

The Relationship between High-Performance Work Practices and Employee Turnover Intention: An Analysis Based on a Systematic Literature Review

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Abstract

High-performance work practices (HPWPs), as a crucial tool in strategic human resource management, play a pivotal role in shaping employee turnover intention. This study employs a systematic literature review to examine the mechanisms through which HPWPs influence turnover intention and their applicability across diverse contexts. The findings reveal that HPWPs significantly reduce turnover intention by enhancing employee capabilities, motivation, and participation opportunities, as well as by signaling organizational support. These effects are mediated by factors such as job satisfaction, psychological empowerment, and organizational commitment. However, variations in cultural, industrial, and practice design contexts can lead to differing outcomes, with HPWPs in certain cases potentially increasing workload and stress. Integrating social exchange theory, the theory of planned behavior, and the job demands-resources (JD-R) model, this study elucidates the dynamic and multi-level effects of HPWPs. It provides practical insights for optimizing employee retention strategies while highlighting the need for further research on the long-term effects, cross-cultural adaptability, and multi-level mechanisms of HPWPs.

Keywords: High-Performance Work Practices (HPWPs), Turnover Intention, Strategic Human Resource Management, Job Satisfaction, Organizational Commitment

Introduction

Talent shortages, high occupational stress, and elevated employee turnover rates have emerged as critical human resource management challenges for organizations worldwide (Berber et al., 2022; Cymbal et al., 2022). Employee turnover not only undermines financial performance—for instance, replacement costs can range from 50% to 75% of an employee’s annual salary (Collins et al., 2019)—but also weakens organizational competitiveness and intensifies talent competition within industries (Ardi & Anggraini, 2023). Turnover intention, a key antecedent of actual turnover behavior, has been extensively studied, encompassing factors at individual, organizational, and societal levels (Oh & Kim, 2019; Usanova & Géraudel, 2024). Recent research has shifted focus from individual attributes, such as job satisfaction and burnout, to organizational culture, management practices, and social dissemination effects, highlighting the need for a multi-level approach to mitigate employee turnover.

Amid significant transformations in work environments and management practices, high-performance work practices (HPWPs) have gained prominence as a core tool in strategic human resource management. As a systematic approach, HPWPs create supportive work environments that, once perceived by employees, are reciprocated with positive behaviors and attitudes in line with social exchange theory. While the beneficial effects of HPWPs on organizational performance are widely recognized, their impact on individual employees remains contentious. Critical research suggests that HPWPs may exacerbate workloads and psychological stress; according to the job demands-resources (JD-R) model, these additional demands can lead to emotional exhaustion, role overload, and even turnover intentions. This "wolf in sheep's clothing" phenomenon underscores the potential exploitative nature of HPWPs, despite their positioning as tools for employee development (Godard, 2001).

Recent scholarly calls emphasize the need to deepen investigations into the individual-level effects of HPWPs, particularly in elucidating the mechanisms by which they influence employee attitudes and behaviors (Van et al., 2015). However, existing findings on the relationship between HPWPs and turnover intentions are inconsistent. While some studies report that HPWPs significantly reduce turnover intention (Kloutsiniotis et al., 2017), others present negative or mixed results (Topcic et al., 2016; Karatepe & Vatankhah, 2014). These discrepancies may stem from variations in HPWP types or contextual differences, underscoring the necessity for further exploration of the complex effects of HPWPs on turnover intention.

Against this backdrop, this study conducts a systematic literature review to address the following key research questions: (1) How is turnover intention conceptualized? (2) What are the critical factors influencing turnover intention? (3) Through what mechanisms do HPWPs affect employee turnover intention? By synthesizing existing research, this study aims to disentangle the complex relationship between HPWPs and turnover intention, explore avenues for optimizing organizational management practices, and provide a theoretical foundation for the development of more effective employee retention strategies while identifying future research directions.

