

THEORIZING A BOUNDARY CONDITION OF THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER INTENTION: A PROPOSED MODEL

Um modelo para lidar com condições limite relacionadas ao papel moderador da Gestão de Recursos Humanos no caso de intenções de rotatividade dos trabalhadores

Kabiru Maitama Kura

Department of Business Administration and Management
Federal Polytechnic Kaura-Namoda, Kaura-Namoda, Zamfara State,
Nigéria, 882231

E-mail: kmkura@gmail.com

Abstract: Following a comprehensive review of the existant literature on human resource management (HRM) and organizational behavior, this paper proposes a conceptual model that highlights the role of contextual factor in affecting HRM practices-turnover intention relationships. More specifically, we propose that perceived organizational politics may play a moderating role between HRM practices and employees' turnover intention. Propositions and directions for future research on employees' turnover decisions are also offered.

Key words: HRM practices; Organizational politics; Turnover intention; Social exchange theory; Proposed model

Resumo: Após uma revisão abrangente da literatura existente sobre gestão de recursos humanos (GRH) e comportamento organizacional, este artigo propõe um modelo conceitual que destaca o papel do fator contextual afetando as práticas de GRH – relacionadas a intenções de rotatividade. Mais especificamente, propomos que a política organizacional percebida pode desempenhar um papel moderador entre as práticas de GRH e a intenção de rotatividade dos funcionários. Propostas e orientações para pesquisas futuras sobre as decisões de turnover dos funcionários também são oferecidas.

Palavras chave: Práticas de GRH; Política organizacional; Intenção de rotatividade; Teoria da troca social; Modelo proposto.

Recebido em: 12/12/2016

Aceito em: 31/03/2017

INTRODUCTION

Employee turnover has become a major concern for academics and practitioners alike (Deery, Nath, & Walsh, 2013; Korunka, Hoonakker, & Carayon, 2008; Popoola, Nnadozie, & Moses, 2013). To understand the underlying causes of employee turnover, researchers have suggested several factors from a number of theoretical perspectives. To date, some of the factors that have been advanced include, ethical climate (Mulki, Jaramillo, & Locander, 2008), job satisfaction (Kuo, Lin, & Li, 2014), quality of work life (Surienty, Ramayah, Lo, & Tarmizi, 2014), work related stress (Jones, Chonko, Rangarajan, & Roberts, 2007; Yun, Hwang, & Lynch, 2015), work group (Kruzich, Mienko, & Courtney, 2014), work-family conflict (Nohe & Sonntag, 2014), perceived external prestige (Ciftcioglu, 2010), job embeddedness (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001; Yang, Ma, & Hu, 2011), leadership styles, (Peachey, Burton, & Wells, 2014), and organizational justice, among others (DeConinck & Stilwell, 2004).

Additionally, research suggests that HRM practices, which is characterized by promotion, compensation, and evaluation practices, among others play an important role in understanding employees' turnover decision (e.g., Ahmad & Schroeder, 2003; Demo, Neiva, Nunes, & Rozzett, 2012; Fey & Björkman, 2001; Huselid, 1995; Ngo, Turban, Lau, & Lui, 1998; Pfeffer, 1998; Thang & Quang, 2005). Despite such accumulating research evidence supporting the link between HRM practices and employee's turnover intention, little is known regarding the conditions that determine when and how HRM practices affect individual attitudes' and behaviours (Joarder, Sharif, & Ahmmed, 2011). Hence, this gap in the literature suggests that more studies are needed to understand the role of moderating variables on the link between HRM practices and employee's turnover intention. The purpose of this paper was to propose a model on whether perceived organisational politics play a moderating role on the relationship between human resource management practices and turnover intention.

LITERATURE REVIEW

1. Human resource management practices and turnover intentions

Human resource management Practices refer to "all practices (e.g. annual performance appraisals), specific policies (e.g. equal opportunities), tools (e.g. employee surveys) or techniques (e.g. management by objectives) that contribute to managing human resources in an organisation" (Petersitzke, 2009, p. 1). Literature suggests that HRM Practices is a multi-dimensional construct consisting of several dimensions, ranging from two dimensions (e.g., Baughn, Ward, & Buchanan, 2004) to eight dimensions, or even more (e.g., Beechler, Najjar, Stucker, & Bird, 1996; Gavino, Wayne, & Erdogan, 2012; Theriou & Chatzoglou, 2009). Previous studies have found mixed results in the relation between HRM practices and employees' turnover intention. For example, with two samples comprising of department store salespeople and insurance agents, respectively, Allen, Shore, and Griffeth (2003) examined the role of supportive HRM practices (participation in decision making, fairness of rewards, and growth opportunities) in explaining turnover intention. Using structural equation modeling, they found that HRM practices were negatively correlated with voluntary turnover in both samples of employees. In the same vein, Paré and

