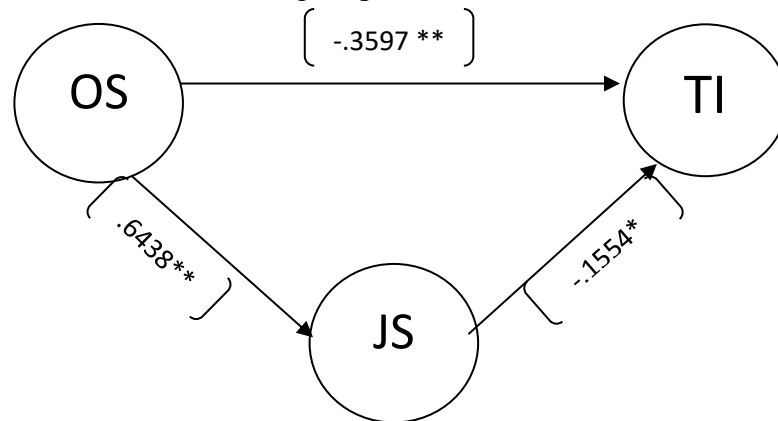
4.3 Testing hypothesis

Hypothesis (H1): Job satisfaction plays a mediating role in enhancing the impact of the onboarding steps on the turnover intention in the Palestinian banking sector.

Table (4.6): Results of the First Hypothesis

		Coeff	S.E	T	P	LLCI	ULCI	Model Summary	
								P	R-sq
Model	Constant	0.9385	0.980	9.5801	0.0000	0.7459	1.1311	0.684	0.4711
	Onboarding steps	0.6438	0.0340	18.9455	0.0000	0.5770	0.7106		
Mode2	Constant	3.7139	0.1963	18.9170	0.0000	3.3279	4.0998	0.3576	0.1279
	Onboarding steps	-0.3597	0.0845	-4.2567	0.0000	-0.5259	-0.1936		
	Job satisfaction	-0.1554	0.0901	-1.7247	0.0854	0.3325	0.217		
Direct effect of onboarding steps on turnover intention		Effect	S.E	T	P	LLCI	ULCI		
		-0.3597	0.0845	-4.2567	0.0000	-0.5259	-0.1936		
Indirect effect(s) of onboarding steps on turnover intention		Job satisfaction	Effect	BootSE	BootLLC	BootULCI			
			-0.1000	0.0644	-0.2287	0.0243			

Figure (2): Statistical Model for Onboarding Steps



According to results in table (4.6) onboarding steps has a positive significant impact on job satisfaction ($r^2=.4711$, $p=.0000$). Which means that 47.11% of the variance in job satisfaction is caused by onboarding steps. Moreover, job satisfaction plays a mediating role in enhancing the impact of onboarding steps on turnover intention ($r^2=.1279$, $p=.0000$), which means that 12.79% of the variance in onboarding steps by job satisfaction as mediator. Therefore, we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of onboarding steps on turnover intention in the Palestinian banking sector.

Moreover, onboarding steps has a significant impact on job satisfaction ($a= .6438$, $p=.0000$), job satisfaction also has a non-significant impact on turnover intention ($b=- .1554$, $p<.000$), and onboarding steps has a significant impact on turnover intention (c' (direct effect) = $-.3597$, $p=.0000$). In addition, total effect of onboarding steps on turnover intention is $-.3597$, $p=.0000$. Moreover, the indirect effect of onboarding steps on turnover intention through job satisfaction is $-.1000$ (path $a * \text{path } b$) because 0 does belong to the Bootstrap Lower Level Confidence Interval (BootLLC= $-.2287$) and Bootstrap Upper Level Confidence Interval (BootULCI= $.0243$). Therefore, we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of onboarding steps on turnover intention in the Palestinian banking sector.