Research Significance

This study systematically explores the complex relationship between high-performance work practices (HPWPs) and employee turnover intention, offering significant theoretical and practical implications for organizational management practices and human resource strategies. From a theoretical perspective, the study integrates social exchange theory, the theory of planned behavior, and the job demands-resources (JD-R) model to reveal the mechanisms through which HPWPs stimulate positive employee behaviors and attitudes, alleviate work-related stress, and ultimately reduce turnover intentions. This integration provides a robust theoretical foundation for the academic community to deepen its understanding of the mechanisms underlying HPWPs.

From a practical perspective, the study offers empirical guidance for optimizing human resource management. By analyzing the implementation pathways of HPWPs and their impacts on turnover intention, the study provides actionable recommendations for designing targeted employee retention strategies. These include fair resource allocation, flexible work arrangements, and systematic training and career development opportunities, which can enhance employees' organizational commitment and job satisfaction, ultimately achieving a win-win situation for employee retention and organizational performance. Furthermore, the study highlights potential negative effects and controversies surrounding HPWPs, offering critical insights for balancing employee well-being with organizational needs in practice.

Lastly, the study examines the applicability and limitations of HPWPs across industries and cultural contexts, providing clear directions for future research and practice. By systematically reviewing the outcomes of HPWPs, the study aims to promote efficiency and sustainability in organizational management practices.

Research Methodology

To address the specific questions of this research, a systematic literature review (SLR) methodology was employed. SLR is characterized by its rigorous and transparent research process, ensuring high reproducibility and credibility of results. In recent years, SLR has gained widespread recognition and application in business and management studies (Dangelico & Vocalelli, 2017). Following the standardized procedures proposed by Tranfield et al. (2003), this study systematically retrieved secondary data from core databases, including Scopus, Web of Science, and Google Scholar, ensuring methodological rigor and comparability.

Additionally, the study utilized a grid map (Figure 1) to consolidate and synthesize literature closely related to the research topic. This visual tool serves to summarize major findings from prior research, providing readers with a systematic overview of the field.

