



The Impact Mechanism of Consistency between Organizational Career Management and HRM Strength on Employee Turnover Intention

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ABSTRACT

The impact mechanism of organizational career management (OCM) and employer brand building on employee turnover intention is an important research and practical issue. Although scholars have conducted useful discussions on this issue from different perspectives, the existing literature lacks research on the important characteristic that employees' career choice decisions rely more on environmental information in the boundaryless career era, as well as the impact mechanism of the consistency between content-based variables and process-based variables on employee turnover. Based on the boundaryless career background and social information processing theory, this study empirically tests the impact mechanism of consistency between OCM and human resource management (HRM) strength, employer brand (including instrumental and symbolic dimensions), and career satisfaction on employee turnover intention using paired survey data from HR managers of 199 financial service enterprises and 947 employees. The results confirm that the consistency between OCM and HRM strength positively affects employees' career satisfaction, thereby reducing their turnover intention; in this process, the instrumental dimension of employer brand (rather than the symbolic dimension) plays a negative moderating role; HRM strength (rather than OCM) is the key explanatory variable in the impact of consistency between OCM and HRM strength on employee turnover intention. This study deepens the research on employees' turnover decision-making mechanism in the boundaryless career era, reveals the important influence of consistency, conspicuousness and comparability of organizational environmental information on employees' turnover decision-making, and provides a theoretical basis for managers to reduce employees' turnover intention and improve the retention efficiency of outstanding talents.

1. Introduction

Employee turnover is a focal topic in the research field of organizational and human resource management^[1-3]. In recent years, with the increasing marketization and flexibility of employment relations, employees' career development can no longer rely on the long-term career arrangements of traditional organizations, and their career development has entered the era of boundaryless careers, leading to a rise in employees'

voluntary turnover rate. Reducing employees' voluntary turnover rate and retaining outstanding talents have become key challenges that many enterprises must face^[3]. At present, enterprises generally adopt the comprehensive management strategy of "career management + employer brand building", introducing and improving career management mechanisms internally and shaping an attractive employer brand image externally, in an attempt to reduce employees' voluntary turnover rate. However, the actual effect of this comprehensive strategy is mixed. Correspondingly, academic

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views on the impact of this strategy also have obvious divergences or conflicts^[4-6]. This indicates that there is a more complex impact mechanism among organizational career management, employer brand and employee turnover intention, which urgently needs further in-depth research.

Although many relevant literatures have focused on the impact effect and mechanism of content-based factors such as organizational career management and employer brand on employee turnover intention, scholars' research views are divergent or conflicting. For example, De Oliveira et al.^[4] and Guan et al.^[7] confirmed that organizational career management practices help enhance employees' organizational identity and reduce their turnover intention, but the research results of Ling and Ou^[5] showed that the career coaching provided by organizations has no significant relationship with employees' turnover intention, and supervisor support even increases employees' turnover intention. For another example, since employer brand includes two independent dimensions: instrumental and symbolic, although researchers generally believe that employer brand has a positive impact on employees' attitudes and behaviors^[8-9], existing literature has conflicting views on the specific impact mechanism of the two dimensions on employees' attitudes and behaviors. Lievens^[10] found that the symbolic dimension of employer brand has a greater impact than the instrumental dimension on the attitudes and behaviors of employees at different employment stages; while Chen et al.^[6] found that the instrumental dimension of employer brand can significantly promote employee engagement and word-of-mouth behavior, but the symbolic dimension has no significant impact.

There are at least three reasons for the divergences or conflicts in scholars' views on the impact mechanism of career management and employer brand on employee turnover intention. First, previous relevant studies mainly focused on content-based variables such as organizational career management, but paid insufficient attention to process-based variables such as employees' overall perception of human resource management practices (i.e., HRM strength). HRM strength refers to employees' overall perception of the distinctiveness, consistency and consensus of human resource management practices^[11], which stems from employees' perceptual evaluation of various organizational human resource management practices accumulated in the past, guides employees to process different content information, and provides a basic framework for employees' behavioral decision-making. In fact, the success of management practices largely depends on employees' overall perception strength of human resource management^[12]. Second, although some existing literatures have focused on the impact of content-based variables (i.e., organizational career management) and process-based variables (i.e., HRM strength) on employee turnover intention^[13], researchers generally regard them as independent variables, and few studies pay attention to the impact effect and mechanism of the consistency between content-based and process-based variables on employee turnover intention. Existing literature holds that the consistency among human resource management practice content, implementation process and employee perception is an important predictor to enhance employee perception and achieve expected goals^[14]. The consistency between