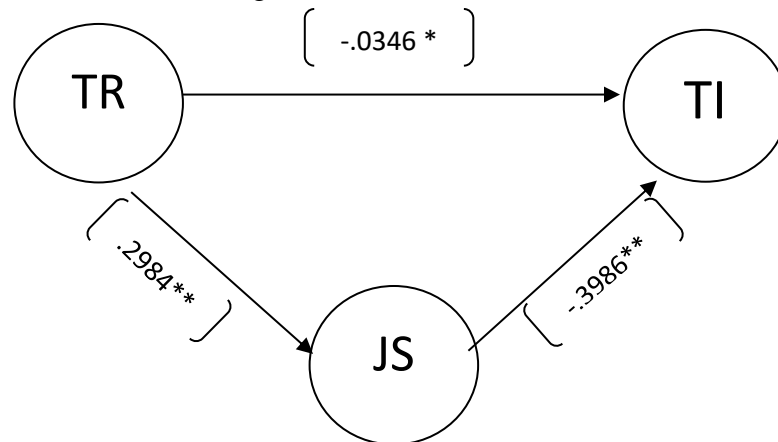
Onboarding should have an impact on turnover intention and job satisfaction too, as it's necessary for the employee to be engaged and satisfied within their new job. According to the previous literature in this thesis, there is a direct relationship between onboarding and turnover intention. When the quality and application of onboarding steps is high, the job satisfaction increases and in turn, turnover intention decrease.

Hypothesis (1.1): Job satisfaction plays a mediating role in enhancing the impact of the tanning on the turnover intention in the Palestinian banking sector.

Table (4.7): Results of the Second Hypothesis

		Coeff	S.E	T	P	LLCI	ULCI	Model Summary	
								P	R-sq
Model	Constant	1.8886	.0974	19.3992	.0000	1.6972	2.0800	0.4158	0.1729
	Tanning	.2984	.0325	9.1779	.0000	.2345	.3624		
Mode2	Constant	3.4721	.2001	17.3550	.0000	3.0788	3.8654		
	Tanning	-.0346	.0528	-.6542	.5134	-.1384	.0693		
	Job satisfaction	-.3986	.0736	-5.4145	.0000	-.5433	-.2539		
Direct effect of tanning on turnover intention									
	Effect	S.E	T	P	LLCI	ULCI			
	-.0346	.0528	-.6542	.5134	-.1384	.0693			
Indirect effect(s) of tanning on turnover intention									
	Job satisfaction	Effect	BootSE	BootLLC	BootULCI				
		-.1190	.0282	-.1796	-.0669				

Figure (3): Statistical Model for Training



According to results in table (4.7), training has a positive impact on job satisfaction ($r^2=.1729$, $p=.0000$). Which means that 17.29% of the variance in job satisfaction is caused by training. Also, job satisfaction plays a mediating role in enhancing the impact of the training on the turnover intention ($r^2=.0895$, $p=.0000$), which means that 8.95% of the variance in onboarding steps caused by training and job satisfaction as mediator. Therefore, we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of training on turnover intention in the Palestinian banking sector.

Moreover, training has a significant impact on job satisfaction ($a= .2984$, $p=.0000$), job satisfaction also has a significant negative impact on turnover intention ($b=- .3986$, $p<.000$), and training non-significant impact on turnover intention (c' (direct effect) = - 0. 0346, $p=.5134$). In addition, total effect of training on turnover intention is $-.0346$, $p=.5134$. Moreover, the indirect effect of training on turnover intention through job satisfaction is $-.1190$ (path $a * \text{path } b$) because 0 does not belongs to the Bootstrap Lower Level Confidence Interval (BootLLC= $-.1796$) and Bootstrap Upper Level Confidence Interval (BootULCI= $-.0669$). Therefor we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of training on the turnover intention in the Palestinian banking sector.

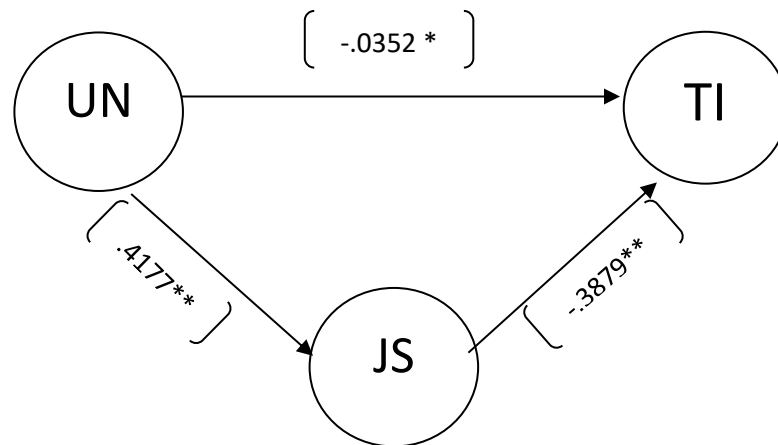
Training should affect the turnover intention, as it's an important part of the onboarding steps. According to the previous literature in this thesis, there is a direct relationship between training and turnover intention. When the quality and application of training is included in the onboarding steps, the job satisfaction increases and in turn, turnover intention decrease.

