

# High Commitment Compensation Practices and Employee Turnover Intention With Mediating Role of Job Satisfaction

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## Abstract

*In that research explain the impacts of HCP (high commitment practices) or HCHRM (high commitment human resource management practices) on the employee's turnover intention ratio as well as job satisfaction of employees. That research conducted on the DEN TEXTILES group of mills in Pakistan as sector selected. HCP have positive relationship with job satisfaction as well employee turnover because if HCP are good then employee feel proud and also turnover intention rate of employees decreased. Future more, that study shows job satisfaction of employee playing role as a mediator variable whereas HCP is independent and turnover intentions as dependent variable. Sample data of DEN textiles mills the total is 300 selected people for collection data with the help of questionnaire. That results show that job satisfaction as a mediator but it has positive likelihood to the HCP and employee's turnover intentions ratio in the DEN textiles group of mills. That's why these all the variables are interrelated to each other, if we want to check out the performance level of that industry then must be fast focus on these variables such as HCP or HCHRM, job satisfaction and employee's turnover intention ratio.*

**Key Words:** High Commitment Compensation Practices (HCP) or (HCHRM); Job Satisfaction; Turnover Intention of Employees.

## Introduction

All business men and top level executives want to improve and their organization performance increase and also find out too many reasonable sources and ways those helped in performance and their credibility (Patrick, 2004). Last few decades every industries know the importance of human management resource and also consider human as most important factor for every organization that's why called human capital (West et al., 2000). Because the growth and sustainability of organization cannot survive without human resource management that's why executives made different policies to promote and motivates by rewards and benefits and get their employee loyalty for future (Alexandra, 2010).

High HR Commitment practices are most important for every industry due that factor organizations achieved their goals and objectives and also competes other those who's also playing the same strategy (Delobelle 2010). Because mostly organization aware of turnover employee cost that's way they made HR practices to control and sustain their employees as they know these are backbone and strength their industry

(Alexandra, 2010). Future organizational HR practices have a significant impact on employee performance and also impact when job satisfaction treated as mediator because these factor have also created directly relationship with each other (Peter, 2009). HR practices made with fairness and give promotions or motives then the employee turnover intention ratio decreased that's beneficial condition for that organization (Aukje, 2013).

Research explain the relationship between of HR Commitment practices and employee turnover ratio or employee work behavior according to their job within the organization (Peter, 2009). HR practices have positive impacts for industry and made different policies of motivation, benefits, promotions for workers and get edge of other competitors because turnover cost minimized and also employees behavior, attitude positive to their work and their industry (Philip, 2007). That's why new studies s says that HR Commitment practices have positive impacts on employee turnover intentions and also job satisfactions (Hook, 1997).

Specifically research says that organizational practices have better results of employee attachment intentions and loyalty toward the organization, these practices also helpful to maintain their worker talents, enhance more their talents and also attract the more new talented people according to their demands and requirements toward their organization (Adeel, 2011). Studies says that if turnover intentions are high then organization well pay in future and also pay turnover cost high that situation is create bad impacts and may be industry fall down and gain high loss (Ali, 2014).

Most of the research says that HR practices are most important factor to control for long run employee turnover intentions and also control future turnover cost (Lopa et al., 2001). HR Commitment practices have also increased the level of employee attachment with their organization and work hard to get or fulfil their objectives as well as organization objectives. Contemporary research says that compensation practices have create positive relation with employee job satisfaction because job satisfaction control the turnover intention of employee in the organization (Willemsen, 2009).

Basically HRM practices motivates and provide different opportunities for promotions and retain employee intentions. Research says that supervisor have responsible for turnover intentions of workers and also take care of employees health, promotions and rights (Sterman, 2011). Workplace relationship influence in batter way that condition good for managers because employees are intellectual and emotionally attached toward organization that's way compensation practices control employee turnover intensions (BATT, 2002).

