

THE IMPACT OF HIGH-PERFORMANCE HUMAN RESOURCE MANAGEMENT ON EMPLOYEE TURNOVER INTENTION: TAKE KUNMING GT GROUP AS AN EXAMPLE

Jian Weng ¹, Fangli Ying ^{2*}, Xuelong Zhang ³, Qifeng Wei⁴, Hongwei Chu ⁵

^{1 2 3 4 5} Innovation College, North-Chiang Mai University

* Corresponding Author, E-mail: fangli.ying@northcm.ac.th

Abstract: In today's highly competitive business environment, corporate human resource management has become increasingly important. With technological advances and changes in the talent market, companies are facing increasing challenges such as brain drain and increased propensity to leave. The propensity to leave is the tendency of employees to leave an organization, and this tendency can be influenced by a variety of factors, including individual and organizational factors. Previous research has shown that high performance human resource management can have a positive impact on the propensity to leave. For example, effective training and development programs can increase employee satisfaction and loyalty, thereby reducing the likelihood of employee turnover. In addition, effective employee engagement programs and incentives can motivate employees to perform better at their jobs and increase employee job satisfaction. Therefore, it is of great practical importance to study how companies can reduce employees' tendency to leave through high performance human resource management. This paper uses literature analysis and questionnaire survey method to analyze a series of data on the relationship between high performance HRM, self-efficacy, job embeddedness and propensity to leave through questionnaire survey results, and through empirical analysis, the conclusions of this study are. (1) Employees' gender differences, gender characteristics, age characteristics, education, years of work experience, and job level have some variability in high-resource human resource management as well as in the propensity to leave. (2) High performance HRM and its dimensions (rigorous recruitment, extensive training, promotion development, performance evaluation, profit sharing, and employee engagement) have a significant negative effect on the propensity to leave; high performance HRM and its dimensions (rigorous recruitment, extensive training, promotion development, performance evaluation, profit sharing, and employee engagement) have a significant positive effect on each of the employee job embeddedness (connection, matching, and sacrifice). (2) High performance HRM and its dimensions (rigorous recruitment, extensive training, promotion and development, performance evaluation, profit sharing and employee engagement) have a significant positive effect on each dimension of employee job embeddedness (connection, matching and sacrifice); job embeddedness and its dimensions (connection, matching and sacrifice) have a

significant negative effect on employee intention to leave. (3) Job embeddedness and its dimensions (connection, matching, and sacrifice) partially mediate the relationship between high performance HRM and turnover intention. (4) Self-efficacy as a moderating variable affects the relationship between high-performing HRM and job embeddedness.

Keywords: High Performance HRM, Self-efficacy, Job Embeddedness, Propensity to Leave

Introduction

Although more and more enterprises and academia have realized that human resource management practice is an important measure to reduce employee turnover and a key means to attract and retain talent, but the reality of employee turnover has been high, the crux of this key issue in the end where? It was not until the early 2000s that Bowen and Ostroff (2004) first introduced the concept of human resource management intensity, the extent to which organizations' human resource management systems and related provisions are implemented and enforced, that is to say, the organization should pay attention not only to the content of the specific measures of human resource management, but also to the implementation and effect of the measures, and whether the measures of human resource management can be effectively perceived and recognized by the staff, and the formation of a common belief and identity within the staff is the key to the ultimate success of human resources management and an important Peugeot (Delmotte et al., 2012). Tang et al. (2013) and others also believe that after years of development, with the basic establishment of a modern enterprise system, Chinese enterprises have gradually established a more complete human resources management system, however, because employees do not understand the meaning of their specific measures and lack effective implementation of the deviation from the original intention, and therefore cannot fully play its due function and role, as a result, it cannot substantially improve organizational performance and effectively reduce employee turnover. Therefore, we should not only pay attention to the human resource management measures themselves, but also pay attention to the improvement of the quality of human resource management practice, strengthen the information transmission, and make the staff understand and accept the human resource management content, strengthening the strength and effectiveness of its implementation and providing timely feedback so that human resources management is closely linked to staff behaviour is key to the full impact of human resources management measures, this is extremely important for the development of the enterprise.

Research Objective (s)

Objective 1: To mainly analyze the process of the effect of high-performance human resources on employee turnover intention. This study aims to promote the localization of high-performance human

resource management and attempt to test the application of Western management models in the Chinese context.

Objective 2: To explore the impact of high-performance human resource management on employee turnover intention, and to improve and supplement academic research on enterprise human resource management systems in the context of China's economic and social transformation.