Hypothesis (1.2): Job satisfaction plays a mediating role in enhancing the impact of an understanding on the turnover intention in the Palestinian banking sector.

Table (4.8): Results of the Third Hypothesis

		Coeff.	S.E	T	P	LLCI	ULCI	Model Summary	
								P	R-sq
Model	Constant	1.5901	.0800	19.8378	.0000	1.4329	1.7473		
	Understanding	.4177	.0275	15.1933	.0000	.3637	.4718		
Mode2	Constant	3.4411	.1897	18.1378	.0000	3.0681	3.8141		
	Understanding	-.352	.0581	-.6053	.5453	-.1494	.0791		
	Job satisfaction	-.3879	.0840	-4.6201	.0000	-.5530	-.2229		
Direct effect of understanding on turnover intention									
		Effect	S.E	T	P	LLCI	ULCI		
		-.0352	.0581	-.6053	.5453	-.1494	.0791		
Indirect effect(s) of understanding on turnover intention									
		Job satisfaction	Effect	BootSE	BootLLC	BootULCI			
			-.1620	.0372	-.2398	-.0922			

Figure (4): Statistical Model for Understanding



According to results in table (4.8), understanding has a positive impact on job satisfaction ($r^2=.3642$, $p=.0000$), which means that 36.42% of the variance in job satisfaction caused by understanding. In addition, job satisfaction plays a mediating role in enhancing the impact of the understanding on turnover intention ($r^2=.0894$, $p=.0000$). Which means that 8.94% of the variance in onboarding steps caused by understanding and job satisfaction as mediator. Therefore, we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of understanding on turnover intention in the Palestinian banking sector.

Moreover, understanding has a significant impact on job satisfaction ($a= .4177$, $p=.0000$), job satisfaction also has a significant negative impact on turnover intention ($b=- .3879$, $p<.000$), and understanding has non-significant impact on turnover intention (c' (direct effect) = $-.0352$, $p=.5134$). In addition, total effect of understanding on turnover intention is $-.0352$, $p=.5453$. Moreover, the indirect effect of training on turnover intention through job satisfaction is $-.1620$ (path $a * \text{path } b$) because 0 does not belongs to the Bootstrap Lower Level Confidence Interval (BootLLC= $-.2398$) and Bootstrap Upper Level Confidence Interval (BootULCI= $-.0922$). Therefore we accept the alternative hypotheses which indicate that job satisfaction plays a

mediating role in enhancing the impact of understanding on the turnover intention in the Palestinian banking sector.

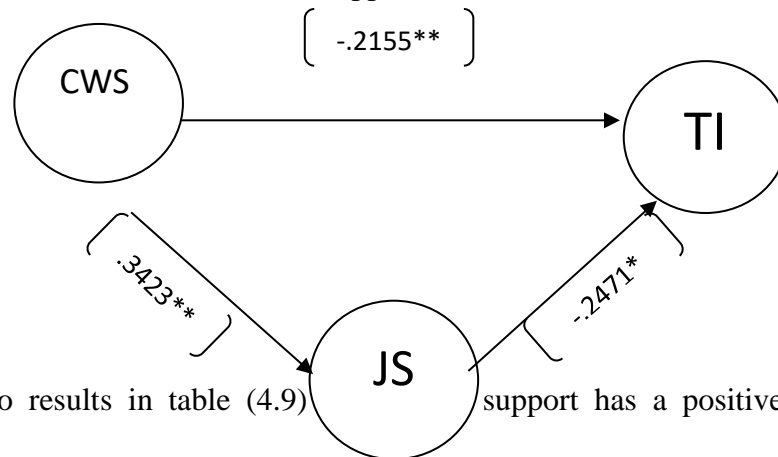
Understanding the job role and the company in general should play a role in affecting turnover intention, as it's an essential step in onboarding. According to the previous literature in this thesis, there is a direct relationship between understanding and turnover intention. When understanding increases job satisfaction increase and turnover intention decrease in turn.

Hypothesis 1.3: Job satisfaction plays a mediating role in enhancing the impact of the Co-workers support on the turnover intention in the Palestinian banking sector.