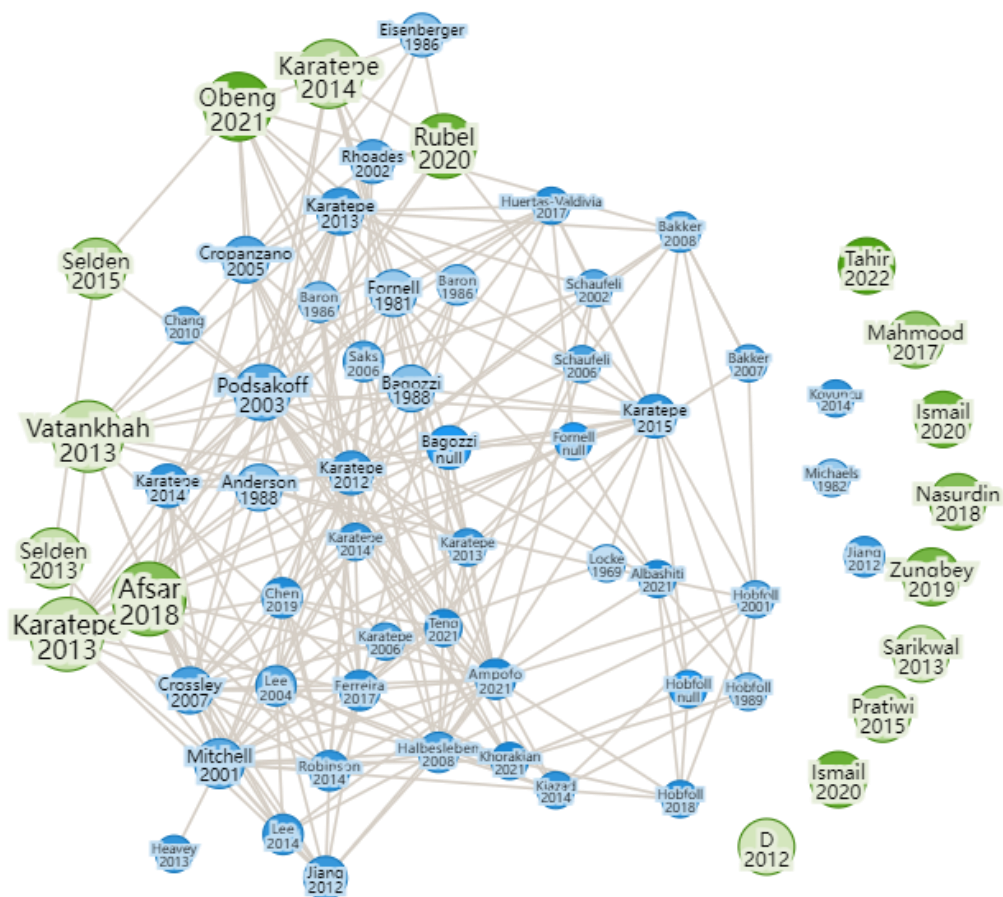


Figure 1 Source: Author, 2024

Additionally, to explore recent research trends and emerging themes in the field, this study presents a bibliographic network map illustrating the relationships between research topics and their evolutionary trajectories. This map not only reveals the distribution of research themes within the domain of high-performance work practices (HPWPs) and employee turnover intention but also highlights the interconnections among various variables and their pivotal positions within the research network.

By analyzing the network map, it becomes possible to clearly identify clusters of research hotspots, the developmental pathways of core topics, and the underlying connections among studies. This visualization method provides robust support for defining future research directions, identifying research gaps, and uncovering deeper mechanisms. It also serves as a valuable reference for both academic scholars and practitioners in the field.

Research Content

Conceptualization of Employee Turnover Intention

Turnover intention refers to an employee's behavioral tendency and psychological readiness to leave their current job or organization, widely regarded as a key antecedent of actual turnover behavior (Griffeth et al., 2000; Cho & Lewis, 2012). As research has progressed, discussions surrounding this concept have evolved from a single-dimensional

framework to encompass multi-dimensional perspectives that include individual, organizational, and external environmental factors (Mobley et al., 1979; Oh & Kim, 2019; Cymbal et al., 2022).

Early studies defined turnover intention as the direct antecedent of turnover behavior. Porter and Steers (1973), emphasized the close connection between turnover intention, job satisfaction, and external opportunities, identifying it as a critical psychological phase in the employee turnover decision-making process. Mobley (1977), in his "turnover decision process model," further clarified that turnover intention reflects a psychological state wherein dissatisfaction with one's job prompts interest in external opportunities, serving as a mediating variable for actual turnover behavior (Mobley et al., 1979). This model established a solid theoretical foundation for turnover intention research.

Subsequent studies explored the interaction between turnover intention and various factors. Ajzen's (1991), Theory of Planned Behavior (TPB) posited that attitudes, subjective norms, and perceived behavioral control are key determinants of turnover intention. Lee and Mitchell's (1994) unfolding model proposed that turnover intention arises from an employee's comprehensive assessment of their current work environment, personal needs, and external opportunities. Additionally, the "gradual disengagement model" emphasized that turnover intention is the result of complex cognitive and emotional responses, reflecting the progressive nature of turnover behavior (Van et al., 2004).

In recent years, research on turnover intention has shifted from static frameworks to dynamic and multi-level analyses. Nandialath et al. (2018) highlighted the significant impact of the interplay among situational, psychological, and social variables on turnover intention. The "turnover contagion effect" further revealed that coworkers' emotions and behaviors can indirectly influence an employee's turnover intention (Usanova & Géraudel, 2024). Abet (2024) defined turnover intention as the propensity of employees to leave within a specific timeframe, even if no concrete actions have been taken.

In summary, research on turnover intention has expanded from an initial focus on single-variable analysis to multi-dimensional and dynamic frameworks, providing critical theoretical foundations and practical guidance for comprehensively understanding and managing employee turnover behavior.