organizational management practices and individual perception helps to unify employer intentions and employee needs, and then helps to maintain organizational integration and efficient operation^[15]. However, up to now, few researchers have paid attention to the impact mechanism of consistency between organizational career management and HRM strength on employee turnover intention. Third, the existing relevant literature has insufficient discussion on the uniqueness of employees' turnover decision-making in the boundaryless career era. With the increasing marketization and flexibility of employment relations, employees can no longer rely on the long-term career arrangements of traditional organizations, and their career development has entered the era of boundaryless careers, making the career development environment faced by employees more complex, ambiguous and uncertain. According to the social information processing theory^[16-18], when individuals face a more complex, ambiguous and uncertain environment, their career choice and mobility decisions will rely more on the information provided by the organizational environment, and the conspicuousness, consistency and comparability of information have a significant impact on employees' career decisions. However, researchers generally conduct employee turnover research based on the background of traditional organizational employment arrangements, from the theoretical perspective of matching organizational supply (e.g., career management, employer brand building) and employees' internal needs (e.g., employees' career goals, career adaptability, values)^[19-22], ignoring the significant characteristic that employees rely more on organizational environmental information to make career choice and mobility decisions in the boundaryless career era, thus failing to systematically reveal the impact mechanism of organizational career management and employer brand practices on employee turnover intention in this era.

To sum up, based on the unique characteristics that employees pay more attention to the improvement of their employability and career market value, and their career choice and mobility decisions rely more on relevant information provided by the organizational environment in the boundaryless career era, this study uses social information processing theory to empirically test the impact mechanism of consistency between organizational career management (content-based variable) and HRM strength (process-based variable) on employee turnover intention with valid survey data, and investigates the moderating effect of instrumental and symbolic dimensions of employer brand in this impact process.

2. Literature review and research hypotheses

2.1. Consistency between organizational career management and HRM strength and employee turnover intention

In the boundaryless career era, employees pay more attention to the improvement of their employability and career market value, and employers' active provision of career development-related information is one of the key factors to retain employees, which directly affects employees' career

choice and mobility decisions^[23]. Therefore, many enterprises have introduced career management mechanisms and adopted measures including career planning, succession planning, career rotation, position information, training and career transition counseling^[24], to provide employees with appropriate career opportunities and career development resource support^[25], in an attempt to reduce employees' turnover intention. However, relevant research and practice have not strongly supported managers' intuitive expectations. Some scholars believe that organizational career management can enhance employees' organizational identity and reduce their turnover intention^[4], but some research views are divergent or conflicting with this. For example, Ling and Ou^[5] found that career coaching provided by organizations has no significant impact on employees' turnover intention, and supervisors' career support even increases employees' turnover intention. This is largely related to managers and scholars' excessive focus on organizational career management practices themselves, while ignoring employees' overall perception and recognition of human resource management practices. In fact, relevant research and practice show that although the human resource management measures provided by organizations are important, employees' overall perception and recognition of human resource management (i.e., HRM strength) have a crucial impact on the success of human resource management initiatives^[26]. Therefore, in the past decade, "HRM strength" has become the main process-based variable to explain and improve the actual effectiveness of human resource management initiatives^[11]. It refers to employees' overall perception of the distinctiveness, consistency and consensus of human resource management practices, which can reflect the effectiveness of organizations in transmitting information and help form a high-strength organizational atmosphere^[11].

Although some literatures have focused on the impact of organizational career management and HRM strength on employee turnover intention^[7,13,27], researchers generally regard them as independent variables, and few scholars regard them as interrelated variables to study the impact effect and mechanism of their consistency on employees' attitudes and behaviors. Social information processing theory holds that when individuals face an uncertain, ambiguous and complex social environment, their attitudes and behavioral decisions rely more on information provided by the social environment, and the clarity and consistency of environmental information are particularly critical^[16,18]. In the boundaryless career era, in the process of career choice and mobility decision-making, employees not only pay attention to content-based information such as career management practices provided by organizations, but also collect process-based information such as their overall perception of organizational human resource management practices accumulated through working in the enterprise, and the latter is often the basis for employees to interpret organizational career management initiatives^[15]. According to social information processing theory, the consistency between organizational career management practices and employees' overall perception of HRM strength formed based on past experience has an important impact on employees' career-related attitudes (e.g., career satisfaction) and behaviors (career choice and turnover).