Table (4.9): Results of the Fourth Hypothesis

		Coeff	S.E	T	P	LLCI	ULCI	Model Summary	
								P	R-sq
Model	Constant	1.7516	.0850	20.5969	.0000	1.5844	1.9188		
	Co-workers support	.3423	.0279	12.2885	.0000	.2876	.3971		
Mode2	Constant	3.5806	.1879	19.0590	.0000	3.2113	3.2113		
	Co-workers support	-.2155	.0504	-4.2780	.0000	-.3145	-.3145		
	Job satisfaction	-.2471	.0768	-3.2165	.0014	-.3981	-.3981		
Direct effect of Co-workers support on turnover intention									
	Effect	S.E	T	P	LLCI	ULCI			
	-.2155	.0504	-4.2780	.0000	-.3145	-.1164			
Indirect effect(s) of Co-workers support on turnover intention									
	Job satisfaction	Effect	BootSE	BootLLC	BootULCI				
		-.0846	.0252	-.1339	-.0338				

Figure (5): Statistical Model for Co-workers Support



According to results in table (4.9) support has a positive impact on job satisfaction ($r^2=.2726$, $p=.0000$). which means that 27.26% of the variance in job satisfaction caused by co-workers support. In addition, job satisfaction plays a mediating role in enhancing the impact of the co-workers support on turnover intention ($r^2=.1282$, $p=.0000$).which means that 12.82% of the variance in onboarding steps caused by co-workers support and job satisfaction as mediator. Therefore, we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of co-workers support on turnover intention in the Palestinian banking sector.

Moreover, co-workers support has a significant impact on job satisfaction ($a= .3423$, $p=.0000$), job satisfaction also has a non-significant negative impact on turnover intention ($b=-.2471$, $p>.0014$), and co-workers has a significant impact on turnover intention (c' (direct effect) = $-.2155$, $p=.0000$). In addition, total effect of co-workers on turnover intention is $-.0846$, $p=.0000$. Moreover, the indirect effect of training on turnover intention through job satisfaction is $-.0846$ (path $a * \text{path } b$) because 0 does not belongs to the Bootstrap Lower Level Confidence Interval (BootLLC= $-.1339$) and Bootstrap Upper Level Confidence Interval (BootULCI= $-.0338$). Therefore we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of co-workers support on turnover intention in the Palestinian banking sector.

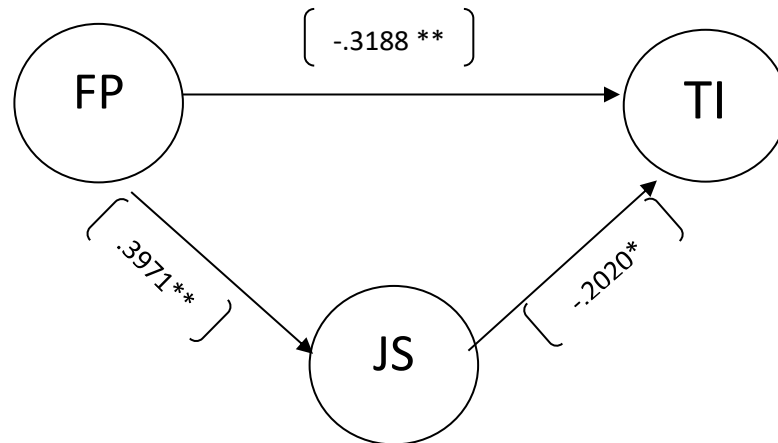
Co-workers' support is a vital dimension in the onboarding steps, and it's necessary for the new hires to feel welcomed and they can socialize in the workplace. According to the previous literature in this thesis, there is a direct relationship between co-workers support and turnover intention. When co-workers support increases job satisfaction increases and turnover intention decreases.

Hypothesis (1.4): Job satisfaction plays a mediating role in enhancing the impact of the future prospects on the turnover intention in the Palestinian banking sector.

Table (4.10): Results of the Fifth Hypothesis

		Coeff	S.E	T	P	LLCI	ULCI	Model Summary	
								P	R-sq
Model	Constant	1.6695	.0920	18.1469	.0000	1.4886	1.8503		
	Future prospects	.3971	.0325	12.2022	.0000	.3331	.4611		
Mode2	Constant	3.6947	.1882	19.6359	.0000	3.3248	4.0646		
	Future prospects	-.3188	.0578	-5.5170	.0000	-.4324	-.2052		
	Job satisfaction	-.2020	.0756	-2.6731	.0078	-.3506	-.0535		
-0.0229									
Direct effect of Future prospects on turnover intention		Effect	S.E	T	P	LLCI	ULCI		
		-.3188	.0578	-5.5170	.0000	-.4324	-.2052		
Indirect effect(s) of Future prospects on turnover intention		Job satisfaction	Effect	BootSE	BootLLC	BootULCI			
			-.0802	.0296	-.1398	-.0229			

Figure (6): Statistical Model for Future Prospects



According to results in table (4.10) future prospects has a positive impact on job satisfaction ($r^2=.2698$, $p=.0000$). which means that 27.98% of the variance in job satisfaction caused by future prospects. In addition, job satisfaction plays a mediating role in enhancing the impact of the future prospects on turnover intention ($r^2=.1527$, $p=.0000$).which means that 15.27% of the variance in onboarding steps caused by future prospects and job satisfaction as mediator. Therefore, we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of future prospects on turnover intention in the Palestinian banking sector.