Factors Influencing Employee Turnover Intention

Turnover intention is a central research topic in organizational psychology and human resource management. Its scope has expanded from single-variable analysis to multidimensional and dynamic frameworks (Mobley, 1977; Oh & Kim, 2019; Francis et al., 2023; Usanova & Géraudel, 2024). Based on the Theory of Planned Behavior (TPB), identifying the multi-level predictors of turnover intention is critical for addressing employee attrition effectively. These factors provide theoretical support and practical guidance for organizations to design precise strategies aimed at reducing turnover rates and retaining core talent.

At the organizational level, turnover intention is influenced by several factors. First, organizational characteristics such as corporate culture, reputation, developmental status, and work climate significantly shape employees' sense of identification and emotional

attachment, thereby impacting their propensity to leave (Lee et al., 2020; Koomson, 2023). Second, employee attitudes, including organizational commitment, perceived fairness, job satisfaction, and work stress, directly or indirectly mediate the relationship between employees and the organization, influencing turnover intention (Sokhanvar et al., 2018; Jin et al., 2022). Additionally, high-performance work practices (HPWPs) serve as a critical management tool by optimizing resource allocation and enhancing managerial efficiency, thereby boosting organizational commitment and job satisfaction and significantly reducing turnover intention (Choi et al., 2012; Kim et al., 2017).

At the individual level, job satisfaction is a core driver of turnover intention and is significantly influenced by factors such as job content, career development opportunities, and psychological capital (e.g., self-confidence, resilience) (Zhang, 2021). Burnout shows a positive correlation with turnover intention, particularly in high-intensity emotional labor environments where this trend is more pronounced (Cymbal et al., 2022). Demographic characteristics (e.g., age, gender, marital status) also have a significant moderating effect on turnover intention (Oh & Kim, 2019).

At the societal level, work-family conflict is a critical variable, especially in situations where the conflict between work demands and family responsibilities is severe, significantly intensifying turnover intention (Ardi & Anggraini, 2023). Furthermore, social support, including support from colleagues and supervisors, effectively alleviates employees' psychological stress and enhances job satisfaction, serving as an important safeguard against turnover intention (Karatepe, 2013).

Theoretical models provide systematic frameworks for studying turnover intention. For instance, the Theory of Planned Behavior (TPB) emphasizes the critical role of attitudes, subjective norms, and perceived behavioral control in turnover decisions (Ajzen, 1991). Psychological contract theory posits that when employees perceive a breach of their psychological contract by the organization, turnover intention significantly increases (Usanova & Géraudel, 2024). Additionally, the unfolding model further deepens the understanding of turnover intention formation by deconstructing the complex relationships among variables.

In summary, the factors influencing turnover intention have expanded from single-variable analysis to multidimensional and dynamic frameworks. By systematically identifying the key variables at individual, organizational, and societal levels, organizations can design more targeted management interventions to achieve long-term employee retention and sustainable organizational development.

Conceptualization of High-Performance Work Practices (HPWPs)

The concept of high-performance work practices (HPWPs) emerged in the early 1990s and has become a significant research focus in the field of strategic human resource management (SHRM). In 1993, the U.S. Department of Labor introduced the concept of HPWPs, emphasizing the strong positive correlation between HPWPs, organizational productivity, and financial performance (U.S. Department of Labor, 1993). Huselid (1995) further advanced the study of HPWPs, defining them as a set of HR practices aimed at enhancing employee skills and motivation, which can significantly improve an organization's

financial performance and productivity. Both Pfeffer (1994, 1998) and Huselid (1995) highlighted that aligning HPWPs closely with organizational strategic goals can create sustainable competitive advantages for firms.

As research has progressed, HPWPs have become a core topic in human resource management. Scholars have proposed diverse definitions and frameworks for HPWPs, reflecting variations in organizational contexts and cultures. Among these, the "Ability-Motivation-Opportunity" (AMO) framework is one of the most representative theoretical models (Appelbaum et al., 2000). This model posits that HPWPs enhance organizational performance by improving employees' ability, motivation, and opportunities to contribute. Through a systematic review of 193 studies, Posthuma et al. (2013) identified nine key practices of HPWPs, including recruitment and selection, training and development, performance management, compensation and benefits, and employee involvement.

