



Impact Of HRM Practices On Employees' Turnover Intention: The Mediating Role Of Affective Commitment.

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ARTICLE INFO	ABSTRACT
<p>Received: 01/01/2024 Accepted: 24/04/2024 Published: 23/07/2024</p>	<p>Turnover is a serious issue for modern organisations, strongly correlated to employees' perceptions of HRM practices. Drawing on the social exchange theory, this study attempts to examine how human resource management practices influence employees' intentions to leave the organisation by enhancing their affective commitment.</p> <p>Data was gathered from 287 employees working full time in 2 telecommunication companies, and analysed using simple and multiple regressions and Hayes' PROCESS model 4 (Hayes, 2013) to test for mediation.</p> <p>The results were generally supportive of the study model. Perceived HRM practices: training and development, involvement, and compensation and rewards are, as predicted, negatively and significantly related to turnover intention, and positively and significantly related to affective commitment. Moreover, affective commitment was found to partially mediate the relationship between employees' perceptions and turnover intentions.</p> <p>Keywords: HRM practices, affective commitment, turnover intention.</p>

Introduction

Modern organisations consider their human resources to be their most important asset (Ahmed & Schroeder, 2003). According to the resource-based view of the firm (Barney, 1991), organisations can only develop sustainable competitive advantage by creating value in ways that are rare and difficult for competitors to imitate (Becker and Gearhart, 1996). Especially since it is easier to obtain financial and technological resources today due to organizational and technological advancements, which makes human capital and complex systems of HR practices the most valuable assets of an organization that other organisations struggle to obtain or imitate (Boselie, 2013).

Research on the relationship HRM – organizational performance, since the early works of Arthur (1994), Huselid (1995), and McDuffie (1995), has shown that HR practices and systems create value for organisations (Tremblay, 2010). Their findings confirm that HR departments add value to the organization by designing and implementing effective strategies and practices to enhance positive attitudes, behaviors and performances, and reduce unwanted outcomes among employees which will ultimately benefit the organization.

Clear evidence exists in the literature pertaining to the link between positive attitudes towards HR policies and practices, levels of satisfaction, motivation and commitment, and operational performance (Purcell et al., 2003, as cited in Katou & Budhwar, 2009). In addition, these studies have shown that the impact of HRMP on more distal organizational outcomes is mediated by their effects on more proximal individual and organizational variables. In fact, effective HR practices (single or bundles) have constantly been found to directly and indirectly affect affective commitment (Bashir & Venkatakrishnan, 2022), satisfaction (Omar et al., 2017), trust in management (Martono et al., 2018), organizational support (Tan, 2008), procedural justice (Tremblay et al., 2010), employee motivation (Gould Williams & Davies, 2005), intent to remain with the organization (Kehoe & Wright, 2010), extra role performance (Srivastava, & Dhar, 2016), innovation (Da Silva et al., 2020), Knowledge Sharing Behavior (Gonçalves et al., 2022), absenteeism (Kehoe & Wright 2010), turnover (Martinson & De Leon, 2018) turnover intentions (Allen et al., 2003), Productivity (Ramsay et al., 2000), and corporate financial performance (Becker & Gerhart, 1996).

As a result, organisations are encouraged to heavily invest in attracting, developing and motivating their human resources. However, for an organization to sustain over time the advantages created by investing

heavily in a highly competent workforce, it must retain its best employees and keep them committed to the organization (Gellatly et al., 2009). Indeed, one salient ongoing issue faced by organisations in today's highly competitive environment is staff retention (Chew & Chan, 2008), due to the difficulty to attract competent people and the cost to hire and train them, and the damaging effects of high turnover rates on groups and organization's performances. Groups and organisations are negatively and directly and indirectly affected by the loss of expertise and performance, decreased employees' morale and performance, loss of motivation, negative image, and other withdrawal behaviors such as absenteeism, tardiness and presenteeism linked to an employee's intention to leave that has negative impact at individual, group, and organizational levels even before he permanently leaves the organization.