Tremblay (2007) showed that high-involvement human resources practices were found to be significant determinant of Information Technology Professionals' turnover intention. Chew and Chan (2008) reported a significant and negative relationship between HRM practices (i.e., remuneration, recognition, training and career development) and intention to stay among 457 employees across nine Australian organizations.

In a sample of 412 employees in Netherlands, Boon, Den Hartog, Boselie, and Paauwe (2011) linked employee perceptions of a broad set of HRM practices, such as training and development, performance appraisal, and employment security with employee outcomes. They found significant and negative relationship between HRM practices and intention to leave. Relatedly, with a sample of 457 employees working in various sectors in Malaysia, Juhdi, Pa'wan, and Hansaram (2013) tested whether HRM practices (career management, performance appraisal, and compensation) have any significant influence on turnover intention. While performance appraisal and compensation were found to be significantly related to turnover intention, however, multiple regression analyses indicated that career management does not have any significant effect on turnover intention. In a cross-sectional study, Watty-Benjamin and Udechukwu (2014) examined whether HRM practices were related to intentions to leave among Virgin Island's public sector employees. Unexpectedly, the results of multiple regression analysis indicated that HRM practices were not significant predictors of turnover intention. To replicate previous findings, we advanced the following proposition:

Proposition 1: Human resource management practices are negatively related to employees' turnover intention.

2. Perceived organisational politics as a moderator

As noted in the preceding section, previous studies examining the relationship between HRM practices and employees' turnover intention have reported mixed findings. These inconsistencies suggest the need for moderator variables to affect HRM practices - turnover intention relationships. Hence, we suggest perceived organisational politics as a moderating variable worthy of incorporation into our proposed model. Perceived organisational politics represent "an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate self-serving behaviour" (Ferris, Harrell-Cook, & Dulebohn, 2000, p. 90). Several studies have examined the effect of organisational politics on employees' turnover intention. Vigoda (2000) examined the relationship between perception of organizational politics and work outcomes in a survey of 303 public sector employees in Israel. The study established a significant and positive relationship between perception of organizational politics and intention of exit. In a similar vein, Huang, Chuang and Lin (2003) found that perceived organizational politics was inversely related to turnover intention. Organizational politics has also been shown to relate negatively to turnover intention (Harris, Andrews, & Kacmar, 2007). A recent meta-analytic study by Bedi and Schat (2013) has confirmed a significant and negative relationship between perceived organizational politics and turnover intention.

While extant research has demonstrated negative relationship between perceived organizational politics and employees' turnover intention, very few studies have theorized the boundary condition of the relationship between HRM practices and employees' turnover intention. We suggest that perceived organisational politics might play a moderating role between HRM practices and employees' turnover intention. Social exchange theory (Blau, 1964) provides the theoretical basis for identifying the boundary condition that determine when and how HRM practices affect employees' turnover intention. Social exchange theory (1964) posits that perception of high levels of organizational politics may attenuate the effects of HRM practices on employees' turnover intention. For example, perceptions of HRM practices are distinguishing factors in decreasing employees' turnover intention when the level of perceived organizational politics is low. In contrast, when individuals perceive high levels of organizational politics, HRM practices may be less important in decreasing employees' turnover intention (Hochwarter, Witt, & Kacmar, 2000).

Furthermore, while we suggest perceived organizational politics as a boundary condition that determine when and how HRM practices affect employees' turnover intention, one cannot rule out the possibility that HRM practices may play a moderating role between perceived organizational politics and employees' turnover intention. Thus, it is possible that perceptions of organizational politics are more likely to predict turnover intention for individuals who perceive unfavourable HRM practices as compared to those who perceive such practices to be favourable. Based on the aforementioned theoretical and empirical contributions, the following proposition is advanced:

Proposition 2: Perceived organisational politics moderate the relationship between HRM practices and employees' turnover intention. This relationship is stronger (i.e., more negative) when individuals perceive low levels of organizational politics than when the level of organizational politics is high.