In practice, the consistency between organizational career management and HRM strength can be divided into two states (including four types), namely consistent state (including "high career management + high strength perception" and "low career management + low strength perception") and inconsistent state (including "high career management + low strength perception" and "low career management + high strength perception"). Consistency between the two not only means that career management practices are consistent in mechanism design, implementation process and employee perceptual experience^[28], but also means that organizational career management is consistent with employees' overall perception of human resource management accumulated in the past^[26]. Therefore, the more consistent the two are, the more likely employees are to show attitudes and behaviors consistent with the information of career management practices, maintain or improve their career satisfaction, enhance organizational identity, and reduce turnover intention; on the contrary, inconsistent information obtained by employees in career choice and mobility decision-making requires them to seek more information from the external environment to reduce the ambiguity and uncertainty of information^[29], which will consume more employees' resources, easily lead to reduced career satisfaction and increased turnover intention. Accordingly, this study puts forward the following hypothesis:

H1: The higher the consistency between organizational career management and HRM strength, the lower the employees' turnover intention.

When organizational career management is consistent with HRM strength, it is self-evident that the two consistent types (i.e., "high career management + high strength perception" and "low career management + low strength perception") have different impacts on employee turnover intention, and social information processing theory provides a strong explanation for this. The theory holds that social information provides employees with a perspective to evaluate their work and career environment, and conspicuous information attracts employees' attention process, thereby shaping their attitudes and behaviors^[30]. Employees' overall perception information of human resource management formed based on past experience (i.e., HRM strength) is the basis for explaining the effectiveness of organizational management initiatives^[15]. Therefore, when organizational career management is consistent with HRM strength, HRM strength attracts more employees' attention^[31] and becomes a key variable explaining the impact of their consistency on turnover intention. High HRM strength means that the distinctiveness, consistency and consensus of organizational human resource management are higher, and the information obtained by employees is more conspicuous. It can not only attract employees' attention process and effectively transmit the information of organizational career management, but also affect employees' effective perception and sharing of this information, making employees more likely to accept the organizational expectations sent by the organizational career management mechanism^[32], thus more helpful to reduce employees' turnover intention. Accordingly, this study puts forward the following hypothesis:

H2: When organizational career management is consistent with HRM strength, employees' turnover intention is lower under the type of "high career management + high strength perception" than under the type of "low career management + low strength perception".

In practice, managers need to face the common inconsistent state of organizational career management and HRM strength. Therefore, it is of great practical significance to explore and understand the impact effect differences of the two inconsistent types (i.e., "high career management + low strength perception" and "low career management + high strength perception") on employee turnover intention. According to social information processing theory, when the environmental information faced by employees in decision-making is ambiguous, or there are divergences or conflicts between different information, employees will take the initiative to obtain additional information to reduce uncertainty and reduce decision-making risks^[17]. When organizational career management is inconsistent with HRM strength, employees will need to obtain additional information to reduce the risks of career choice and mobility decision-making. Employees' overall perception of human resource management initiatives can provide them with additional information^[33]. High HRM strength means that the predictability of organizational treatment, rewards, behaviors, performance and work expectations is stronger, which reduces employees' motivation to explore information from other channels^[34], and employees can rely on internal practices, colleagues and information from superiors to alleviate the negative impact of the uncertain environment. Low HRM strength means that employees' recognition and expectation of organizational human resource management are low, and low-value and low-effectiveness organizational career management provides limited additional information for employees. Insufficient resources and information obtained by employees will increase their psychological pressure^[35], and they have to invest more resources to obtain information from more channels, such as seeking external information support, which will consume more individual resources^[36], require individuals to pay higher costs, improve employees' cognitive dissonance and perceived insecurity^[37], easily reduce career satisfaction, and trigger higher turnover intention. Accordingly, this study puts forward the following hypothesis:

H3: When organizational career management is inconsistent with HRM strength, employees' turnover intention is lower under the type of "low career management + high strength perception" than under the type of "high career management + low strength perception".

2.2. The mediating role of employee career satisfaction

In the boundaryless career era, employees themselves are the main responsible subjects of their careers, and their career choice and mobility decisions are more market-oriented and personalized. Existing literature holds that employees' internal and external satisfaction from their careers (i.e., career satisfaction) is a key proximal predictor of employee turnover intention^[38]. Many organizations improve employees' career satisfaction by introducing and improving career management mechanisms to provide employees with career planning,

career opportunities and career resources. According to social information processing theory^[16-18], in the complex, ambiguous and uncertain employment market environment, employees not only pay attention to the content information of career management practices provided by employers, but also pay more attention to the consistency between this information and their perception of HRM strength formed based on past experience. Consistency between the two means that the organizational career management and its effectiveness are more predictable, which helps employees show high situational adaptability in career development^[39], maintain or improve their recognition of the organization, improve career satisfaction, thereby reducing turnover intention^[40]; on the contrary, when the two are inconsistent, employees have to mobilize additional resources to obtain information to reduce the uncertainty of career development decision-making, which easily induces higher levels of cognitive dissonance and insecurity, thus reducing employees' career satisfaction and strengthening their motivation to leave the organization. Accordingly, this study puts forward the following hypothesis:

H4: Employee career satisfaction plays a mediating role in the impact of consistency between organizational career management and HRM strength on turnover intention.