## Problem Identification

Research says that human power is backbone of any organization and without human skills, abilities and hardworking no one organization or any institute can have survived to long period. That's why todays HR commitment practices are most important for all type of institutes (Sturman, 2012). But after 2nd world war all industries have tried to get high profit by using the manpower, in this situation human worked day and night as like animals, owner have don't care of their employee health, education, safety and even they are not treated as human. Due to that type of circumstances worker mind change day by day and they learned about the working conditions and also the owner's mind that's why workers or employees tried to against their owner and clashes increased and also turnover intention rate of employees increased because they have not satisfied with their jobs (Bright, 2008).

That condition very dangerous for every organization and they have uncontrolled work, so they have decided to find out suitable to handle that type of situations. They have contacted a panel for solve that problem and made different roles and regulation foe worker (Camps, 2008). Through these circumstances HRM department developed. In that department those people are selected who have some special abilities, norms, skills and knowledge to treated the employees or worker as a human beings and also provide the protection to employee like health, education and proper salary pages (Christine, 2009).

When HR Commitment practices are involved in organization then the employees have loyal or employee turnover ratio decreased to their industries day by day because they have better feel or slowly satisfies with their jobs. After that working setup going in better way that process applicable and whole world tried to use that practices in better way (Houghton et al., 2010). Today's world is globalized that's why competition whole of the world increased and every country or organization tried to develop the HRM system. Research says that High HR commitment Practices has directly relationship to employee turnover intention and job satisfaction (Kakkosa, 2015).

## Problem Statement

Research says that what impact of HR commitment practices on employee turnover intentions and also when job satisfaction play a mediating role between of them. Checkout the relationship between these variables like HR Commitment practices, job satisfaction and employee turnover ratio in organization (Brunetto, 2013).

## Research Questions

Is there study find out the relationship between HR Commitment practices and employee turnover intention toward their organization?

Is there research find out the impact of HR Commitment practices on employee job satisfaction?

How research creates the relationship between employee job satisfaction and heir turnover intentions toward HR practices?

Is there studies says that HR practices impact on employee turnover ratio by using the job satisfaction of employee as a mediating variable?

## Objectives

This study finds out what the relationship between HR Commitment practices and employee turnover intention toward their organization.

That research finds out what the impact of HR Commitment practices on employee job satisfaction.

Research create how the relationship between employee job satisfaction and heir turnover intentions toward HR practices.

Studies says that how HR practices impact on employee turnover ratio by using the job satisfaction of employee as a mediating variable.

## Significant of the study

Research says that HR Commitment Practices have positive relationship with employee turnover intention ratio and also job satisfaction have positive relationship with turnover intentions of workers and turnover cost. If HR Commitment practices are effectively made, then employee turnover intention ratio low and job satisfaction level high that point best for every organization (Stuurman, 2012). Without HR Practices job satisfaction of employee decreased that's why rate of turnover employees increased and that activities create bad impacts and organization bear a huge loss as well as turnover cost increased (Liu, 2007). That's why new studies focus on these factors like HR Commitment Practices, job satisfaction and employee

turnover intentions and also some other factors includes in organization development or growth like motivation, compensation, benefits, promotions and bonuses etc. (Usman, 2010).

## **Literature Review**

### **High Commitment Compensation Practices**

High practices of commitment is most important factor of HR that provide better outcomes, that's why researcher told that types of participation have positive impacts on education sector (DAY, 2007). According to different strategies human resource management just like HCCP show the behavior of employee toward organization and also attitudes because these factors represent the loyalty of consumers (DORIEN, 2010). That's why these assumptions are applicable in education. Education sector in Pakistan defined in that study and mention the corporative factor like as salaries benefits and some others in abroad sense in human resource management (Ruble & Keep, 2014). If researchers also focused on other side behavior of employee just like as satisfaction, laziness and unfair with their work that type of factors create bad impacts on education system (Timothy, 2009).

That's why journal studies set different criteria to show the subjects that are more important for every industry growth and development (Usman, 2010). There are many factors but some important as promotion's planning, loyalty checkout though feedback and also long term satisfaction of their employees toward the system sustained (Dijkstra, 2015).