Based on theory and extant research (Allen et al., 2003; Blau, 1964; Boon et al., 2011; Harris et al., 2007; Huang et al., 2003; Juhdi et al., 2013; Paré & Tremblay, 2007), a conceptual model (Figure 1) has been developed. The proposed conceptual model depicts the role of perceived organizational politics in affecting HRM practices-turnover intention relationships.

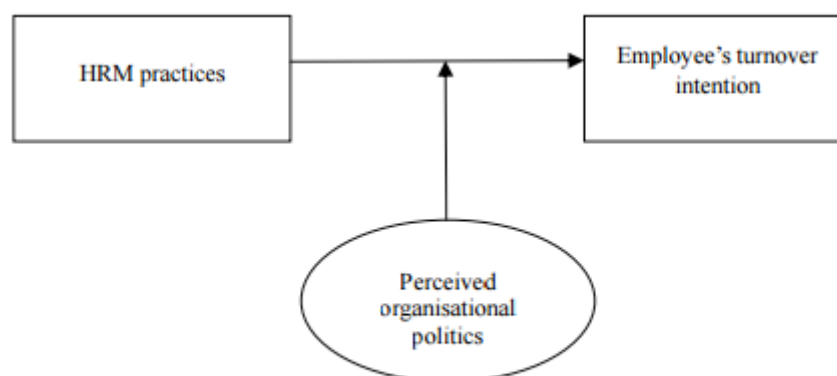


Figure 1 Conceptual Model

CONCLUSIONS AND DIRECTIONS FOR FUTURE RESEARCH

The main objective of this paper was to propose a conceptual model that highlights the potential moderating role of perceived organisational politics on the relationships between HRM practices and employees' turnover intention. While extant research has examined the direct effect of HRM practices on employees' turnover intention, the findings from these studies were conflicting and inconclusive. To address this gap in the literature, the present paper suggests the need to identify a moderator variable. Thus, the overall contribution of this paper lies in the identification and incorporation of perceived organisational politics as a moderating variable between HRM practices and employees' turnover intention.

The proposed conceptual model (Figure 1) suggests some avenues for possible future research agenda. First, research could propose and test theoretical mechanisms for the postulated effects of HRM practices on employees' turnover intention. On second thought, research could develop and test a mediated moderation model in which perceived organisational politics reflect the moderator and its role may be mediated by other psychological variable (Hayes, 2013; Muller, Judd, & Yzerbyt, 2005). Finally, future research could consider the effects of HRM practices on employees' turnover intention across cultures. For example, Future studies could examine whether the effect of HRM practices on employees' turnover intention is stronger in cultures that are characterized by collectivism rather than individualistic.

REFERENCES

- [1] Ahmad, S., Schroeder, R. G. The impact of human resource management practices on operational performance: recognizing country and industry differences [J]. *Journal of Operations Management*, 2003, 21(1), 19-43. doi: 10.1016/S0272-6963(02)00056-6
- [2] Allen, D. G., Shore, L. M., & Griffeth, R. W. The role of perceived organizational support and supportive human resource practices in the turnover process [J]. *Journal of Management*, 2003, 29, 99-118. doi: 10.1177/014920630302900107
- [3] Baughn, C. C., Ward, K., Buchanan, M. A. Linking human resource management practices and organizational strategy [J]. *Journal of Transnational Management*, 2004, 10, 99-121. doi: 10.1300/J482v10n01_07
- [4] Bedi, A., Schat, A. C. H. Perceptions of organizational politics: A meta-analysis of its attitudinal, health, and behavioural consequences [J]. *Canadian Psychology/Psychologie canadienne*, 2013, 54, 246-259. doi: 10.1037/a0034549
- [5] Beechler, S., Najjar, M., Stucker, K., Bird, A. Japanese-style versus American-style human resource management overseas: Examining whether the data support the "facts". Working Paper Series [D]. Graduate School of Business, Columbia University. New York. 1996
- [6] Blau, P. M. Exchange and power in social life [M]. New York: Transaction Publishers, 1964
- [7] Boon, C., Den Hartog, D. N., Boselie, P., Paauwe, J. The relationship between perceptions of HR practices and employee outcomes: examining the role of person-organisation and person-job fit [J]. *The International Journal of Human Resource Management*, 2011,22, 138-162. doi: 10.1080/09585192.2011.538978
- [8] Chew, J., & Chan, C. C. A. Human resource practices, organizational commitment and intention to stay [J]. *International Journal of Manpower*, 2008, 29, 503-522. doi: doi:10.1108 /01437720 810904194
- [9] Ciftcioglu, A. The relationship between perceived external prestige and turnover intention: An empirical investigation [J]. *Corp Reputation Rev*, 2010, 13, 248-263.
- [10] DeConinck, J. B., Stilwell, C. D. Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions [J]. *Journal of Business Research*, 2004, 57, 225-231. doi: 10.1016/S0148-2963(02)00289-8
- [11] Deery, S., Nath, V., Walsh, J. Why do off-shored Indian call centre workers want to leave their jobs? [J]. *New Technology, Work and Employment*, 2013,28, 212-226. doi: 10.1111/ntwe.12013