2.3. The moderating role of employer brand

In recent years, while introducing organizational career management mechanisms, enterprises generally adopt employer brand building initiatives to shape attractive employer brand value connotations and images, in an attempt to weaken employees' turnover motivation and retain outstanding talents. Employer brand building is the practice of employers' active management and information dissemination of employment value propositions. A large number of studies have confirmed that employer brand helps organizations retain talents. For example, Buchelt et al.^[41] found that employer brand attractiveness significantly affects employees' turnover decisions. However, existing research pays insufficient attention to the impact effect and differences of the two types of information (instrumental and symbolic) contained in employer brand^[10,42-43] on employee turnover intention. Existing relevant studies hold that due to the different types and characteristics of information processed by instrumental and symbolic dimensions, the impact effects of instrumental and symbolic dimensions of employer brand on employees' attitudes and behaviors vary with employment stage, social and cultural differences, employment relation atmosphere and other factors. For example, Lievens^[10] found that the symbolic dimension of employer brand has a greater impact than the instrumental dimension on the attitudes and behaviors of employees at different employment stages; while Chen et al.^[6] found that the instrumental dimension of employer brand can significantly promote employee engagement and word-of-mouth behavior, but the symbolic dimension has no significant impact; Zhu et al.^[44] found that in the process of influencing employees' service-oriented organizational citizenship behavior, the relationship between symbolic employer brand and HRM strength is not the "complementary and mutually beneficial" relationship expected by managers'

intuition, but a mutually substitutive relationship. However, few studies have truly explored the impact effect and differences of instrumental and symbolic information of employer brand in employees' turnover decision-making process based on the unique characteristics of employees' career choice and mobility decisions in the boundaryless career era.

According to social information processing theory, the more complex, ambiguous and uncertain the social environment faced by individuals, the more they tend to rely on social comparison information and adjust their corresponding attitudes and behaviors^[16,45]. Employer brand is the employment value proposition shaped and disseminated by employers for target talents, aiming to show differentiated value image and talent competitive advantage. Therefore, employer brand building is a process of clearly providing attractive information for target talents, among which the instrumental dimension of employer brand provides more concrete and benefit-oriented information, such as salary, employee development, work-life balance, etc., and the symbolic dimension provides more abstract and self-meaning construction-oriented information, such as integrity, innovation, reputation, etc. In the boundaryless career era, employees pay more attention to the improvement of their employability and career value in career choice and mobility decision-making, so they may pay more attention to benefit-oriented instrumental information such as salary, employee development and work-life balance. In addition, instrumental information is more convenient for employees to make social comparisons between different organizations and careers due to its concrete characteristics, so it has a significant impact on employees' turnover intention. The main function of symbolic information is to promote target talents to complete self-organization matching in terms of meaning construction. Due to its intangible, subjective and abstract characteristics^[42], it is difficult to make horizontal comparisons between different organizations and careers, so it has no significant impact on employees' turnover intention in the boundaryless career era. Accordingly, this study puts forward the following judgment:

H5: In the process of consistency between organizational career management and HRM strength affecting employee turnover intention, instrumental employer brand plays a negative moderating role, while symbolic employer brand has no significant moderating role.

2.4. The moderated mediation effect

Based on the above analysis, this study further infers that in the process of consistency between organizational career management and HRM strength affecting employees' turnover intention through influencing their career satisfaction, instrumental employer brand has a significant moderating effect, while symbolic employer brand has no significant moderating effect. Specifically, the stronger the instrumental employer brand of an enterprise, the more attractive the social comparison information it provides for employees' career choice and mobility decision-making, which helps to strengthen employees' career satisfaction, further reduce turnover intention, and thus strengthen the mediating effect of career satisfaction; the stronger the symbolic employer brand,

the more likely employees are to complete self-organization matching in terms of meaning construction, but due to the subjective and abstract characteristics of this type of information, employees are difficult to make social comparisons between different organizations and careers in the complex, ambiguous and uncertain employment market environment, so it has no significant impact on employees' career satisfaction and turnover intention. Accordingly, this study puts forward the following hypothesis:

H6: Instrumental employer brand negatively moderates the mediating effect of employee career satisfaction in the impact of consistency between organizational career management and HRM strength on turnover intention, while symbolic employer brand has no significant moderating effect in this process.