In addition, in the HRM literature, the desire to leave represents a form of withdrawal, and likely reflects a lack of emotional attachment to the organization and its goals (Kehoe & Wright, 2013), hence the importance given to affective commitment in studying the antecedents and consequences of turnover and turnover intention. According to Gould-Williams and Davies (2005), one reason why organisations are seeking to develop committed workers is to drive down employee turnover and absenteeism. Studies have in general confirmed the strong negative relationship between affective commitment and actual turnover and turnover intention. They have shown when employees feel emotional attachment to the organization and adopt its goals and values, they are willing to go the extra mile (Boselie, 2010), and have a greater motivation or desire to contribute meaningfully to the organization (Meyer & Allen, 1997). They are also less likely to display undesirable attitudes and performances, or show withdrawal behaviors, or look to leave the organization (Tett & Meyer, 1993; Wright & Kehoe, 2007).

To explain how HRM practices affect employees' attitudes, intentions, behaviors and performance, and ultimately organisational outcomes, studies rely on social exchange theory. According to the social exchange approach, employees view effective HR practices as a signal of organizational support and commitment toward them, which they then reciprocate back to the organization by having positive attitudes (e.g. high affective commitment), less negative intentions (e.g. less turnover intentions) and more positive behaviors (e.g. decision to stay with the employing organization). In their research, Kehoe and Wright (2013) found that high-performance HR practice perceptions were a significant predictor of affective commitment ($\beta=0.40$, $p=.001$), and intent to remain ($\beta=0.28$, $p=.001$). Moreover, affective commitment fully mediated the relationship between HR practice perceptions and intent to remain with the organization.

Building on the social exchange perspective, this research seeks to understand the direct and indirect effects of HRM practices on employees' attitudes and behavioral intention (affective commitment and turnover intention). Specifically, we build and test the hypotheses that there are direct effects of employees' perceptions of HR practices on their affective commitment and intent to leave the organization, and that the relationship between HRM practices and intentions to leave the organization is mediated by the level of employees' affective commitment.

The present study is expected to make several contributions. First, this study is an attempt to answer the call of a growing number of human resource scholars (e.g. Becker & Gerhart, 1996) for researchers to consider the intervening steps in the HRM-Performance linkage, by including affective commitment as a mediator of the effect of HRM practices on employees intentions to leave the organization. Although several theoretical models in HRM (e.g. Beer et al., 1985) have long argued the effect of HRM practices on distant organizational and financial outcomes to be mediated by more proximal variables such as employees attitudes and behaviors, serious gaps in our knowledge still remain (Purcell et al., 2003, as cited in Katou & Budhwar, 2009).

Second, we choose to study the effectiveness of HRM practices through employees' perceptions rather than managers' evaluations or written HR policies. Studying employees' perceptions of HRM practices' effectiveness is important because how hr practices are perceived by employees is different from what management intended or actually implemented. In a study, Khilji and Wang (2006) found that HR managers described the performance evaluation process as an open discussion between employees and management, whereas employees felt that employee-goals were set without consulting them (Kooij et al., 2009). Furthermore, it is rather how strategies and practices are perceived that affect employees' attitudes and behaviours and performances (Whitener, 2001).

Third, this study takes place in Algeria, a country in the MENA region. Since the context in which organisations operate can limit or enhance the usefulness, distinctiveness and success of HRM practices (Den Hartog & Verburg, 2004), it would therefore be interesting to examine the relationship between HRM and employee attitudes and behaviors, and the role of intervention mechanisms in a non-Western country like Algeria, knowing that the studies on the subject have generally taken place in the United States and other Western countries.

Literature review and hypotheses development:

Effects of HRM practices on employees' turnover intention:

Employees' turnover is a major managerial concern in the contemporary work environment (Kang & Sung, 2019), as it leads to detrimental outcomes for organisations. Turnover is costly to the organisation for

different reasons: 1- The high cost of hiring and training processes, and the difficulty to find and attract talents in this very competitive environment; 2- the negative impact of employees' departure on a company's functioning due to loss of performance and expertise; 3- the negative effect of high turnover level on employees' morale, motivation and job satisfaction; 4- the negative impact of a company's failure to retain its best talents on its image; 5- the positive relationship between intentions to quit and different withdrawal behaviors such as absenteeism and tardiness...