Organization provides to their benefits for retaining long period of time compensation is one of them important factor that is scarifying by the organization in each country and also some little bit factors just like knowledge work force and maintain of time etc. (Goula, 2009). Organizations or institutes provide the opportunity and compensate by different methods likes rewards in the form of cash money and sometime in the form of noncash like encourage, appreciate (Dressler 2009) also elaborate the benefits such as salaries, wages, payments and giving some rewards according to their employee performance because that process essentials for each industries. (Bhatia, 2010) explains "employee performs well they are compensated by the organization through proper channel in the form of monitory policies and applied reasonable approach". (Joseph 2009) says that organization compensated their employee by financial benefits or rewards such as salaries, wages, bonuses and hand cash etc. sometime employee have feel to be proud if they are represented by their industry encouraged, appreciated and nominated that time of reward sometime better than extrinsic rewards.

### **HCP (Human Resource Compensation Practices)**

Many directions of HCP but explain two important in their study in which dimensions variables impacts with specific range (Egan, 2014). In that case variable's show their effects in two forms as positive and sometime negative according to the HCP model that's why outcomes can be measurement possible (Sinkevich, 2009), which can be set in two different types, such as, reflective and formative. It is depending on the model by different characteristics and may be possible to not maintain or applicable in some cases. Furthermore, previous history also provides the many resources for helping HCP model and also shows the co-relationship between these factors or in some cases tells us variances relation among them variable's due to their characteristics measurements (Diamantopoulos & Saginaw, 2006).

### **Compensation Practices and Turnover Intention**

Many previous studies of HRM says that employee intentions regarding to their work effected directly by the compensations policies that's why both have created relationship in both ways such as positive and sometime negative but depended on the system of that organization which is applied in their manners (Caligiuri et al., 2009). HR practices have negative relationship created with the turnover intentions due to

some reasons which depend upon on the situations. (Gurbuz, 2009) defined the impacts of rewards system on intentions of the employee turnover can be control or not. Furthermore, (Guthrie, 2010) worked on the relationship in different factor such as just mentions the benefits are not enough for employee satisfaction level achieve efforts have required to some than expectation's. (Caligiuri et al., 2009) research says that if organization wants to retain and sustain their employee then they have to pay as their expectations because without return they can't loyal to the organization. These factor are backbone of an organization if they applied then achieve their objectives other than they can't run for long period of time (Dijkstra, 2015).

### **Compensation Practices and Job Satisfaction**

Research says that job satisfaction of the organizations must be appropriated considered if the compensation system of that organization is perfect work done (Mordor & Tomson, 2011). In that study reward have the better way to control the intentions of the workers in the hotel system that's why both created positive link with each other's and satisfies with their jobs (Peterman, 2013). Literature define the benefits of the reward system in sense of financial if the organizations applied that types rewards than the workers level of satisfactions more increased as compared to the other type of intrinsic rewards and they pay their fully attentions to the work and organizations objectives and also show their loyalty. (Santos, 2012) says that job satisfactions of the employee directly affected by the organization reward system if system good then satisfaction level high and not better then increase turnover intentions. (Islam and Siengthai, 2009) elaborate that job satisfaction level cannot increased if the compensation system worked properly but these factors impacts on other side of the employees dissatisfaction minimized because if the organizations control this most important factor then next level start to achieve the satisfaction of employee job and retained, if the employee retained then turnover in the organization reduced and frame is going to upward (Guy, 2013).

There are many variables affecting the organization and also created the relationship between organization, job satisfaction of the employee and also high commitment practices made by the top level of management to control the turnover of that organizations employees intentions (Guy, 2012).

### **Job Satisfaction and Turnover Intention**

Research says that dissatisfaction of the employee within the organization also directly affected by the intentions of the employee turnover because that are they most important factors that's why studies focused on these variables as they have created positive results (Yang & Wang, 2012). (Aydogdu and Asikgil, 2011) that studies find out the negative relationship in high sense because job satisfaction not compulsory to handle the intentions of the employee's turnover in the departments but focused on the overall system of the organization from top or upper level to bottom or lower stage (Tooksoon, 2011). Research explain the relation in different point of view that's they sometime studies give positive results and sometime according to the terms and conations mentions negative results between these factors such as job satisfaction create the impacts on the turnover intentions of the employees under the supervision of high HR Commitment practices made by the organizations, these situation differ countries to counties such as, IS professionals in India (Henry 2009); Spanish repatriate managers (Janet, 2011); Pakistani doctor and, public and private organizations in Taiwan (John, 2002). (Judge, 2004) ascertained a negative association between job satisfaction and quitting intention among teachers.

