

The Impact of Human Resource Management Practices on Turnover Intention: A Literature Review

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Abstract

The investigation into the correlation between human resource management practices (HRM Practices) and turnover intention (TI) holds paramount significance in organizational contexts. By unraveling this relationship, valuable insights emerge, guiding the formulation of strategies aimed at curtailing turnover rates and fortifying organizational stability. Through an exhaustive analysis encompassing diverse studies, this comprehensive review intricately examines the nexus between HRM Practices and TI. It consolidates findings, underscoring the pivotal role of effective HRMP in mitigating turnover rates, amplifying employee satisfaction, and nurturing sustained organizational development. Despite its illuminating contributions, the review conscientiously acknowledges inherent limitations, advocating for further scrutiny across varying industries and cultural landscapes. As an indispensable resource, it equips scholars, managers, and decision-makers with theoretical depth and practical acumen, empowering them to confront turnover challenges adeptly and propel the advancement of HRM strategies with precision and efficacy.

Keywords: Human Resource Management Practices, Turnover Intention, Employee Turnover, Systematic Literature Review

Introduction

For decades, employee turnover has always attracted the attention of researchers (Conley & You, 2021; Cem & Celiker, 2019). Despite many years of strict research, the problem of employee turnover intention (TI) still plagues human resource management, organizational behavior scholars and practitioners (Hom et al., 2017; Oruh et al., 2020). Past studies have shown that due to recruitment, selection, and training costs, turnover-related economic losses may account for 90% to 200% of annual salary (Reina et al., 2017). The high turnover rate will cause a vacuum in labor force, which will damage the productivity of the workplace and eventually damage the company's bottom line (Society for Human Resource Management, 2017). In addition, the experienced employee loss will adversely affect the

morale of employees who are in the organization, further reducing their productivity and the competitive advantage of the organization (Holtom and Burch, 2016; Price, 2001). Given the destructive consequences of human and social capital losses, global scholars and practitioners are still keen to understand employee turnover intention (Hancock et al., 2013; Hom et al., 2017; Lee et al., 2017).

According to data from the US Labor Statistics BLS (2020), 3.5 million people resigned in January 2020, an increase of 20% over 2.9 million in July 2016. Organizations in Asia have also failed to avoid the impact of the high rate of employee turnover. Additionally, according to a survey conducted by ManpowerGroup in 2023 (<https://go.manpowergroup.com/talent-shortage>), as the global economy steadily recovers, hiring demand remains strong. Combined with changing skills needs, the shortage of talents has been pushed to the highest level since the survey began in 2006. Employers report difficulty filling open roles, and the impact on Taiwan, Germany, and Hong Kong is the most obvious.

A survey of five Asian countries and regions such as China, Hong Kong in China, Malaysia, Singapore, and Japan released by the "Hansa Salary Guide for 2020" HAYS (2020) shows that 36% of the respondents were actively searching for new jobs. These statistics suggest the popularity of employee turnover around the world. Therefore, managers and scholars must understand the reasons behind the loss of talent and how to prevent them from flowing out. Some researchers have recognized that turnover intention is the direct cause of the final turnover decision (Wei, 2015; Cohen et al., 2016). Several researchers believe that the turnover intention is one of the best indicators to measure turnover (Zhang et al., 2019; Tziner et al., 2015; Park and Jung, 2015; Labrague et al., 2018).