- [12] Demo, G., Neiva, E. R., Nunes, I., Rozzett, K. Human resources management policies and practices scale: Exploratory and confirmatory factor analysis [J]. *BAR - Brazilian Administration Review*, 2012, 9, 395-420
- [13] Ferris, G. R., Harrell-Cook, G., & Dulebohn, J. H. Organizational politics: The nature of the relationship between politics perceptions and political behaviour [J]. *Research in the Sociology of Organizations*, 2000, 17, 89-130
- [14] Fey, C. F., Björkman, I. The effect of human resource management practices on MNC subsidiary performance in Russia [J]. *Journal of International Business Studies*, 2001, 32(1), 59-75. doi: 10.2307/3069510
- [15] Gavino, M. C., Wayne, S. J., Erdogan, B. Discretionary and transactional human resource practices and employee outcomes: The role of perceived organizational support [J]. *Human Resource Management*, 2012, 51, 665-686. doi: 10.1002/hrm.21493
- [16] Harris, K., Andrews, M., Kacmar, K. The moderating effects of justice on the relationship between organizational politics and workplace attitudes [J]. *Journal of Business & Psychology*, 2007, 22, 135-144. doi: 10.1007/s10869-007-9054-9
- [17] Hayes, A. F. Introduction to mediation, moderation, and conditional process analysis: A regression-based approach [M]. New York, NY: Guilford Press, 2013
- [18] Hochwarter, W. A., Witt, L. A., Kacmar, K. M. Perceptions of organizational politics as a moderator of the relationship between consciousness and job performance [J]. *Journal of Applied Psychology*, 2000, 85, 472-478. doi: 10.1037/0021-9010.85.3.472
- [19] Huang, I.-C., Chuang, C.-H. J., Lin, H.-C. The role of burnout in the relationship between perceptions of organizational politics and turnover intentions [J]. *Public Personnel Management*, 2003, 32, 519-531. doi: 10.1177/009102600303200404
- [20] Huselid, M. A. The impact of human resource management practices on turnover, productivity, and corporate financial performance [J]. *The Academy of Management Journal*, 1995, 38, 635-672. doi: 10.2307/256741
- [21] Joarder, M. H. R., Sharif, M. Y., Ahmmed, K. Mediating role of affective commitment in HRM practices and turnover intention relationship [J] A study in a developing context. *Business & Economics Research Journal*, 2011, 2, 135-158.
- [22] Jones, E., Chonko, L., Rangarajan, D., Roberts, J. The role of overload on job attitudes, turnover intentions, and salesperson performance [J]. *Journal of Business Research*, 60, 663-671. doi: 10.1016/j.jbusres.2007.02.014