Consequently, a great deal of research has been conducted aimed at identifying salient predictors of turnover. Hausknecht and Trevor (2011) organised causes of collective turnover into three areas: HRM practices, collective attitudes/perceptions, and collective characteristics. At the individual level, Dubosc and Kelo (2011) reported that one crucial reason why employees leave the organisation is due to inappropriate human resource management (HRM) practices which are inadequate to address the challenges faced (Halid et al., 2024). Similarly, in a comprehensive meta-analytic review of the antecedents and correlations of employee turnover, Griffeth, Hom, and Gaertner (2000) found that the key drivers of turnover were closely connected to employee perception of the quality of the relationships they have with the organisation (Kang & Sung 2019).

In this study we focus on employees' intention to leave the organisation, which was defined by Mowday, Porter, and Steers (1982) as a person's cognitive, deliberate and conscious process of leaving the organisation voluntarily in the near future (Steil et al., 2009) for three reasons. Firstly, the intention to leave is thought of as the last cognitive step in the turnover process and the most powerful predictor of actual turnover (Biron & Boon, 2013). According to the theory of reasoned action (Fishbein & Ajzen, 1975), beliefs, attitudes, intentions and behaviour form a causal chain, so that beliefs lead to attitudes, and attitudes in turn lead to intentions and behaviors (Rutter & Bunce, 1989); secondly, Intention to stay or to leave is a direct cognitive antecedent of retention (Bell & Sheridan, 2020), strongly and consistently related to voluntary turnover (Kang & Sung, 2019); thirdly, the research in the area of turnover focused on intentions rather than the actual behavior for practical reasons related to the difficulty to gather relevant data from employees that have already left the company.

Chew and Chan (2008) examined the impact of HR practices on permanent employee's intention to stay and found that Intention to stay was significantly related to person-organisation fit, remuneration recognition, training and career development. Similarly, Boselie and Der Wiele (2002) revealed in their study that employees' positive perceptions of HRM/TQM concepts lead to a higher level of satisfaction and to fewer intentions to leave the organisation.

These findings are in accordance with the theory of reasoned action (Fishbein & Ajzen, 1967) and the theory of planned action (Fishbein & Ajzen, 1985) which posit that employees' perceptions towards HRM practices are expected to provoke more desirable positive work attitudes (e.g. high affective commitment). Then, as a result, these positive attitudes are likely to incite more positive behavioral intentions (e.g. less turnover intentions) that lead to less negative behaviors (decision not to quit), which will ultimately be beneficial at individual and organisational level.

Therefore, the first hypothesis will be as follow:

Hypothesis 1: Employees' perceptions of HRM practices (training, involvement, and compensation and rewards) are negatively and significantly related to their intention to leave the organisation.

Effects of HRM practices on employees' affective commitment

Rather than viewing employee commitment as a simple concept that ranges from low to high, it is now widely accepted that employee commitment has a multi-dimensional nature (Gellatly et al., 2012). Affective commitment, which is seen as the emotional attachment to the organisation, the identification with its goals, and the internalisation of its values and involvement, was found to have stronger correlations with desired individual and organisational outcomes (Meyer & Allen, 1997). Therefore, successful organisations endeavor to increase affective commitment (want to remain) or, to a lesser degree, normative commitment (ought to remain) rather than continuance commitment (need to remain), because affectively and normatively committed members are more likely to maintain organisational membership and contribute to the success of the organisation than continuance-committed members, who stay with the organisation only because of a lack of opportunities or due to the cost associated with leaving the organisation.

In their Meta analysis, Meyer et al., (2002) found that affective commitment had the strongest and most favorable correlations with organisation-relevant and employee-relevant outcomes compared to normative commitment and continuance commitment. The correlations with the latter have been found to be negative in some cases.