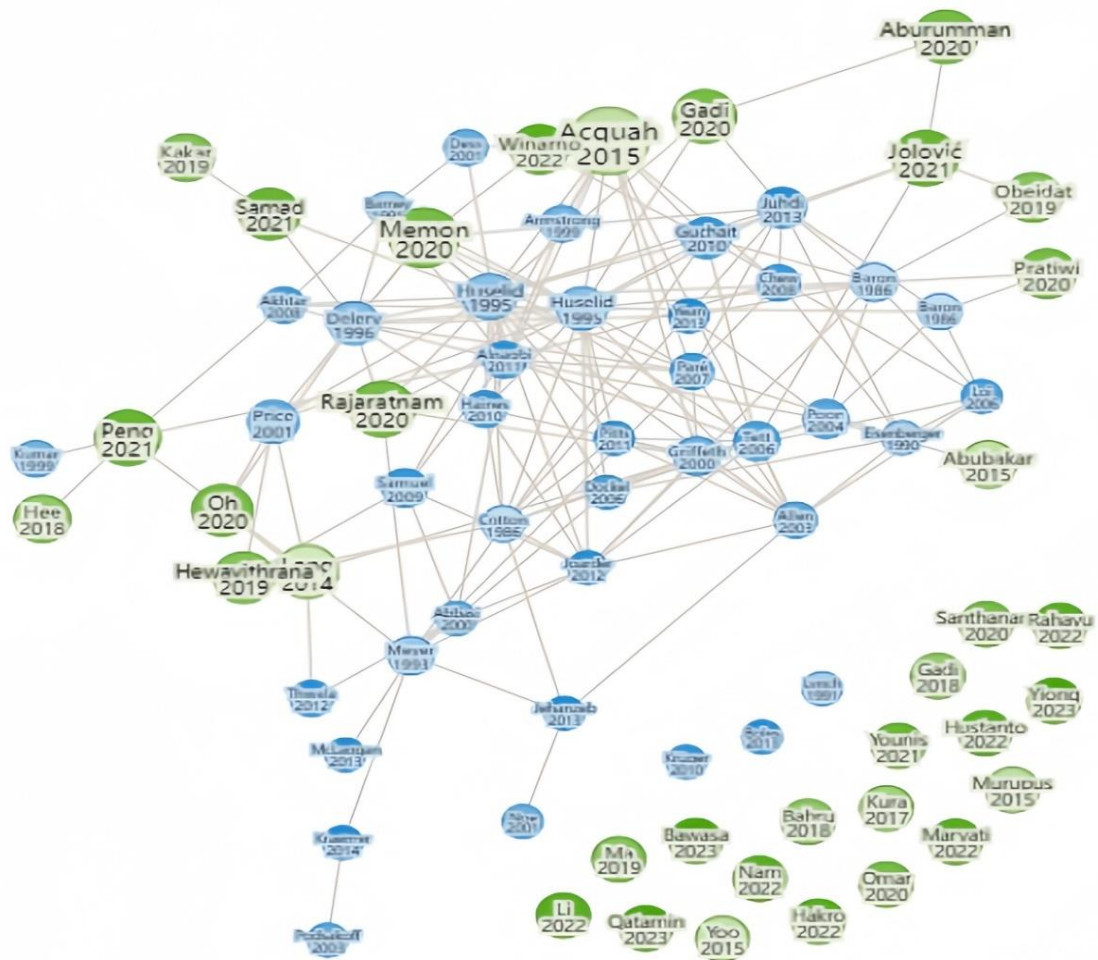
Human resource management practices (HRM Practices) are one of the factors that affect the TI of resignation (Langford, 2009; Van Woerkom et al., 2016; Dang et al., 2017; Mitchell et al., 2015; Colbert et al., 2016). They are a mix of approaches, methods, and frameworks that impact employees' conduct, demeanors, and performance (Gadi & Kee, 2020).

This paper will focus on reviewing and summarizing the relevant research on HRM practices and TI, thereby providing targeted directions for future studies. From this perspective, this study aims to gain a deeper understanding of the mechanism through which HRM Practices influence turnover intention, offering more specific recommendations for organizations to implement HRM practices while also contributing to a deeper understanding within the academic community of the relationship between HRM practices and TI.

Methods

To achieve the research objectives, this study employed the Systematic Literature Review (SLR) method. Systematic Literature Review emphasizes the rigor and transparency of the research process to ensure that other researchers can directly utilize the research findings. In recent years, SLR has gained significant attention and recognition in the fields of business and management (McGuire, 2021). Following the SLR process recommended by Tranfield et al (2003), we searched and collected relevant secondary data from authoritative databases such as Scopus, Web of Science, and Google Scholar to maintain consistency with previous research methods.

The results of literature reviews closely related to the topic of this study have been summarized into the following grid diagram. This grid diagram aims to present and integrate the main findings from previous studies, providing readers with a clear overview of the research.