3. Research design and sample data

3.1. Sample selection and data collection

This study adopts the questionnaire survey method to collect data, and the research objects are paired samples of HR managers and employees in the financial service industry (mainly including securities companies, banks and insurance enterprises) (with a ratio of 1:5). The questionnaire survey is conducted through on-site distribution, online research and mailing, and answered anonymously. The questionnaire was pre-tested and optimized in a small range before the formal survey, and reverse questions were set to ensure the scientificity of the questionnaire. The survey samples are mainly distributed in North China and East China, with a total of 263 enterprises participating in the survey, including 112 banks, 74 securities companies, 54 insurance companies and 23 other financial service institutions. A total of 1,316 questionnaires were collected in this survey, and the final valid paired questionnaires include 1,146 samples from 199 financial institutions, including 199 HR manager samples and 947 employee samples. Among the valid survey samples, 48.6% are male and 51.4% are female in terms of gender; in terms of employee age, 4.5% are under 25 years old, 41.4% are 26-31 years old, 33.6% are 32-36 years old, 16.5% are 37-45 years old, and 4% are over 46 years old; in terms of industry, 40.9% are banking, 34.3% are securities, 15% are other financial industries, and 9.8% are non-financial industries; in terms of organizational level, 3.3% are headquarters, 24% are subordinate second-level institutions, 33.4% are subordinate third-level institutions, and 39.4% are others.

3.2. Research tools

This study draws on foreign mature scales to measure organizational career management, HRM strength, employer brand, career satisfaction and turnover intention, and translates and back-translates the items to ensure good reliability and validity. All questionnaires are self-reported by respondents, and a 5-point Likert scale is adopted, with 1 indicating strongly disagree and 5 indicating strongly agree.

4. Empirical results analysis and discussion

4.1. Aggregation analysis results

Since HRM strength is defined at the organizational level, we measure organizational-level HRM strength by calculating the average value of HRM strength of all members in the organization, and aggregate individual-level data to the organizational level. In the aggregation process, Rwg and ICC indicators are used to judge the reliability of aggregated data. The average and median Rwg of each group of HRM strength are 0.876 and 0.897 respectively, higher than the criterion of $Rwg > 0.7$ proposed by James et al.^[46]. The ICC of HRM strength is 0.770, greater than the criterion of $ICC > 0.7$ pointed out by James et al.^[46]. Data analysis shows that aggregating individual-level HRM strength variables to the organizational level meets the requirements of empirical research.

4.2. Validity test and confirmatory factor analysis

Variables such as career satisfaction, turnover intention and HRM strength in this study are all from employee samples. Before hypothesis testing, confirmatory factor analysis was conducted to test the discriminant validity of variables. First, the results of principal component analysis using SPSS 25 statistical software show that the KMO validity of the questionnaire is 0.947. Second, this study uses Mplus 8.3 statistical software to conduct confirmatory factor analysis on the mediating variable (career satisfaction), explained variable (turnover intention) and matching moderating variable (HRM

strength) (see Table 1). This study conducted 3-factor, 2-factor and 1-factor analysis respectively. The 3-factor model is a measurement model that regards career satisfaction, turnover intention and HRM strength as three factors, "+" means that variables are regarded as having the same latent variable. Data analysis shows that the 3-factor measurement model ($\chi^2=2583.424$, $df=696$, $RMSEA=0.052$, $SRMR=0.067$, $CFI=0.906$, $TLI=0.895$) is significantly better than other models and has a good fitting effect, indicating that the variables in the model have good discriminant validity.

4.3. Descriptive statistics and correlation analysis

Table 2 reports the mean, standard deviation and Pearson correlation coefficient of the research variables. The results show that organizational career management is significantly positively correlated with career satisfaction ($r=0.161$, $p<0.01$), significantly negatively correlated with turnover intention ($r=-0.112$, $p<0.01$), and significantly positively correlated with employer brand ($r=0.853$, $p<0.01$); HRM strength is significantly positively correlated with career satisfaction ($r=0.304$, $p<0.01$), significantly negatively correlated with turnover intention ($r=-0.436$, $p<0.01$), and significantly positively correlated with employer brand ($r=0.242$, $p<0.01$); organizational career management is significantly positively correlated with HRM strength ($r=0.294$, $p<0.01$). Data analysis shows that the correlation between variables in the research model meets the theoretical requirements of hypothesis verification.