Moreover future prospects has a significant impact on job satisfaction ($a= .3971$, $p=.0000$), job satisfaction also has a non-significant negative impact on turnover intention ($b=- .2020$, $p>.0078$), and co-workers has a significant impact on turnover intention (c' (direct effect) = $-.2155$, $p=.0000$). In addition, total effect of future prospects on turnover intention is $-.3188$, $p=.0000$. Moreover, the indirect effect of training on turnover intention through job satisfaction is $-.0802$ (path $a * \text{path } b$) because 0 does not belongs to the Bootstrap Lower Level Confidence Interval (BootLLC= $-.1398$) and Bootstrap Upper Level Confidence Interval (BootULCI= $-.0229$).

Therefore we accept the alternative hypotheses which indicate that job satisfaction plays a mediating role in enhancing the impact of future prospects on turnover intention in the Palestinian banking sector.

Future prospects is the fourth step in the onboarding steps, it has been proved that future prospects do affect the turnover intention negatively as the employee would be able to know more about their future in this company and how they can develop their skills and set their own goals. According to the previous literature, there is a direct relationship between future prospects and turnover intention.

Chapter Five

Conclusions and Recommendations

This chapter summarizes the findings and the recommendations of this study. Furthermore, limitations and recommendations for future research will be added where scholars can investigate the neglected areas in this paper and help in narrowing their studies.

5.1 Conclusion

This study has aimed to test the impact of onboarding steps and its dimensions on turnover intention in the Palestinian banking industry with job satisfaction as a mediator. The main argument is that the onboarding steps implemented by banks in Palestine play a negative role on turnover intention, and job satisfaction has a mediating role in this relationship.

The results of this study showed a moderate level in the application of onboarding steps and its dimensions in the banking industry in Palestine. The study pointed out that the onboarding steps and job satisfaction both play a moderate role in the banking sector in Palestine. The study also showed an impact between onboarding steps and its dimensions: training, understanding, co-worker support, and future prospect on turnover intention.

Table 5.1: Summary of the Results of Hypothesis

Number of Hypothesis	Hypothesis	Test	Result
H1	Job satisfaction plays a mediating role in enhancing the impact of onboarding steps on turnover intention in the Palestinian banking sector	Regression	Accepted
H1.1	Job satisfaction plays a mediating role in enhancing the impact of training on turnover intention in the Palestinian banking sector	Regression	Accepted
H1.2	Job satisfaction plays a mediating role in enhancing the impact of understanding on turnover intention in the Palestinian banking sector	Regression	Accepted
H1.3	Job satisfaction plays a mediating role in enhancing the impact of Co-workers support on turnover intention in the Palestinian banking sector	Regression	Accepted
H1.4	Job satisfaction plays a mediating role in enhancing the impact of future prospects on turnover intention in the Palestinian banking sector	Regression	Accepted

5.2 Recommendations

In this section, the researcher provides some suggestions for the banking sector in Palestine to help them improve the current onboarding steps and job satisfaction for their employees. These suggestions are developed from data analysis results in chapter four and are mainly based on the impact of onboarding steps on turnover intention. Accordingly, below are the suggestions:

- Training:
 - Banks should provide formal and structured training programs for all employees.

- Banks need to analyze the training needs for their employees and construct training programs that fit the job requirements and boost productivity.
 - Banks should provide variety of trainings (indoor, outdoor trainings).
 - Banks should empower the managers to give guidance and instructions to the new hires by training them.
- Understanding:
- Banks should construct workshops about how they function and provide handbooks.
 - Bank policies and internal rules should be written and explained to employees.
- Co-workers support:
- Banks should conduct social events to enhance the employees' relationships.
 - Banks can do a greeting day for the new hires and engage them with other workers.
- Future prospects:
- Banks need to establish career path and development sessions with their employees.
 - Managers should have one-on-one meetings with their staff and especially the new hires to discuss the tasks and accomplishments.
- Job satisfaction:

- Managers should give the opportunity for their employees to be independent and work by themselves.
- Managers can give various and different tasks for their employees to avoid recurring tasks every day.
- Banks should increase job satisfaction level by investigating the salaries scale and the amount of work. Since a number of respondents are unhappy with their amount of given work and salary.
- Banks should rely on the feedback of its new hires to identify weaknesses in their onboarding steps and work to address them.
- Banks need to increase job security by conducting seminars and workshops with their employees and have open conversations with them about the working conditions.