There are various descriptions of the concept of HRM practices. Schuler and Jackson (1987) defined HRM practices as a mechanism that involves the invitation, development, motivation, and maintenance of the workforce to ensure their effective performance and contribute to the achievement of organizational performance goals. Delery and Doty (1996), on the other hand, defined HRM practices as a set of internally consistent policies and functions designed and implemented by the HR department to ensure that the organization's human resources contribute to the achievement of organizational objectives. Jackson and Schuler (1997) argue that human resource management practices refer to various systems and policies that influence employee attitudes, behaviours, and performance. These practices implemented concretely, alter employee psychology and behaviour to achieve organizational goals. Minbaeva (2005) defines human resource management practices as a set of practices that organizations use to manage human resources, maintaining competitive advantage by promoting the development of specific company capabilities, generating complex social relationships, and creating organizational knowledge. Some scholars define it as a strategic and rational approach to managing the organization's most valuable assets (employees),

motivating individuals and groups to contribute to the achievement of organizational goals (Piening, Baluch and Ridder, 2014; Yahya and Tan, 2015; Armstrong, 2000). Acquah (2015) describes human resource management practices as a strategic approach to achieve, secure, monitor, motivate, and enhance employee loyalty. Gadi and Kee (2018) analyze HRM Practices as activities through which organizations use the energy and talents of employees to advance and achieve organizational missions, visions, strategies, and goals. Singh (2018) sees human resource practices as a series of integrated activities designed to design, share, and implement human resource practices, emphasizing that these processes should provide clear instructions to employees on how to align with the organization. Piasecki (2020) defines HRM Practices as a combination of approaches, methods, and frameworks that impact employee behaviour, conduct, and performance. Dessler (2017) offers a more specific definition, considering HRM Practices as a series of activities including recruitment, selection, training, compensation, assessment, employee development, and addressing labor relations, health and safety, and fairness issues. Most researchers define HRM Practices as "a set or an integrated set of human resource management activities that can significantly improve economic performance" (Ho and Kuvaas, 2020).

Drawing on past literature, this study considers HRM Practices as a series of integrated activities, approaches, methods, and frameworks that impact employee behaviour, conduct, and performance (Jackson and Schuler, 1997; Singh, 2018; Ho and Kuvaas, 2019; Piasecki, 2020). Through concrete implementation, it aims to alter employee psychology and behaviour (Jackson and Schuler, 1997), ensuring that the organization's human resources contribute to achieving organizational goals (Delery and Doty, 1996; Gadi and Kee, 2018).

Previous study on HRM Practices as independent variables

Wright and Kehoe (2008) outlined three benefits of HRM practices. Firstly, they enhance employees' job skills, knowledge, and abilities, thereby gaining a competitive advantage that rivals find difficult to surpass. Secondly, HRM practices provide employees with opportunities to participate in organizational decision-making. Thirdly, HRM practices influence employee behaviour to enhance enthusiasm and loyalty towards achieving organizational goals. Therefore, human resource management makes a significant contribution to shaping organizational performance by improving employees' knowledge and skills and providing opportunities for them to utilize these attributes for the benefit of the organization (Anwar and Abdullah, 2021).

Manthi, Kilika, and Kimencu (2018) argue that excellent HRM Practices serve as a means of gaining a competitive advantage by retaining key employees. Gest et al. (2004); and Latorre et al (2016) point out that HRM Practices are the cornerstone of an organization and should be leveraged to facilitate the achievement of organizational objectives through modern HRM Practices. Therefore, HRM Practices should be consciously designed, established, and adjusted to promote positive outcomes (Gadi and Kee, 2018).

Research has found that HRM Practices have a stronger predictive role in revealing various employee attitudes and behavioural outcomes. HRM Practices such as training and development, performance appraisal, reward and recognition, career development, and recruitment are crucial factors in encouraging employee retention (Langford, 2009; Singh and Kassa, 2012; Pek-Greer, Wallace, and Al-Ansaari, 2016; Kossivi, Xu, and Kalgora, 2016; Dasilveira et al., 2020). In previous studies, HR managers have explicitly emphasized the importance of effective HRM practices in retaining employees and reducing TI (Pek-Greer et al., 2016; Giauque, Anderfuhren-Biget, and Varone, 2015; Kwegyir-Aggrey, 2016; Kang,

Busser, and Choi, 2018; Canet-Giner, Redondo-Cano, Saorín-Iborra, and Escribá-Carda, 2020). Researchers have also reported a negative correlation between a combination of HRM Practices and TI (Kadiresan, Selamat, Selladurai, Ramendran, and Mohamed, 2015; Nawaz and Pangil, 2016b; Akpa and Asikhia, 2016; Fernando, Dasanayaka, and Mudalige, 2019).