Table 1. Results of confirmatory factor analysis

	χ^2	df	RMSEA	SRMR	CFI	TLI
3 Factors (job satisfaction, human resource management intensity, turnover intention)	2 583.424	696	0.052	0.067	0.906	0.895
2 Factors (job satisfaction, human resource management intensity+turnover intention)	2 955.245	698	0.056	0.091	0.888	0.875
2 Factors (job satisfaction+human resource management intensity, turnover intention)	2 770.451	698	0.054	0.069	0.897	0.885
1 Factors (job satisfaction+human resource management intensity+turnover intention)	3 889.715	701	0.067	0.077	0.842	0.824

Table 2. Descriptive statistics of research variables and correlation matrix

Variable	M	SD	1	2	3	4	5	6	7	8
1. Gender	0.489	0.499								
2. Age	2.741	0.927	0.054							
3. Industry Sector	1.938	0.974	-0.03	0.043						
4. Organizational Level	3.089	0.870	-0.112**	-0.380**	-0.136**					
5. Organizational Career Management	3.470	0.700	-0.001	-0.063	-0.180**	0.076*				
6. Human Resource Management Intensity	3.211	0.393	0.009	-0.102**	-0.121**	-0.065*	0.294**			
7. Employer Brand	3.640	0.621	-0.004	-0.013	-0.152**	0.021	0.853**	0.242**		
8. Job Satisfaction	3.221	0.790	0.059	0.010	-0.092**	-0.109**	0.161**	0.304**	0.143**	
9. Turnover Tendency	2.454	0.816	-0.082*	-0.039	0.090**	0.143**	-0.112**	-0.436**	-0.123**	-0.449**

4.4. The impact of consistency between organizational career management and HRM strength on employee turnover intention

This study uses polynomial regression and response surface analysis to test the consistency hypothesis. Referring to the method of Edwards and Parry^[47], this study constructs the regression equation $Z=b_0+b_1X+b_2Y+b_3X^2+b_4XY+b_5Y^2+e$ (X is organizational career management, Y is HRM strength, Z is employee turnover intention), where b_0 is the constant

term, b_1 to b_5 are regression coefficients, e is the error term, and X and Y are centralized independent variables. This study controls employee gender, age, industry and organizational level. After introducing the quadratic term of the above equation, the ΔR^2 of the model increases significantly ($\Delta R^2=0.012$, $p<0.01$), indicating that the model is suitable for polynomial regression and response surface analysis. For the impact of consistency between organizational career management and HRM strength on employee turnover intention, the response surface analysis results show that along the inconsistent line ($X=-Y$), the curvature of the cross-section

is significant and positive (curvature=0.654, $p<0.01$), indicating that the response surface is a trough surface, that is, the consistency between organizational career management and HRM strength has a significant negative effect on turnover intention. The more consistent the two are, the lower the employees' turnover intention, and H1 of this study is verified. For the impact of the two consistent types on employee turnover intention in the consistent state, it is mainly judged by the slope and curvature of the consistent line. Along the consistent line ($X=Y$), the slope of the cross-section is significantly negative (slope=-0.773, $p<0.001$), and the curvature is not significant (curvature=-0.012, n.s.), indicating that the relationship between the two consistent types in the consistent state is linear, and employees' turnover intention under the type of "high career management + high strength perception" is lower than that under the type of "low career management + low strength perception", and H2 of this study is verified and supported. For the relationship between the two inconsistent types and employee turnover intention in the inconsistent state, it is comprehensively judged by the slope and curvature of the inconsistent line. Along the inconsistent line ($X=-Y$), the slope of the cross-section is significantly positive (slope=0.934, $p<0.001$), and the curvature is also significantly positive (curvature=0.654, $p<0.01$), indicating that in the inconsistent state, employees' turnover intention under the type of "low career management + high strength perception" is lower than that under the type of "high career management + low strength perception", and H3 of this study is verified.

To more vividly reveal the impact of consistency between organizational career management and HRM strength on employee turnover intention, this study takes organizational career management as the X-axis, HRM strength as the Y-axis, and employee turnover intention as the Z-axis, and fits the response surface graph. The results show that the response surface is roughly trough-shaped along the inconsistent line and roughly flat along the consistent line. This indicates that the more consistent organizational career management is with HRM strength, the lower the employees' turnover intention; employees' turnover intention under the type of "high career management + high strength perception" is lower than that under the type of "low career management + low strength perception"; employees' turnover intention under the type of "low career management + high strength perception" is lower than that under the type of "high career management + low strength perception".