In addition, research demonstrates that affective commitment can be influenced by human resource practices such as collaboration and team work, high autonomy job design, training and development, rewards, person-organisation fit, recognition, participation in decision making, and opportunity to undertake challenging employment assignments (Meyer & Allen, 1997; Chew & Chan, 2008). In a study, Chang (1999) found that individuals become affectively committed to the organisation when they perceive that the company is pursuing internal promotion ($b = 0.29, p < .01$), that the company provides proper training ($b = 0.28, p <$

.01), that supervisors do a good job in providing information and advice concerning their careers ($b = 0.16$, $p < .05$).

Therefore, the second hypothesis will be:

Hypothesis 2: Employees' perceptions of HRM practices (training, involvement, and compensation and rewards) are positively and significantly related to their level of affective commitment.

Affective commitment mediates the relationship between HRM practices and employees Turnover intentions

In the HRM literature, organisational commitment is seen as one of the most salient intervening mechanisms through which HRM affect peoples' attitudes, intentions, and behaviors. Thus, organisations were urged to foster greater commitment if they hope to improve the on-the-job behavior of their employees, and reduce absenteeism and turnover, theft, job dissatisfaction and unwillingness to relocate (Cohen, 2003).

In this study, we suggest that employees would reciprocate with desired attitudes and behavioral intention if they perceive their experiences with the organisation to be positive. One means by which an organisation communicates its commitment, recognition, and support is through well designed and implemented HRM practices. For Rousseau and Greller (1994), a person's experience in an organisation is shaped by personnel actions such as recruiting, appraising performance, training, and benefits administration.

This view is consistent with social exchange theory. Social exchange theory posits that unlike economic exchanges, social exchanges are based on norm of reciprocity, and obligation to give back through desirable work-related attitudes, intentions and behaviours. When employees recognise that the organisation uses effective HR practices they are likely to adopt better attitudes toward the organisation such as increased affective commitment, which is then likely to affect important work intentions and behaviors in the form of decreased turnover and turnover intention. According to Kehoe and Wright (2013), employees who feel obliged to reciprocate show not only increased affective commitment toward the organisation but also positive behaviors for at least two reasons. First, the attitudinal response of increased affective commitment alone is not likely to provide a balance in the benefits received by each party in the exchange relationship. Second, employees who are committed to an organisation are likely to more naturally behave in ways that reflect this affective bond.

Empirical support for the mediating model hypothesised in this study is rather strong, as affective commitment has been frequently shown to mediate the relationship between employees' perceptions of various organisational practices and their turnover intention. For example, Kehoe and Wright (2013) found that affective commitment mediated the positive relationship between perceptions of HRMP and intent to remain with the organisation, and Wang and Shaheryar, (2020), and Wheeler et al., (2010) found that commitment-based HRM practices or high-performance HR practice create affective responses in employees that foster increased retention.

Therefore, the third and fourth hypotheses are as follow:

Hypothesis 3: Employees' affective commitment will be negatively and significantly related to turnover intentions.

Hypothesis 4: Employees' affective commitment will mediate the negative relationship between perceptions of HRM practices (training, involvement, and compensation and rewards) and turnover intention.

Method

Sample and procedure

A total of 350 questionnaires were distributed to participants from two telecommunication companies, from which 287 questionnaires were considered to be valid, representing a high response rate (82 %).

The sample had the following characteristics: 75.9 % were men, 59.3% had a university degree, and 100 % held an administrative position.

The average age of the participants and their organisational tenure are 39,167 years and 15,944 years, respectively.

Measures

We used the backward translation method (Brislin, 1970) to translate into Arabic the original questionnaires which were all developed in English. All 3 questionnaires used 5-Point Likert-type scales (1 = 'strongly disagree', 5 = 'strongly agree') to measure the items of the study variables: HRM practices, Affective Commitment, and Turnover Intentions.

HRM practices: HRM practices were measured using items from the Human Resources Management Policies and Practices Scale (HRMPPS) developed by Demo, G., Neiva, E. R., Nunes, I., & Rozzett, K. (2012).

We used 6 items to measure employees' perception of training practices. A sample item was "The organisation I work for helps me develop the skills I need for the successful accomplishment of my duties".