Research on TI

Conceptualization of TI

In the 1950s, March and Simon (1958) first introduced the concept of employee turnover, and since then, research related to employee turnover has gradually become a focal point of attention. Today, regardless of the multitude of research findings in this area, the study of employee turnover remains highly valued in the fields of human resource management and organizational behaviour (Hom, Lee, Shaw, and Hausknecht, 2017; Lee, Hom, Eberly, Li, and Mitchell, 2017; Shaw and Shi, 2017).

Scholars have provided various definitions for employee TI. Hom and Griffeth (1991) define TI as the relative strength of an individual's willingness to permanently exit the organization. Similarly, Tett and Meyer (1993) perceive TI as the "conscious and deliberate desire to leave the organization" (p. 262). Prince (2001) defines TI as the desire to simply leave the organization, combining search behaviour to leave. Egan et al (2004) define TI as the decision of employees to stay or leave the organization influenced by the perceived fulfilment of expectations. Sousa-Poza and Henneberger (2004) elucidate TI as the likelihood of individuals changing jobs within a specific period. DeTienne et al (2012), as well as Yücel (2012), describe employee TI as the decision to leave the organization and seek better opportunities. Lambert, Cluse-Tolar, Pasupuleti, Prior, and Allen (2012) define it as the planned process of employees leaving the organization, a premeditated thought process before departure. Iqbal et al (2014) demonstrate that TI is a precursor to employee turnover. Memon et al (2015) discuss it as the willingness of employees to leave the organization voluntarily and permanently. Paltu and Brouwers (2020) point out that TI is described as the intention of employees to leave the organization consciously and thoughtfully. According to these varied definitions, TI can be inferred as the voluntary or involuntary departure from the organization for any reason (Kaur et al., 2013).

Although the definition of TI has undergone some evolution, its key points have remained unchanged. This study defines it as the voluntary intent of employees to leave their current organization (Tett and Meyer, 1993; Prince, 2001; Lambert et al., 2012; Memon et al., 2015; Kaur et al., 2013; Paltu and Brouwers, 2020), reflecting a psychological state where individuals are inclined to seek better opportunities (DeTienne et al., 2012; Yücel, 2012). TI is considered a precursor to actual turnover actions (Iqbal et al., 2014).

Previous study on TI as a dependent variable

Research on employee turnover is an important and extensive organizational issue Vasantham and Aithal (2022); Sai and Pinapati (2023), as the shortage of skilled labour incurs significant costs for organizations (Matemani, 2019). High employee turnover rates can result in numerous adverse consequences for organizations, with one direct implication being the incurrence of both direct and indirect costs associated with HRM Practices (Hassanpour et al., 2022; Chakraborty et al., 2021). Shaikh et al (2020) also emphasize the significance of low turnover rates and the potential outcomes of employee turnover for organizations. Employee turnover not only hurts the organization's reputation, customer relations, and interpersonal communication among employees, but it also hinders team efficiency as new employees

require training (Shibru, 2022). Moreover, employee turnover can disrupt the smooth progression of entire business processes, as new employees take over the work of skilled employees, resulting in reduced proficiency, negatively affecting service quality and work efficiency (Al Amri and Pandey, 2020; Shibru, 2022). Based on this, it is necessary to research the factors influencing employee TI.

Various studies in the past have identified different reasons influencing turnover (Hancock et al., 2013). Through a review of over 300 studies, work stress, management style, managerial support, and individual factors such as age, tenure, number of children, education level, and career development have been identified as crucial factors affecting turnover (Jun et al., 2023; Park and Min, 2020). These factors can be categorized into three aspects: employee, job, and organizational (Chami-Malaeb, 2022).

Employee factors are divided into demographic characteristics and personal factors. Demographic characteristics primarily refer to features related to demographic variables, such as age Rattanapon et al (2023), gender, years of work experience Margaret et al (2023); Christensen and Knardahl (2022), emotional intelligence (Cheun, n.d., 2010; Nazar, 2015; Rosli, n.d., 2020). Personal factors mainly encompass job values EşiTti, n.d (2018); Li et al (2023); Ghosh et al (2019), job satisfaction Pathardikar et al (2023); Riyanto et al (2023); Busque-Carrier et al (2021), job happiness Trakulmaykee, n.d (2016); Kaur and Kaur (2023), organizational commitment Deschênes (2023); Pathardikar et al (2023); Riyanto et al (2023), and family reasons Bajaba et al (2022); Zhang et al (2020), among others.