5.3 Limitations

The study faced a few limitations, as there was a lack of cooperation in some banks since a number of them refused to distribute the questionnaire among their employees. Moreover, some of the respondents would not be honest enough to say if they want to quit their job by putting the neutral option in the questionnaire, considering that disregarding other factors could affect turnover intention.

Moreover, banks located in Gaza were not included, COVID-19 affected almost all organizations in Palestine in general, therefore it could have impacted the results. In addition, language plays a significant factor as a barrier since the questionnaire was translated from English to Arabic. Finally, This topic was not

studied nor discussed in the Middle East, due to this I was only able to access limited resources and data relevant to the topic.

5.4 Future Research:

Further research could be conducted to include the organizational tenure as a variable to see to what extent it affects the relationship between onboarding and turnover intention and the involvement of employees in creating this process, and the size of the organization.

Also, future research can investigate other variables that are not considered a main or a mediating aspect in this study, such as the amount of work and pay. Finally, future research should construct a case study for a specific Palestinian bank and compare the results with this study.

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Appendix (A): Questionnaire English Version



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY

The Impact of Onboarding Steps on Turnover Intention in The Palestinian Banking Sector: Assessing Mediating Role of Job Satisfaction.

This study aims to test the impact of onboarding steps on turnover intention with the existence of job satisfaction as a mediator in the Palestinian banking sector. In order to complete the requirements for obtaining a master degree in Human Resources Management at Arab American University. The data extracted from the survey will be used for scientific research purposes only.

Researcher: Osama Alattari

Personal information:

Gender: Male Female

Age: 20-30 31-45 46 and above

Period working in the company until now:

Less than 1 year 1-3 years more than 4 years

Highest level of education:

Diploma BA degree MA degree Other

Bank: Local Bank – Foreign Bank

Position: Supervisor/manager - Officer - Assistant - Other

You can rate how much you agree with the sentences from 1 strongly disagree to 5 strongly agree.

			1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
Tol		Training:					
	1.	I was put through a formal training program by the bank.					
	2.	The bank puts all newcomers through the same learning experiences.					
	3.	Bank training gave me a thorough knowledge of my job skills.					

	4.	I am satisfied with the type of job training this bank gave me.					
	5.	My superiors have given me excellent guidance and instruction.					
Uo1		Understanding:					
	1.	The way to do tasks/functions in this bank was always made clear to me.					
	2.	I have a clear understanding of my role in the bank.					
	3.	The bank policies have been made very explicit.					
	4.	The bank goals are known to almost everyone in the bank.					
	5.	I think I know very well the way the bank operates.					
Co1		Co-workers support:					
	1.	Other workers have helped me to understand my job requirements.					
	2.	I received a lot of guidance from experienced bank members.					
	3.	Almost all my colleagues have given me personal or moral support.					
	4.	My colleagues did a great deal to help me adjust to this bank.					
	5.	The interpersonal relations in the bank are very good.					
Po1		<i>Future prospects</i>					
	1.	I can predict my future career path in this bank.					
	2.	The steps in the career ladder are clearly stated in the bank.					
	3.	I can readily anticipate my prospects for promotion in the bank.					

	4.	I would like to continue working for this bank for many more years					
	5.	I usually know in advance when I will receive a new job assignment.					
Io1		<i>Turnover intention:</i>					
	1.	I am seriously considering leaving my current job to work at another company/bank					
	2.	I sometimes feel compelled to quit my job in my current workplace.					
	3.	I will probably look for a new job in the next year.					
	4.	Within the next 6 months, I would rate the likelihood of leaving my present job as high.					
	5.	I will quit this job if the given condition gets even a little worse than now.					
So1		<i>Job Satisfaction</i>					
	1.	Being able to keep busy all the time.					
	2.	The chance to work alone on the job.					
	3.	The chance to do different tasks from time to time.					
	4.	The chance to be “somebody” in the community.					
	5.	The way my boss handles his/her workers.					
	6.	The competence of my supervisor in making decisions.					
	7.	Being able to do things that do not go against my conscience.					
	8.	The way my job provides for steady employment.					