We used 6 items to measure perception of employees' involvement. A sample item was "The organisation I work for encourages my participation in decision making and problem solving".

We used 4 items to measure employees' perception of Compensation and Rewards practices. A sample item was "The organisation I work for offers me a salary that is compatible with my skills, training, and education".

Organisational commitment: The 8-item affective commitment scale developed by Allen and Meyer (1990) was used. A sample item was "I would be happy to spend the rest of my career with this organisation".

Turnover Intention: Three items were adopted from the scale used by Rosen and Korabik (1991). A sample item was "At this time in my career, I am willing to quit this job if it were possible".

Results and discussion

We first use the mean, SD, and Pearson correlation coefficient to describe the main variables of this study and analyse the relationships among them. Then, simple and multiple regressions analyses using SPSS, version 22, and mediation analysis using Hayes's process macro model 4 were conducted to address the research questions and hypotheses.

Descriptive statistics

Table 1 shows that employees' perceptions towards HRM practices are moderate (mean value ranges from 2.56 to 3.66). They evaluated CR policy the lowest ($\bar{x} = 2.56$), followed by employees' involvement ($\bar{x} = 2.86$), but had somewhat more positive evaluation for the organisations' training and development programs ($\bar{x} = 3.66$). Participants also showed moderate level of AC ($\bar{x} = 2.95$), and intentions to leave the organisation ($\bar{x} = 3.19$).

Table 1: Mean, Standard deviation, Correlation Coefficient, & Cronbach Alpha

Variables	Mean	SD	1	2	3	4	5
AC	2.95	0.85	(0.75)				
TI	3.19	1.01	-.691**	(0.71)			
training	3.66	0.49	.305**	-.292**	(0.88)		
involvement	2.86	0.87	.614**	-.760**	.311**	(0.79)	
CR	2.56	1.08	.501**	-.617**	0.63	.722**	(0.87)

AC = affective commitment, TI = turnover intention, CR = Compensation and Rewards.

* = $\alpha < 0.05$, ** = $\alpha < 0.01$.

Table 1 also shows the correlations between the variables. The results are consistent with the study's hypotheses. First, perceptions of all HRM practices are negatively correlated with turnover intentions: training ($r = -.292$, $p < .001$), involvement ($r = -.760$, $p < .001$), and Remuneration and rewards ($r = -.617$, $p < .001$).

Second, participants' affective commitment was positively correlated to the perception of all HRM practices: training ($r = 0.305$, $p < 0.001$), involvement ($r = .614$, $p < .001$), Remuneration and rewards ($r = .501$, $p < .001$).

Finally, participants' affective commitment was negatively correlated with their intention to leave their employing organisation ($r = -.691$, $p < .001$).

Regression analysis

To test for hypothesis H1, H2, H3 a series of regressions were performed.

Testing Hypothesis 1:

Hypothesis 1 states that employees' perception of HRM practices (training, involvement, and compensation and rewards) is negatively and significantly related to their turnover intention.

Table2: Results of regressing turnover intention on perceived HRMP

Variables	β	t	Sig
training	-.094	-2.275	.024
involvement	-.604	-10.186	.001
CR	-.176	-3.109	.002
F-value	F(3, 283) = 138,233, $p < 0.001$		
Adj. R ²	.590		

Dependent variable: turnover intention (TI).

As shown in Table2, the model was statistically significant ($F(3, 283) = 138,233$, $p < 0.001$), and explained almost 60% of additional variance (Adj. R² = .590).

Findings from Table2 also demonstrate that all three HRM practices were as predicted negatively and significantly related to TI: training ($\beta = -.094$, $p = 0.024$), CR ($\beta = -.176$, $p < 0.01$), involvement ($\beta = -.604$, $p < 0.01$), with the latter having the highest effect. Thus, the results support the study's first hypothesis.

Testing Hypothesis 2:

Hypothesis 2 states that employees' perception of HRM practices (training, involvement, and compensation and rewards) is positively and significantly related to affective commitment.