Job-related factors include characteristics of the job, workload, and work conditions (Institute Teknologi Bandung et al., 2023; Rainsford et al., 2019), among others. Organizational factors encompass aspects like organizational size Oh and Oh (2017); Coetzer et al (2017), organizational culture İlhan (2020); Kim et al (2017), HRM Practices Gadi and Kee (2020a); Manthi et al (2018); Otoo, (2019); Rahman and Raju (2020, 2020); Winarno et al (2022), and others. Additionally, factors such as work-life balance Bai et al (2022); Zhang et al (2020), perceived organizational support (Jun et al., 2023; Paul and Hung, n.d.; Wang and Wang (2020), workplace bullying Gadi and Kee (2020); Paul, n.d (2020), and others directly or indirectly influence TI.

The Relationship Between HRM Practices and TI

In previous studies, human resource managers have identified it as essential to develop effective HRM practices to retain employees and reduce TI (Pek-Greer et al., 2016; Giauque et al., 2015; Kang et al., 2018; Canet-Giner et al., 2020). Researchers have also reported that the combination of HRM bundles is negatively correlated to TI (Kadiresan et al., 2015; Giauque et al., 2015; Nawaz & Pangil, 2016; Haque et al., 2019).

HRM practices, such as employee training, have been demonstrated to reduce the likelihood of employee turnover (Bresk, 2023; Hassanpour et al., 2022). Research indicates that employee training can enhance job satisfaction and organizational commitment, thereby reducing employee turnover rates (Riyanto et al., 2023 ; Bresk, 2023). In a survey conducted by Cheng and Waldenberger (2013), data from 292 employees across eight Chinese organizations were analyzed, revealing that employees who have their training expectations met are more likely to decrease their intention to resign. Additionally, performance appraisal, as a human resource management practice aimed at enhancing employee attitudes and behaviors, is associated with lower employee turnover rates (Arowolo & Akinbo, 2022). When employees perceive that performance ratings are manipulated due to personal biases and intentions to penalize subordinates, it leads to a decrease in job satisfaction and a stronger TI

(Murtaza & Abbas, 2022). The frequency of performance appraisal can also result in job-related stress, with both high and low appraisal frequencies impacting turnover tendencies over time (Frimanson et al., 2021). Furthermore, Compensation management influences employees' TI (Hassanpour et al., 2022). The higher the level of inequality in compensation, the higher the voluntary turnover rate (Ismail & Rishani, 2018). Meanwhile, managers consider their current compensation levels relative to industry standards when making turnover decisions (Kale et al., 2014). The overall inequality in the combination of short-term and long-term compensation, company equity, and executive compensation also affects the TI (Parulkumari & Allampradhu, 2021). Additionally, the relationship between compensation management and job satisfaction indirectly influences turnover rates through the mediating effect of procedural justice (Pathardikar et al., 2023).

Many HRM Practices are considered potential solutions to personnel turnover, such as investing in training, providing organizational support, adopting innovative recruitment processes, and offering better career opportunities (Nadiri and Tanova, 2010). Researchers increasingly focus on improved and alternative HRM Practices to reduce high levels of workforce turnover, thereby achieving broader organizational outcomes (Sun, Aryee, and Law, 2007). Langford (2009) and Kuvaas, Dysvik, and Buch (2014) also suggest that incentive measures in HRM Practices lead to positive attitudes, thereby reducing employees' TI.

Conclusion

This article integrates definitions of HRM Practices (HRMP) from various scholars and explores their evolution within organizations, emphasizing the significance of HRMP in shaping employee behavior, performance, and organizational goal attainment. HRMP is described as a series of comprehensive activities that influence employee behavior, conduct, and performance, aiming to modify employee attitudes and behaviors through specific implementations to ensure that an organization's human resources contribute to achieving organizational objectives (Jackson and Schuler, 1997; Singh, 2018; Ho and Kuvaas, 2019; Piasecki, 2020). Research has found that HRMP plays a significant role in predicting employee attitudes and behavioral outcomes, such as training and development, performance evaluation, recognition and rewards, career advancement, and recruitment (Langford, 2009; Singh & Kassa, 2012; Pek-Greer, Wallace, & Al-Ansaari, 2016). Effective HRMP can reduce employees' tendency to leave the organization, which holds important implications for the organization's long-term development (Pek-Greer et al., 2016; Giaque et al., 2015; Kwegyir-aggrey, 2016).