	9.	The chance to do things for other people.					
	10.	The chance to tell people what to do.					
	11.	The chance to do something that makes use of my abilities.					
	12.	The way bank policies are put into practice.					
	13.	My pay and the amount of work I do.					
	14.	The chances for advancement on this job.					
	15.	The freedom to use my own judgement.					
	16.	The chance to try my own methods of doing the job.					
	17.	The working conditions.					
	18.	The way my co-workers get along with each other.					
	19.	The praise I get for doing a good job.					
	20.	The feeling of accomplishment I get from the job.					

Thank you for your time.

Osama Attari.

Appendix (B): Questionnaire Arabic Version



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY

تأثير خطوات تعيين الموظفين الجدد على النية في الاستقالة في القطاع المصرفي الفلسطيني: مع وجود عامل الرضا الوظيفي كمتوسط

تهدف هذه الدراسة الى اكتشاف تأثير خطوات تعيين الموظفين الجدد على النية في الاستقالة في القطاع المصرفي الفلسطيني بوجود الرضا الوظيفي كمتوسط، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في ادارة الموارد البشرية في كلية الدراسات العليا بالجامعة العربية الأمريكية، راجياً من حضرتكم التكرم بالاجابة على الاستمارة بكل صدق وموضوعية علماً بأن البيانات والمعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم

الباحث: اسامة العطار ي

التعريف:

خطوات تعيين الموظفين: هي العملية التي تكون موضوعة من قبل الشركة عند توظيف موظف جديد.

الرضا الوظيفي: هي المشاعر الايجابية والجيدة التي تشعر بها تجاه وظيفتك الحالية وللبنك الذي تعمل به.

المعلومات الشخصية:

الجنس: ذكر انثى

العمر: 20-30 31-45 اكثر من 46 سنة

المدة التي قضيتها في البنك حتى الوقت الحالي:

اقل من سنة سنة الى 3 سنوات أكثر من اربع سنوات

اعلى درجة اكااديمية:

دبلوم او اقل من ذلك بكالوريوس ماجستير او أعلى من ذلك

البنك: بنك محلي بنك وافد

المسمى الوظيفي: مشرف أو مدير موظف مساعد اخرى

فيما يلي نص الاستبيان التي يبين من خلاله مدى موافقتك مع العبارات التالية تبعا للمقاييس من 1 غير موافق بشدة الى 5 موافق بشدة:

5	4	3	2	1		
موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
					التدريب	To1
					خضعت لبرنامج تدريب رسمي في البنك	.1
					البنك يضع جميع المتدربين الجدد في نفس برنامج التعلم	.2
					اعطاني التدريب المصرفي معرفة تامة بمهاراتي الوظيفية	.3
					انا راضٍ بنوع التدريب الوظيفي الذي تلقينته بالبنك	.4
					تلقيت ارشادات وتعليمات متقنة من رؤسائي	.5
					فهم الدور الوظيفي	Uo1
					لظالما أوضحت لي طريقة القيام بالمهام والوظائف في البنك	.1
					لدي مفهوم واضح لدوري الوظيفي في البنك	.2
					قوانين وسياسات البنك كانت مفسرة جيداً منذ البداية	.3
					اعتقد أن اهداف البنك معروفة لجميع الموظفين	.4
					اظن ان لدي معلومات وفيرة عن طريقة عمل البنك	.5
					دعم الموظفين	Co1
					قام الموظفون والموظفات في البنك بمساعدتي في البداية لفهم متطلبات ومسؤوليات عملي	.1
					تلقيت توجيهات عديدة من الاعضاء ذوي الخبرة بالبنك	.2
					قدم لي معظم زملائي دعماً معنوياً او شخصياً	.3
					كان هناك دور كبير لزملائي لتكفي بالبنك	.4
					الاجواء والعلاقات العامة في البنك جيدة جدا	.5