Table3: Results of regressing affective commitment on perceived HRMP

Variables	β	t	Sig
training	.158	3.173	.002
involvement	.439	6,111	,001
CR	.175	2.556	.011
F-value	F (3, 283) = 64,253, $p < 0.001$		
Adj. R ²	.405		
Dependent variable: affective commitment			

As shown in Table3, the model was statistically significant ($F(5, 210) = 35,75$, $p < 0.001$), and explained 40% of additional variance ($\text{Adj. } R^2 = .405$).

Findings from Table 3 also demonstrate that all three HRM practices were as predicted positively and significantly related to affective commitment: training ($\beta = .158$, $p < 0.01$), CR ($\beta = .175$, $p < 0.05$), involvement ($\beta = .439$, $p < 0.01$). Involvement had again the strongest effect.

Therefore, the results support H2.

Testing Hypothesis 3:

Hypothesis 3 states that employees' affective commitment will be negatively and significantly related to turnover intentions.

Table4: Results of regressing turnover intention on affective commitment

Variables	β	t	Sig
commitment	-.691	-16,154	,001
F-value	(1, 285) = 260,957, $p < 0.001$		
Adj. R ²	0.478		
Dependent variable: turnover intention			

As shown in Table4, the model was statistically significant ($F(1, 285) = 260,957$, $p < 0.001$), and explained almost 48% of additional variance ($\text{Adj. } R^2 = 0.478$).

To test the hypothesis 3, turnover intention was regressed on affective commitment. The result ($\beta = -.691$, $p < .001$) is negative and significant, thus fully supporting the hypothesis n3.

Testing Hypothesis 4:

Hypothesis 4 states that Affective commitment will mediate the negative relationship between perceptions of HR practices and turnover intention.

To test for the mediating role of Affective commitment, we used Process macro model 4 (Hayes, 2013) to analyse the direct and indirect effects of each of the three HRM practices considered in this study on employees' turnover intentions through affective commitment.

Mediation effect holds if the indirect effect is significant. An indirect effect is considered significant if the 95% confidence intervals do not include "0". In addition, if the direct effect is significant the mediation is said to be partial, however, if it is insignificant, then the mediator is thought of as explaining the whole effect (full mediation).

Table5: total, direct and indirect effects

IV		Effect	SE	t	p	LLCI	ULCI
training	Total effect	-.601	,116	-5.163	,001	-.831	-.372
	Direct effect	-.184	,092	-2.006	,045	-.365	-,003
	Indirect effect	-.417	,058			-.534	-.307
	F-value	(2, 284) = 133,876, $p < 0.001$					
	Adj. R ²	,485					
Involvement	Total effect	-.88	,044	-19,71	,001	-.971	-.794
	Direct effect	-.625	,051	-12,24	,001	-.725	-,524
	Indirect effect	-.257	,033			-.324	-,194

	F-value	(2, 284) = 273,54, p < 0.001					
	Adj. R ²	,658					
Compensation and rewards	Total effect	-.575	,043	-13,24	,001	-.661	-.490
	Direct effect	-.337	,041	-8,093	,001	-.419	-.255
	Indirect effect	-.238	,030			-.302	-.182
	F-value	(2, 284) = 192,766, p < 0.001					
	Adj. R ²	,575					

Dependent variable: turnover intention

Mediating variable: affective commitment

The Findings reported in table 5 show that affective commitment mediates the effect of all three HRM practices considered in this study on turnover intention, given that the indirect effects of training, involvement, and compensation and rewards on employees' turnover intentions were found to be negatives and significant since the confidence intervals for the indirect effect of all three relationships did not include 0 (b= -.417 , [CI = -.534, -.307] ; b= -.257, [CI = -.324 , -.194] ; b= -.238 [CI = -.302, -.182] respectively). In addition, the direct effects of training (b= -.184 , p= ,045), involvement (b= -.625, p<.001) and compensation and rewards (b= -.337 p<.001) were also significant, therefore, confirming the hypothesised partial mediations of AC for the impact of all three HRM practices on turnover intention.