- [23] Juhdi, N., Pa'wan, F., Hansaram, R. M. K. HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia [J]. *The International Journal of Human Resource Management*, 2013, 24, 3002-3019. doi: 10.1080/09585192.2013.763841
- [24] Korunka, C., Hoonakker, P., Carayon, P. Quality of working life and turnover intention in information technology work [J]. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 2008, 18, 409-423. doi: 10.1002/hfm.20099
- [25] Kruzich, J. M., Mienko, J. A., Courtney, M. E. Individual and work group influences on turnover intention among public child welfare workers [J]. *The effects of work group psychological safety. Children and Youth Services Review*, 2014, 42, 20-27. doi: 10.1016/j.chilyouth.2014.03.005
- [26] Kuo, H.-T., Lin, K.-C., Li, I. c. The mediating effects of job satisfaction on turnover intention for long-term care nurses in Taiwan [J]. *Journal of Nursing Management*, 2014, 22(2), 225-233. doi:10.1111/jonm.12044
- [27] Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. Why people stay: Using job embeddedness to predict voluntary turnover [J]. *Academy of Management Journal*, 2001, 44,1102-1121. doi: 10.2307/3069391
- [28] Mulki, J., Jaramillo, J., Locander, W. Effect of Ethical Climate on Turnover Intention: Linking Attitudinal- and Stress Theory [J]. *Journal of Business Ethics*, 2008, 78(4), 559-574. doi: 10.1007/s10551-007-9368-6
- [29] Muller, D., Judd, C. M., Yzerbyt, V. Y. When moderation is mediated and mediation is moderated [J]. *Journal of Personality and Social Psychology*, 2005, 89, 852-863. doi: 10.1037/0022-3514.89.6.852
- [30] Ngo, H.-Y., Turban, D., Lau, C.-M., & Lui, S.-Y. Human resource practices and firm performance of multinational corporations: influences of country origin [J]. *International Journal of Human Resource Management*, 1998,9, 632-652. doi: 10.1080/095851998340937
- [31] Nohe, C., Sonntag, K. Work–family conflict, social support, and turnover intentions: A longitudinal study [J]. *Journal of Vocational Behavior*, 2014, 85(1), 1-12. doi: 10.1016/j.jvb.2014.03.007
- [32] Paré, G., Tremblay, M. The Influence of High-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviours on Information Technology Professionals' turnover intentions [J]. *Group & Organization Management*, 2007, 32, 326-357. doi: 10.1177/1059601106286875

- [33] Peachey, J. W., Burton, L. J., Wells, J. E. Examining the influence of transformational leadership, organizational commitment, job embeddedness, and job search behaviours on turnover intentions in intercollegiate athletics [J]. *Leadership & Organization Development Journal*, 2014, 35, 740-755. doi: 10.1108/LODJ-10-2012-0128.
- [34] Petersitzke, M. Managing psychological contracts through human resource practices Supervisor psychological contract management (pp. 119-129) [M]. Wiesbaden: Gabler Verlag, 2009
- [35] Pfeffer, J. Seven practices of successful organizations [J]. *California Management Review*, 1998, 40(2), 96-124. doi: 10.2307/41165935
- [36] Popoola, Y., Nnadozie, C., Moses, D.. Brain drain, corruption, insecurity damaging Nigeria – Carrington, 2013, October 22. *The Daily Independent*. Retrieved from <http://dailyindependentnig.com/2013/10/brain-drain-corruption-insecurity-damaging-nigeria-carrington/>
- [37] Surienty, L., Ramayah, T., Lo, M.-C., & Tarmizi, A. Quality of work life and turnover intention: A partial least square (PLS) approach [J]. *Social Indicators Research*, 2014, 119, 405-420. doi: 10.1007/s11205-013-0486-5
- [38] Thang, L. C., Quang, T. Antecedents and consequences of dimensions of human resource management practices in Vietnam [J]. *The International Journal of Human Resource Management*, 2005, 16, 1830-1846. doi: 10.1080/09585190500298420 (In Chinese)
- [39] Theriou, G. N., Chatzoglou, P. D. Exploring the best HRM practices - performance relationship: an empirical approach [J]. *Journal of Workplace Learning*, 2009, 21, 614-646. doi: 10.1108/13665620910996179
- [40] Vigoda, E. Organizational politics, job attitudes, and work outcomes: Exploration and implications for the public sector [J]. *Journal of Vocational Behavior*, 2000, 57, 326-347. doi: 10.1006/jvbe.1999.1742
- [41] Watty-Benjamin, W., Udechukwu, I. The relationship between HRM practices and turnover Intentions: A study of government and employee organizational citizenship behaviour in the Virgin Islands [J]. *Public Personnel Management*, 2014, 43(1), 58-82. doi: 10.1177/0091026013508546
- [42] Yang, C., Ma, Q., Hu, L. Job embeddedness: a new perspective to predict voluntary turnover [M]
- [43] Yun, I., Hwang, E., Lynch, J. Police stressors, job satisfaction, burnout, and turnover intention among South Korean Police Officers [J]. *Asian Journal of Criminology*, 2015, 10(1), 23-41. doi: 10.1007/s11417-015-9203-4