In recent years, the definition and characteristics of HPWPs have been further enriched and developed. Hauff et al. (2022), argued that HPWPs consist of well-designed HR practices aimed at enhancing employee abilities, motivation, and participation to comprehensively boost organizational performance. Kaushik and Mukherjee (2022) emphasized the flexibility and technology-driven nature of modern HPWPs, which make them more effective in addressing the rapidly changing business environment. By incorporating flexible work arrangements and innovative technological tools, HPWPs help employees better adapt to work demands, thus increasing productivity and creativity.

Although the overarching goal of HPWPs is to improve organizational performance by enhancing employee job performance, scholars have debated their components and implementation pathways. Some view HPWPs as a collection of "best practices" applicable to all organizations, while others argue that the design of HPWPs should be tailored to align with a company's strategic orientation and specific needs (Timiyo, 2014).

HPWPs are closely related to high-performance work systems (HPWS), but the two concepts differ in scope. HPWPs typically refer to individual HR practices focused on improving employees' individual job performance, whereas HPWS represents a more systemic concept that emphasizes the integration of complementary HR practices to enhance overall organizational performance and innovation (Appelbaum et al., 2000). HPWS encompasses multiple components such as recruitment, training, performance appraisal, and compensation, with a central aim of maximizing organizational productivity and innovation through the synergy of these practices.

In summary, HPWPs provide diverse pathways for enhancing organizational performance and have profoundly influenced modern organizational management through continued theoretical and empirical advancements. This growing body of research offers crucial theoretical support and practical guidance for optimizing HPWPs to achieve strategic organizational objectives.

The Impact of High-Performance Work Practices on Employee Turnover Intention

High-performance work practices (HPWPs), as a critical component of strategic human resource management, have attracted significant attention since the 1990s (U.S. Department of Labor, 1993). In recent years, research on HPWPs has expanded beyond traditional HR practices such as recruitment, training, and compensation to include dimensions like flexible work arrangements, technological integration, and employee participation (Kaushik & Mukherjee, 2022; Hauff et al., 2022). Despite their demonstrated positive effects across diverse cultural and industry contexts, the mechanisms underlying the impacts of HPWPs in specific scenarios require further exploration.

Positive Effects of HPWPs

Most studies suggest that HPWPs significantly reduce employee turnover intention, with mechanisms often mediated by variables such as job satisfaction, psychological empowerment, and organizational commitment (Kloutsiniotis & Mihail, 2017; Sharma et al., 2019; Rubel et al., 2021). These practices enhance employees' trust in the organization through systematic resource allocation and performance rewards, fostering loyalty and emotional commitment. For instance, equitable compensation, transparent performance evaluation systems, and career development opportunities not only increase job satisfaction but also decrease turnover intentions (Aburumman et al., 2020; Jiang et al., 2018). Under the framework of social exchange theory, HPWPs convey signals of organizational support, strengthening employees' sense of belonging and prompting them to reciprocate with reduced turnover intentions (Cropanzano & Mitchell, 2005; Wei, 2015).

Challenges and Controversies

While HPWPs are generally viewed as beneficial in mitigating turnover intentions, some studies reveal potential negative effects. For example, HPWPs may increase work intensity and psychological stress, adversely affecting employees' mental health (Topcic et al., 2015). In certain situations, these practices can even exacerbate turnover intentions, particularly when organizations fail to manage workloads effectively or when employees perceive resource allocation as unfair (Karatepe & Vatankhah, 2014; Selden & Sowa, 2015). These findings suggest that the actual effectiveness of HPWPs largely depends on the specific contexts and implementation methods.