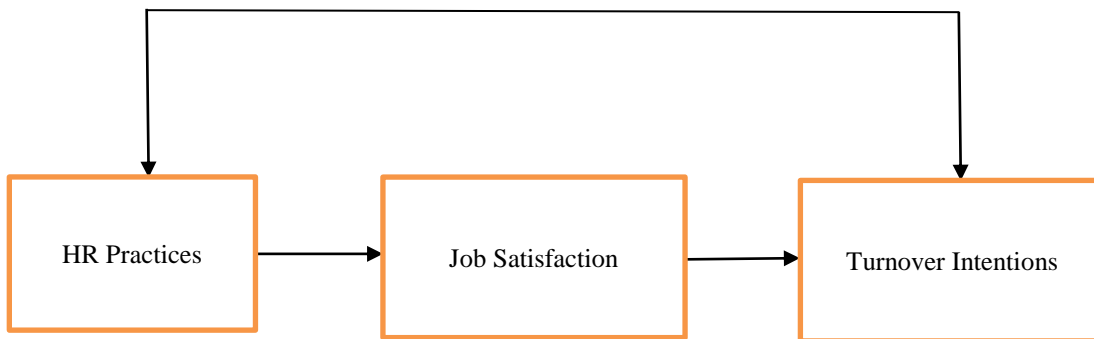
### **Job Satisfaction as Mediator**

Studies says that job satisfaction has played as mediating role between employee performance and behavior of organization whereas (Wang, 2011); worker health or pressure of time influences (Silla & Gambro, 2014) and evaluation of all employees within the organization as considered (Peng et al., 2014). That's why turnover intentions have directly dependent on the employee's job satisfaction (Hansberger, 2004; Nawaz & Bhatti, 2011).



Literature defined the relationship when job satisfaction playing role as a mediator between the other variables high commitment practices and their impacts on the other factor turnover of the employee intentions toward their performance within the organizations, if they these variables have positive relationship then organization going upward and if negative then downward (Joseph & Aung, 2007).

### Research Model



### Hypothesis

- H1.** There is HR Practices have positive relationship with employee's turnover intentions of the organization.
- H2.** There is HR Practices have positive relationship with job satisfaction of the employees.
- H3.** There is job satisfaction also have positive relationship with employee's turnover intention rate.
- H4.** There is HR Practices have positive relationship with employee's turnover intentions whereas job satisfaction is mediating role playing'

### Methodology

That research conducting by university of education from M.B.A student on the DEEN TAXTILE mills in Pakistan. The population of that research are round bound 1000 and the target population are those employee whose qualification at least matric (Karin, 2010). The target size of the population who's involved and participate to provide information 100 people. The data gather by the questionnaire year method the age factor is that 20 to 45 years old and experience between the ranges fresh to 10 years old employees (Kee, 2015). The salaries and pay range is that 15000 to 50000 thousands per month. In that industry only male employee and female are worked in this mill (Kenneth, 2009).

In that research 5-pint liker scale use (1- strongly disagree to 5- strongly agree) but the previous studies have used both scales 5- point Likert scale and 5- point frequency-based scale (1-never to 5-always) (Kuvaas, 2008). Quantitative approach is used and survey method is used to collect data about the High Compensation Practices impacts on employee turnover intentions ratio if the job satisfaction having the mediating factor (LAUREL, 2015).

### Data Analysis

Statistical package for social sciences SPSS that is used to analyzes the data. After that developing the research model regarding as per data collected and that result find out with the help of SPSS and entered data (Lisa, 2008). Multi regression find out because one independent, one is mediating and also one is dependent variables that's why these different result happened (MARTIN, 2009).

## Findings

### Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.891	20

Cronbach Alpha value in that research result is 0.891 which is appropriate and reliable. Cronbach Alpha define criteria 0.6. If the research result is equal or greater than that point, then the result should be reliable so that's result is reliable. This result is visibly acceptable (Mary, 2005).