Literature Review

Edwards and Wright (2001) argue that the underlying implication of high-performance human resources management is that organizations should treat their employees well. The key of this system lies in the role of the staff, the flat management model of the enterprise, the establishment of a platform for extensive staff participation. Employees respond positively, and their loyalty to the company is greatly enhanced, forming a mutually beneficial relationship. In this way, the company and employees can make progress, and thus achieve and develop the company's business performance.

Way (2002) defines high-performance human resources management as a set of interrelated but distinct human resources management practices. For example, enterprises that attach importance to staff training generally have more stringent procedures for the recruitment and selection of employees, with an emphasis on improving the job security of employees and making full use of the existing labor resources of the enterprises, achieve effective allocation of human resources. These practices are mainly used to screen, train, develop, motivate and retain employees, improve the work skills of enterprise members, in order to improve business performance, to maintain a sustained competitive advantage to provide security.

To sum up, this paper believes that high-performance human resource management is mainly used in the daily staff management. It includes strict staffing, extensive training, staff participation, career planning, incentive pay system and employment security. These human resource management practices not only influence each other, but also coordinate each other to promote the improvement of enterprise performance and provide enterprises with sustained competitive advantage.

The term Turnover Intention, first coined by March and Simon in 1958, refers to the motivation of an employee to leave the current organization in search of another new organization (March et al., 1973). With the development of the theory, scholars have done a lot of research on the definition of turnover intention, typically, Porter et al. (1974) consider turnover intention to be the next withdrawal behavior after an employee experiences job dissatisfaction. Mobley (1977) defines turnover intention as a state of mind that occurs after an employee has worked in a particular organization for a period of time and, after a long period of consideration, intentionally leaves the organization with the intention, desire, and plan (Williams & Hazer, 1986). It is also the general tendency of employees to leave and look for other job opportunities (Miller et al., 1979) and ideas (Whitman, 1999). Chinese scholars started

their research on employee turnover intention late, and Fan (1978) was the first one to try to define the concept of turnover intention, the desire intensity and tendency to look for other job opportunities (Chen 1998) are the psychological activities of the employees before the actual turnover behavior (Ouyang, 1993), and also a psychological tendency (Lin 2009). In addition, Liu and Wu (2005) and Li (2009) explain the turnover intention from a micro-perspective, they think that it is the intention and idea of leaving the organization or dismissing the labor relationship.

Bandura and Cervone (1986) self-efficacy refer to an individual's beliefs, judgments, and feelings about whether he or she can accomplish certain activities, which can influence an individual's attitudes and behaviors, and then have an impact on individual performance. For the current research on self-efficacy, the research on self-efficacy mainly focuses on school education, mental health and organizational guidance. For example, some scholars point out that the study of the relationship between college students' learning motivation and self-efficacy finds that self-efficacy is significantly correlated with endogenous motivation, and have a lower level of anxiety, the evaluation of others do not care (Zhou & Lou, 2021).

Methodology

A total of 400 questionnaires were distributed in this study, and 380 were collected. After excluding invalid questionnaires, 342 valid questionnaires were obtained, with an effective rate of 90.0%, meeting the sample requirements. Due to the fact that the survey sample in this study does not belong to the same enterprise, the snowball sampling method in non-probability sampling is adopted. Specifically, first, contact the managers of the surveyed enterprise to explain the survey intention and obtain support, inform them of the general content and writing guidelines of the questionnaire, and invite managers or managers from various departments to distribute the questionnaire. At the same time, the questionnaire is submitted to employees in both paper and online forms.

Independent variable: This study refers to the theoretical framework of Sun et al. (2007) to construct a scale for high-performance human resource management. The high-performance human resource management scale developed by Sun et al. includes 27 items and 8 dimensions, including strict recruitment, extensive training, internal promotion, employee safety, clear job description, results-based performance evaluation, reward-based compensation, and employee participation. Based on this, combined with the research of Zhang, et al. (2020), Zhang & Li, et al. (2015), a scale was constructed that includes strict recruitment, extensive training, promotion and development, performance evaluation, etc. A measurement scale with 24 items across 6 dimensions for profit sharing and employee participation.

Dependent variable: This study refers to the research of Weng and Xi (2013), Mobley et al. (1977), and designs four measurement items, including "I am likely to leave this unit in the next six

months" and "I plan to pursue long-term career development in this unit". The measurement items are concise and can effectively detect the employee's intention to resign.

Mediating variables: This article uses a combination scale to examine the level of employee job embeddedness, and constructs a measurement scale with 15 items in three dimensions: linkage, matching, and sacrifice.

Moderating variable: When exploring self-efficacy in this study, it did not target a specific field and had general characteristics, so a general self-efficacy scale was chosen to measure self-efficacy.