Industry and Contextual Variations

Research indicates some consistency in the impact of HPWPs on turnover intentions across different industry settings. For example, in the education and hospitality sectors, HPWPs have been shown to effectively reduce turnover rates by enhancing employee skills and emotional commitment (Jyoti et al., 2015; Afsar et al., 2018). In the healthcare industry, fair compensation and systematic training significantly alleviate emotional exhaustion and turnover intentions (Selden & Sowa, 2015; Amstad et al., 2011). Additionally, during crises such as the COVID-19 pandemic, HPWPs have proven instrumental in alleviating work pressure and emotional exhaustion through enhanced resource support and flexible work arrangements, thereby increasing job satisfaction and retention intentions (Demerouti & Bakker, 2022; López-Cabarcos et al., 2024).

While HPWPs demonstrate broad applicability in reducing turnover intentions, their mechanisms must be analyzed in specific contexts. By relieving work-related stress and

strengthening organizational commitment and emotional attachment, HPWPs can effectively lower turnover intentions. However, to maximize their effectiveness, organizations must tailor these practices to align with cultural contexts, industry characteristics, and employee needs, designing more flexible and personalized strategies to achieve a win-win outcome for employee retention and organizational performance.

Conclusion: Major Findings and Implications

This study systematically investigates the intricate relationship between high-performance work practices (HPWPs) and employee turnover intention through a comprehensive literature review. The findings highlight that HPWPs effectively reduce turnover intention by enhancing employees' skills, motivation, and participation opportunities, alongside signaling strong organizational support. These effects are primarily mediated by factors such as job satisfaction, organizational commitment, and psychological empowerment, providing robust evidence for their positive role in employee retention.

However, the research also underscores potential risks, as poorly implemented HPWPs can inadvertently increase employee workload and stress, leading to unintended consequences such as psychological exhaustion and higher turnover intention. These findings suggest that the effectiveness of HPWPs is heavily context-dependent and influenced by organizational culture, industry characteristics, and resource allocation strategies.

In light of these findings, several actionable recommendations are proposed. First, organizations should prioritize tailored and flexible HPWPs that align with their strategic goals and the specific needs of their workforce. Second, fair and transparent communication regarding resource allocation is critical to mitigating perceived inequalities. Lastly, targeted interventions, such as training and career development initiatives, should be integrated with supportive policies like flexible work arrangements to balance organizational efficiency with employee well-being.

Future research should further explore the dynamic and long-term impacts of HPWPs, particularly in varying cultural and industrial contexts. Multi-level and empirical analyses could provide deeper insights into the mechanisms through which HPWPs influence turnover intention, enabling the design of more sustainable and inclusive management strategies.

By offering both theoretical contributions and practical insights, this study provides a foundation for enhancing employee retention strategies while addressing the nuanced challenges associated with HPWPs implementation.

Limitations

Although this study provides a systematic exploration of the relationship between high-performance work practices (HPWPs) and turnover intention, several limitations should be acknowledged:

Scope of Literature Coverage: This study primarily relies on published literature, potentially overlooking unpublished findings or studies in other languages, which may affect the comprehensiveness of the conclusions.

Lack of Dynamic Analysis: The study does not adequately examine the dynamic evolution of the relationship between HPWPs and turnover intention, particularly in terms of how employee-organization relationships change over time or across different career stages.

Industry and Cultural Context Limitations: The research focuses on general organizational contexts and does not deeply investigate the applicability of HPWPs in specific cultural or industry settings, which may impact the external validity of the findings.

Insufficient Multi-Level Analysis: This study does not delve into the effects of HPWPs at individual, team, and organizational levels. Future research could incorporate multi-level models to further analyze the mechanisms of HPWPs across different levels.

Methodological Constraints: As this study adopts a literature review approach, it does not include empirical validation with primary data. Future studies could employ quantitative analyses and experimental designs to test the theoretical models and hypotheses proposed in this research.

Given these limitations, future research should expand on dynamic analyses, cross-cultural applicability, multi-level frameworks, and empirical validation with primary data to provide more comprehensive theoretical support and practical guidance.

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