					المسار الوظيفي		Fo1
					بإمكاني توقع مساري المهني في البنك	.1	
					تسلسل الوظائف في البنك واضح لدي	.2	
					يمكنني التنبؤ بفرصي في الترقية بالبنك	.3	
					ارغب في العمل بهذا البنك لسنوات عديدة	.4	
					عادةً، يكون لدي علم مسبق متى سألتقى مهمة جديدة	.5	
					النية في الاستقالة		Io1
					افكر بجدية في ترك عملي الحالي والتوجه للعمل في بنك او شركة اخرى	.1	
					اشعر احياناً انني مضطر لترك وظيفتي في عملي القائم	.2	
					من المتوقع ان ابحت عن عمل جديد في العام المقبل	.3	
					في غضون الستة اشهر القادمة، اتوقع ارتفاع احتمالية ترك وظيفتي الحالية	.4	
					اعتقد انه لو ساءت الاحوال ولو قليلا عن الوضع الحالي، سأستقبل واترك عملي	.5	
					الرضا الوظيفي		So1
					القدرة على البقاء مشغولا طوال الوقت	.1	
					البنك يعطيني الفرصة على العمل بمفردني (الاستقلالية في العمل)	.2	
					التنوع (الفرصة للقيام بأعمال مختلفة من وقت لآخر) (في المهام	.3	
					اشعر بأنه لدي القدرة على ان اكون "شخصاً" في المجتمع	.4	
					الطريقة التي يتعامل بها رئيسي مع عماله او موظفيه	.5	
					كفاءة المشرف علي بإتخاذ القرار	.6	
					القدرة على القيام بالمهام واتخاذ القرارات التي لا تتعارض مع ضميري	.7	
					الطريقة التي يوفر بها عملي وظيفة ثابتة	.8	
					القدرة على مساعدة الاخرين	.9	

					10.	الفرصة لاخبار الاخرين بما يجب فعله
					11.	فرصة القيام بالاشياء التي تستدعي استعمال قدراتي
					12.	الطريقة الموضوعه لسياسات البنك وتطبيقها العملي
					13.	راتبي وتناسبه مع مقدار العمل الذي اقوم به
					14.	القدرة على التطور في العمل
					15.	الحرية في استخدام احكامي الخاصة
					16.	الفرصة لتجربة طريقي الخاصة في اداء المهام
					17.	ظروف العمل
					18.	الطريقة التي ينسجم بها زملائي مع بعضهم في العمل
					19.	المديح او الثناء الذي اتلقاه عند القيام بعمل جيد
					20.	شعور الانجاز الذي احصل عليه من العمل

شكرا جزيلاً على وقتك، وامننى لك يوماً سعيداً.

أسامة العطارى.

Appendix (C): Evaluators List

Name	Contact Information	Academic Rank	Affiliation
Dr. Ahmad Hirzallah	ahirzallah@staff.alquds.edu/0599255448	Assistant Professor	Al-Quds University
Dr. Omar Omran	oomran@birzeit.edu/022982194	Associate Professor	BZU University
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Dr. Majeed Mansour	majeed.mansour@aaup.edu/0599676270	Associate Professor	AAUP

تأثير خطوات تعيين الموظفين الجدد على الدوران الوظيفي في القطاع المصرفي الفلسطيني: تقييم الدور الوسيط للرضا الوظيفي

Abstract (Arabic)

هدفت هذه الدراسة الى بيان أثر خطوات دخول الموظفين الجدد على الدوران الوظيفي، وتقييم الدور الوسيط للرضا الوظيفي في القطاع المصرفي الفلسطيني. اعتمدت هذه الدراسة على استخدام التصميم الكمي في الإجابة على أسئلة وفرضيات الدراسة، وشمل مجتمع الدراسة على جميع موظفي البنوك العاملة في فلسطين والبالغ عددهم ما يقارب 7,349 موظف، وتتكون العينة الغير عشوائية من 405 مشارك، وتم استخدام الإستبيانات كأداة رئيسية لجمع البيانات التي ضمت أربع أقسام.

استخلصت الدراسة عدد من النتائج أهمها أنه يوجد تطبيق متوسط لخطوات دخول الموظفين الجدد في القطاع المصرفي الفلسطيني حيث لهذه العملية تأثير مباشر وملحوظ على الدوران الوظيفي.

وقدمت الدراسة توصيات تؤثر على نسبة الرضا الوظيفي وتحسين خطوات دخول الموظفين في القطاع المصرفي الفلسطيني التي من شأنها أن تقلل نسبة الدوران الوظيفي في العمل لدى موظفيها من ضمنها: يجب على البنوك بناء خطوات واضحة ورسمية لدخول الموظفين الجدد وتتضمن الأربع خطوات، ويجب على البنوك ايضاً أن تحلل وتتحقق من نسبة الرضا الوظيفي للموظفين. واجهت الدراسة ايضاً عدداً من التحديات من أهمها كوفيد-19 حيث كان له تأثير على جميع الشركات بشكل عام وقد أثر على طبيعة وثقافة الشركات.