Discussion

The findings of the current study supported our predictions pertaining to the direct and indirect effects of perceived human resource management practices on employees' attitudes (affective commitment) and behavioral intention (turnover intention). First, employees' perceptions of training, involvement and compensation and rewards practices were found to negatively affect their intentions to leave the organization. These results are consistent with the findings of previous studies (Wang & Kim, 2020; Aburummana et al., 2020; Dayeh & Farmanesh, 2021; Nguyen & Uong, 2022). Employees have less desire to quit when they see opportunities to train and develop within the organization, if they are involved in decision making and when they perceive that their wages and other incentives they get are fair.

Second, employees' perceptions of HRM practices were found to positively affect their levels of affective commitment. The results relevant to the positive effect of employees' evaluation of training, involvement and compensation and rewards practices on their level of affective commitment are compatible with most studies (e.g. Saragih & Prasetio, 2020; Dayeh & Farmanesh, 2021; Nguyen & Uong, 2022). Employees are more attached to their organization and more willing to adopt its objectives and values and put extra efforts when they perceive the experiences they have with their employer, through the investment made in their development, the willingness to give them more autonomy and responsibility, and the fair recognition and reward of the quality of their work, to be positive.

Third, results related to the fourth hypothesis ($\beta = -.822$, p<.001) confirm the well researched relationship between employees' affective commitment and their turnover intentions. According to Allen and Meyer (1996), the emergence of organizational commitment as a central concept in the study of work attitudes and behavior is due in large part to the its demonstrated link to turnover intentions and actual turnover.

The findings of the current study are in line with results from other studies (e.g. Wasti, 2003; Bonds, 2017; Mittal, Gupta & Motiani, 2022), demonstrating that affectively committed employees adopt more positive attitudes and behaviors such as ocb behaviors, and are less likely to think about leaving the organization even if better opportunities arise, while a lack of emotional attachment to the organization and its goals is related to undesired attitudes and behaviors such as turnover intention and actual turnover and other withdrawal behaviors (Kehoe &Wright 2013).

Finally, as expected, affective commitment partially mediated the relationships between perceptions of HRM practices and employees' turnover intentions. The significant indirect effects of all three HRM practices on turnover intention via levels of affective commitment can be interpreted as a way for employees who feel obliged to reciprocate the positive experiences they have had with the organization (typically as a consequence of well designed and implemented hrm practices). They reciprocate by showing high affective commitment and less desire to leave the organization. This is compatible with previous studies by social exchange theorists suggesting that employees interpret HR practices as indicative of the personified organisation's commitment to them (Chew & Chan, 2008). Therefore, they perceive effective HRM practices as evidence that the organization values their contributions and cares about their well-being, which in turn enhances their affective commitment and reduces turnover intentions (Paré & Tremblay, 2007).

Limitations and future orientations

This study has some interesting contributions to the body of knowledge in HRM literature. Its findings help confirm hypotheses and results of previous models and studies held mostly in western countries, and may open new horizons for future studies interested in the relationship HRM - performance. Future studies may

want to measure the effect of other HRM practices, integrate actual turnover to the theoretical model to complete the causal chain, include more mediating variables, add moderators, use larger and more representative samples, or employ different designs.

From a practical perspective, the results of our study indicate that the way employees perceive HRM practices in their organisation is likely to affect their attitudinal and behavioral outcomes, and therefore suggest that managers should design practices that enhance employees' affective commitment, which help increase their desire to remain and decrease turnover intentions. Moreover, managers should pay attention not only to design effective HRM practices, but also to implement them in a way that makes employees see them as effective and caring.

This study has also several limitations.

First, the present study used a cross-sectional design, as data on perceptions of HRM practice and employee outcomes was collected at one point in time, whereas, to confirm the causality of the hypothesised relationships, longitudinal or experimental designs are required.

Second, the data used in this study is based on self-reported questionnaires from one source, and may suffer from common method variance. Therefore, future research may add other sources, such as evaluations from peers or managers, or data from official records to measure different variables. Third, although the results of this study provide important insights into the effects of HRM practices, it is difficult to generalise the results of the study given that they are based on data collected from a limited sample. Future studies may use samples from different contexts (e.g. organisations, industries) to help examine the external validity of the findings of this study.

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