The definition of TI varies, ranging from the desire to permanently leave an organization Hom & Griffeth (1991) to decisions to seek better opportunities DeTienne et al (2012); Yücel, (2012), and the conscious intent to leave an organization (Paltu & Brouwers, 2020). Despite these differences in definition, the key points of TI remain consistent. Research indicates that TI significantly impacts organizations, with high turnover rates leading to increased direct and indirect costs and negative effects on reputation, customer relationships, and team efficiency (Bai et al., 2022; Matemani, 2019; Hassanpour et al., 2021; Shaikh et al., 2020; Shibru, 2022). This prompts researchers to explore factors influencing employees' TI, involving aspects related to employees, jobs, and organizations. Employee factors include demographic characteristics and personal factors such as age, gender, tenure, work values, and family reasons; job factors involve job characteristics and workload; organizational factors encompass organization size, culture, and HRM Practices (Jun et al., 2023; Xu et al., 2023;

Chami-Malaeb, 2022). These factors directly or indirectly influence employees' TI, thereby affecting organizational stability and performance.

Past research has underscored the importance of HRM Practices in reducing employees' TI. These practices include employee training, performance appraisal, and compensation management. Research has found that employee training can enhance job satisfaction and organizational commitment, thereby lowering employees' turnover rates (Al, 2023). Additionally, the fairness and frequency of performance appraisals also influence employees' intentions to leave; unfair assessments and excessively high or low frequencies increase employees' propensity to leave (Si & Li, 2012; T & Viswanathan, 2023; Frimanson et al., 2021). Regarding compensation management, unequal compensation structures and disparities in salary levels between internal and external positions can affect employees' willingness to leave (Hassanpour et al., 2022; Razak & Ismail, 2018; Kale et al., 2014). Many HRM Practices are considered potential solutions to reduce turnover, such as providing organizational support, adopting innovative recruitment processes, and offering better career opportunities. The integrated application of these practices has been proven to be negatively correlated with employees' TI (Nadiri & Tanova, 2010; Sun et al., 2007). Therefore, implementing effective HRM Practices is crucial for enhancing employee satisfaction, reducing turnover rates, and achieving long-term organizational development goals.

Research Contributions and Limitations

This review paper comprehensively discusses and analyzes the relationship between HRM Practices (HRMP) and employee TI. The main contributions of the paper lie in several aspects. Firstly, it provides a comprehensive and in-depth review of both HRMP and TI, offering readers a thorough understanding of these issues. Secondly, by citing numerous relevant studies, the paper elucidates the significant impact of HRMP on employee TI and highlights the crucial role of effective HRM Practices in reducing turnover rates, enhancing employee satisfaction, and achieving long-term organizational development goals. Lastly, the review nature of the paper makes it a valuable reference for researchers, managers, and decision-makers in understanding and addressing employee turnover issues, providing profound insights and inspirations for future research and practice. In summary, this paper offers important theoretical support and practical guidance for academic research and practical work in the field of human resource management, demonstrating high academic and practical value.

Although this paper provides in-depth review and analysis, there are still some limitations worth noting. Firstly, the paper mainly focuses on the influence of HRM Practices on employee TI, but does not delve into the differences in this influence across different industries, cultural backgrounds, and organizational sizes. Secondly, the scope of research covered in this paper is primarily concentrated on literature from the past few years, and future research could consider incorporating more recent research findings and interdisciplinary perspectives. Additionally, while discussing the definition of TI, although various viewpoints are mentioned, the paper does not thoroughly explore the differences and impacts of these definitions in practical applications.

Future research could be expanded in the following aspects: Firstly, further exploration could be conducted into the differences in the impact of HRMP across different industries, cultural backgrounds, and organizational sizes, in order to formulate targeted human resource management strategies. Secondly, in-depth research could be conducted into the influence of emerging HRM Practices on employee TI, such as remote work and flexible work

arrangements. Additionally, consideration could be given to integrating quantitative and qualitative research methods to gain a deeper understanding of the complex factors and mechanisms behind employee TI. Lastly, longitudinal studies could be carried out to track and analyze the long-term effects of HRM Practices on employee TI, as well as their sustained impact on organizational performance and competitiveness. Research in these areas will contribute to a deeper understanding of the relationship between HRM Practices and employee TI, thereby offering valuable insights for organizations to formulate more efficacious human resource management strategies.

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