4.5. Test of the mediating role of career satisfaction

To test the mediating effect of career satisfaction, this study refers to the method proposed by Edwards and Cable^[48], multiplies the values of X, Y, XY, X², Y² by their coefficients in polynomial regression to form a block variable, and then tests the mediating effect with the block variable as the independent variable. The direct effect of consistency between organizational career management and HRM strength on turnover intention is -1.057, and the 95% confidence interval is [-1.270, -0.844], excluding 0; the indirect effect through career satisfaction is -0.390, and the 95% confidence interval is [-0.508, -0.285], excluding 0, indicating that career

satisfaction plays a mediating role in the relationship between consistency between organizational career management and HRM strength and employee turnover intention, verifying H4 of this study.

4.6. Test of the moderating effect of employer brand

This study further tests the moderating effect and moderated mediation effect of employer brand. This study draws on the method recommended by Wen et al.^[49], and uses interaction terms and conditional process analysis to test the moderating effect and moderated mediation effect. Employer brand has a significant negative moderating effect on the relationship between employee career satisfaction and turnover intention, the negative moderating effect of instrumental employer brand is significant, and the moderating effect of symbolic employer brand is not significant, and H5 of this study is verified and supported. This study draws the moderating effect graph of instrumental employer brand, and finds that instrumental employer brand has a significant negative moderating effect on the relationship between employee career satisfaction and turnover intention.

This study further uses the Bootstrap method to conduct conditional process analysis to verify the moderated mediation effect of instrumental employer brand. The impact effect of consistency between organizational career management and HRM strength on employee turnover intention through career satisfaction under different levels of instrumental employer brand (16th percentile, 50th percentile and 84th percentile). Data analysis results show that when instrumental employer brand is at a low level, the confidence interval includes zero; when instrumental employer brand is at a high level, the confidence interval does not include zero. That is to say, the stronger the instrumental employer brand, the more significant the moderated mediation effect of consistency between organizational career management and HRM strength on career satisfaction, and H6 of this study is verified and supported.

5. Research conclusions and prospects

5.1. Research conclusions

In the boundaryless career era, the career development environment faced by employees is more complex, ambiguous and uncertain, and their career choice and mobility decisions rely more on information provided by the environment. Therefore, enterprises generally adopt the internal and external integrated management idea of "organizational career management + employer brand building" to provide employees with rich career development-related information, in an attempt to weaken employees' turnover motivation and retain outstanding talents. However, it is worth noting that the effect of this initiative in practice is mixed, and the existing literature has divergent views on the impact mechanism of organizational career management and employer brand on employee turnover intention, mainly due to insufficient attention to the important characteristic that employees' career

choice decisions rely more on environmental information in the boundaryless career era, and lack of discussion on the impact mechanism of consistency between content-based variables and process-based variables on employee turnover intention. Based on social information processing theory, this study constructs an impact mechanism model of consistency between organizational career management and HRM strength, employer brand (including instrumental and symbolic dimensions), career satisfaction on employee turnover intention, and tests the model through polynomial regression and response surface analysis using paired survey data from HR managers of 199 financial service enterprises and 947 employees, obtaining the following research conclusions.

First, the consistency between organizational career management and HRM strength is an important factor to improve employees' career satisfaction and reduce turnover intention. In previous studies on employee turnover, researchers often paid too much attention to content-based variables such as organizational career management. Even if a few studies have explored the impact of process-based variables such as HRM strength, they regarded organizational career management practices and HRM strength as independent variables, and few studies considered the impact effect and mechanism of consistency between content-based information and process-based information. This is also an important reason for the divergences or conflicts in existing research views on the impact effect and mechanism between career management practices and employee turnover intention. According to social information processing theory^[16-17], in the boundaryless career era, the career development environment faced by employees is more complex, ambiguous and uncertain, and employees' career choice and mobility decisions rely more on social environmental information, so information consistency is very important. That is to say, in the boundaryless career era, for employees' career choice and mobility decision-making, the practical information provided by organizational career management mechanism (content-based variable) is certainly important, but the consistency between it and employees' perception information of HRM strength (process-based variable) formed based on past experience is more critical. The more consistent organizational career management is with employees' HRM strength perception, the higher the employees' satisfaction and the lower the turnover intention.

Second, in the process of consistency between organizational career management and HRM strength affecting employee turnover intention, HRM strength (rather than organizational career management practices) is the key explanatory variable. This study confirms that in the process of consistency between organizational career management and HRM strength affecting employee turnover intention, in the consistent state, employees' turnover intention under the type of "high career management + high strength perception" is lower than that under the type of "low career management + low strength perception"; in the inconsistent state, employees' turnover intention under the type of "low career management + high strength perception" is lower than that under the type of "high career management + low strength perception". According to social information processing theory^[16,18,30], the conspicuousness of environmental information affects

employees' attention process, thereby affecting their attitudes and behaviors. The results of this study indicate that in the same consistent state (or inconsistent state), the key explanatory factor for the difference in impact effects of different combination types is HRM strength. High HRM strength means that employees have formed a cognition of the distinctiveness, consistency and consensus of organizational human resource management practices based on past work experience in the enterprise, and formed a high level of overall recognition. In the consistent state, it becomes conspicuous information that attracts more employees' attention process; in the inconsistent state, it is an important basis for employees to obtain additional information and reduce the risks of career decision-making. In the process of consistency between organizational career management and HRM strength affecting employees' career satisfaction and their turnover intention, HRM strength (rather than organizational career management practices) is more critical.