Results

Table 1: The Empirical Results of The Hypotheses

Hypotheses	Results
H1: There is a significant difference in personality variables in high performance human resource management.	Established
H1A: Age varies significantly across the dimensions of high-performance human resource management.	Established
H1B: There are significant differences in gender across the dimensions of high-performance human resources management.	Not true
H1C: There are significant differences in academic qualifications across the dimensions of high-performance human resource management.	Established
H1D: There are significant differences in working years among the dimensions of high-performance human resource management.	Established
H1E: There are significant differences among the various dimensions of high-performance human resources management at the job level.	Established
H2: There is significant difference in turnover intention among the variables of personality traits.	Established
n	Established
H2B: There is a significant gender difference in turnover intention.	Established
H2C: There is a significant difference between academic qualifications and turnover intention.	Established
H2D: There is a significant difference in turnover intention.	Established
H2E: There is a significant difference in turnover intention among job levels.	Established
H3: High-performance human resources management has a negative correlation with turnover intention.	Established
H3A: strict recruitment has a negative correlation with turnover intention.	Established
H3B: extensive training has a negative correlation with turnover intention	Established
H3C: promotion development has a negative correlation with turnover intention.	Established
H3D: there is a negative correlation between performance evaluation and turnover intention.	Established
H3E: profit sharing has a negative correlation with turnover intention.	Established
H3F: employee engagement has a negative correlation with turnover intention.	Established
H 4: Job embeddedness has a negative correlation with turnover intention	Established
H4A: Linkage has a negative correlation with turnover intention	Established
H4B: Matching has a negative correlation with turnover intention	Established
H4C: Sacrifice has a negative correlation with turnover intention	Established
H5: There is a significant positive correlation between high performance human resource	Established

management and job embeddedness.	
H5A: there is a significant positive correlation between strict recruitment and job embeddedness.	Established
H5B: there is a significant positive correlation between extensive training and job embeddedness	Established
H5C: promotion development has a significant positive correlation with job embeddedness.	Established
H5D: there is a significant positive correlation between performance evaluation and job embeddedness.	Established
H5E: Profit Sharing has a significant positive correlation with job embeddedness.	Established
H5F: there is a significant positive correlation between employee engagement and job embeddedness.	Established
H6: Job embeddedness as an intermediary variable influences the relationship between high performance human resource management and turnover intention	Established
H6A: linkage mediates between high performance human resources management and turnover intention.	Established
H6B: fit mediates between high performance human resources management and turnover intention.	Established
H6C: sacrifice mediates between high performance human resources management and turnover intention.	Established
H7: Self-efficacy as a moderating variable influences the relationship between high performance human resource management and job embeddedness.	Established

According to Table 1, all assumptions are valid except that gender does not differ significantly across the dimensions of high-performance human resources management.

Discussion

(1) Discussion on the relationship between high-performance human resource management and turnover intention. The empirical results of this study indicate that high-performance human resource management and its various dimensions have a significant negative impact on employee turnover intention. This is because generally speaking, high-performance human resource management can increase employee job satisfaction and loyalty, thereby reducing employee turnover tendencies. This is because high-performance human resource management can provide employees with a better working environment and benefits, make them feel valued and cared for, enhance their sense of belonging and identification, and thus improve their loyalty and identification with the company. In addition, high-performance human resource management can provide employees with better development opportunities and promotion space, stimulate their work motivation and enthusiasm, enhance their job satisfaction and happiness, and thus reduce their tendency to resign.

(2) Discussion on the mediating role of work embedding. The work embeddedness theory suggests that the relationship between employees and organizations is interdependent, and employees' work attitudes and behaviors depend on their level of embeddedness into the organization. Embedding degree refers to the degree of perception and identification of employees in terms of identity, roles,

relationships, and other aspects within the organization. In high-performance human resource management, job embeddedness can play a mediating role in influencing employee turnover intention.

(3) Discussion on the regulatory role of self-efficacy. Self-efficacy is an individual's subjective evaluation of their own abilities, which can affect their behavioral choices and execution effectiveness. In high-performance human resource management, self-efficacy can play a moderating role, affecting the relationship between job embeddedness and turnover intention.

Conclusions

The various dimensions of high-performance human resource management have a significant negative relationship with turnover intention; The various dimensions of high-performance human resource management have a significant positive impact on the job embedding of entrepreneurs, including linkage, sacrifice, and matching; There is a significant negative correlation between job embeddedness and its various dimensions on the intention of entrepreneurs to resign, that is, the higher the job embeddedness of entrepreneurs, the stronger their intention to resign; Job embeddedness and its various dimensions play a mediating role in the relationship between high-performance human resource management and turnover intention, and job efficacy plays a moderating role in it.

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