Third, in the boundaryless career era, instrumental employer brand (rather than symbolic employer brand) helps to improve employees' career satisfaction and thereby reduce their turnover intention. Existing relevant studies in the field of employer brand show that symbolic employer brand has a more significant and stable impact on target talents' career decision-making behaviors^[9]. However, according to social information processing theory^[16,45], in the boundaryless career era, employees rely more on comparable environmental information to reduce the risks of career decision-making and improve employability and career value. Instrumental employer brand can significantly affect employees' career choice and mobility decision-making because the information it provides and transmits is concrete and directly related to career value, which is more helpful for employees to compare between different organizations and career opportunities; in contrast, symbolic employer brand provides abstract and subjective information, which helps employees judge the degree of individual-organization matching at the level of self-meaning, but is not suitable for employees to compare between different organizations and careers, so it has no significant impact on employees' satisfaction and turnover intention.

5.2. Management implications

The findings of this study help remind managers to attach importance to maintaining employees' career satisfaction in talent retention management practices, and the main implications for enterprises' talent retention practices in the boundaryless career era are as follows.

First, enterprises should not only focus on the construction of career management mechanisms, but also pay more attention to employees' overall perception of human resource management practices and the consistency between the two. In talent retention practices, managers tend to focus too much on management mechanisms while ignoring employees' overall perception of human resource management practices. Based on the findings of this study, to reduce the turnover intention of outstanding employees and improve the efficiency and effect of talent retention, enterprises should not only build and optimize career management mechanisms such as career

planning, succession planning and training, but also optimize various practices of the human resource management system from an overall perspective, keep the mechanism design, implementation process and employee perception consistent, improve employees' overall perception level of human resource management, and maintain a high-level consistency between organizational career management and HRM strength. It is particularly noteworthy that some enterprises with weak human resource management level attempt to make a "single-point breakthrough" by introducing career management mechanisms in talent retention practices. This study shows that HRM strength is the key explanatory basis for the effectiveness of organizational career management practices, so such "single-point breakthrough" initiatives are often difficult to achieve expected management results. There is no shortcut to retaining outstanding talents. Enterprises must systematically optimize human resource management mechanisms and improve employees' overall perception and recognition of human resource management practices.

Second, in employer brand building practices, enterprises should focus more on sorting out and disseminating attractive instrumental employer brand information. In employer brand building practices, enterprises often pay more attention to sorting out and disseminating abstract symbolic employer brand information to help employees judge individual-organization matching, improve employees' sense of belonging and identity, so as to achieve the goal of retaining target talents. However, in the boundaryless career era, employees pay more attention to the improvement of their own employability and market career value, and their career choice and mobility decisions rely more on environmental information that can be compared between different organizations and career opportunities. Abstract and subjective symbolic employer brand information helps employees make individual-organization matching judgments, while concrete instrumental employer brand information directly related to career value is suitable for comparison between different organizations and career opportunities. Therefore, in employer brand building practices, although it is important to shape symbolic employer brand and disseminate employment philosophy and culture, from the perspective of talent retention effectiveness, enterprises must build a highly attractive instrumental employer brand and clearly and consistently transmit the concept and practical information of the enterprise in instrumental aspects (such as salary, career development and work-life balance) to the target talent market and employees.

5.3. Research limitations and prospects

This study strives to maintain scientific rigor in the research design and implementation process, and explores the impact mechanism of consistency between organizational career management and HRM strength on employee turnover intention. Future research can be deepened and expanded from the following two aspects. First, optimize the research design in future research and adopt multi-source and multi-time point data to make the data basis of the research conclusions more solid. This study collected multi-source data from HR managers and employees to avoid homologous bias of

research data, but it is still cross-sectional data. Testing with cross-sectional data may deviate from the actual situation^[50], and multi-source and multi-time point data can effectively alleviate this problem. Second, expand the industry sources of research samples in future research to verify the reliability of the research views. The research samples of this study are from the financial service industry, and the research views may be affected by the relatively single industry nature. Using sample data from multiple industries can provide a more robust data basis for the research views of this study.

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