### Correlations

Correlations

		HRP	ETI	JS
HRP	Pearson Correlation	1	.539**	.424**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
ETI	Pearson Correlation	.539**	1	.399**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
JS	Pearson Correlation	.424**	.399**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Correlation is significant when the value is less than 0.05. In this study, the high compensation practices are correlated to the employee's job satisfaction and employee's turnover ratio intentions as .539 and .424 as positive and significant relationships. The significances result of high employee turnover intentions and high compensation practices as .539 with strong correlation. The result is significances in that research job satisfaction are correlated with the employees in the organization value is that 0.399 as moderate relationship. That's why high compensation practices are correlated to the job satisfaction and also employee turnover intention ratio (Mir, 2010).

### Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	HRP	.	Enter

a. Dependent Variable: JS

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.424 <sup>a</sup>	.180	.172	.42090

a. Predictors: (Constant), HRP

Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.808	1	3.808	21.498	.000 <sup>b</sup>
Residual	17.361	98	.177		
Total	21.169	99			

a. Dependent Variable: JS

b. Predictors: (Constant), HRP

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.174	.706		1.663	.100
	HRP	.729	.157	.424	4.637	.000

a. Dependent Variable: JS

Regression: The value of F must be greater than 5. In this study, the value of F is 21.498 which are greater than 5. The level of significance is 0.000. The value of adjusted R<sup>2</sup> is 0.172. The results are justified. By keeping the other factors constant, if there is 1% change in the value of HRP stress will be increased by 72%. This study is showing the strong impact of HRP on JS with significant level (Mohammad, 2013).

### Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	HRP	.	Enter

a. Dependent Variable: ETI

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539	.291	.284	.35826

a. Predictors: (Constant), HRP

Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5.162	1	5.162	40.217	.000 <sup>b</sup>
Residual	12.578	98	.128		
Total	17.740	99			

a. Dependent Variable: ETI

b. Predictors: (Constant), HRP



Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.622	.601		1.034	.303
	HRP	.848	.134	.539	6.342	.000

a. Dependent Variable: ETI

Regression: The value of F must be greater than 5. In this study, the value of F is 40.217 which are greater than 5. The level of significance is 0.000. The value of adjusted R2 is 0.284. The results are justified. By keeping the other factors constant, if there is 1% change in the value of HRP will be increased by 84%. This study is showing the strong impact of HRP on ETI with significant level.

### Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	JS	.	Enter

a. Dependent Variable: ETI

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399 <sup>a</sup>	.159	.150	.39021

a. Predictors: (Constant), JS

Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.818	1	2.818	18.510	.000 <sup>b</sup>
	Residual	14.922	98	.152		
	Total	17.740	99			

a. Dependent Variable: ETI

b. Predictors: (Constant), JS

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.806	.379		7.407	.000
	JS	.365	.085	.399	4.302	.000

a. Dependent Variable: ETI

Regression: The value of F must be greater than 5. In this study, the value of F is 18.510 which are greater than 5. The level of significance is 0.000. The value of adjusted R2 is 0.150. The results are justified. By keeping the other factors constant, if there is 1% change in the value of job stress will be increased by 36%. This study is showing the strong impact of JS on ETI with significant level.

## Conclusion

That group pf mills objectives are directly implemented on the employees as well workers by the top management not including the lower management. Deen Textile group of mills give opportunity to their employees performed with full potential to achieve the target when the bid order placed and promoted those employee whose handle the stress conditions and fulfill their requirements (Kakkosa, 2015). In this industry maximum decision made by the top level of management as their requirement but not ignore their employees skills, abilities (Nicholas, 2005). Only those employees are selected for specific task if they fulfill their requirement and also responsible for their task. Deen group of textile mills have maximum conducted their audit as a annually and sometime more than ones in year according to their speciation's which considers policies, organization operating methods, financial procedures, personnel practices, physical facilities and over all organization's condition (Nishii, 2015). There is no big union in this sector and not highly performed HRCP (high resource commitment practices). There is not good relation between top management and employees because they focus on their work and responsibility. If the top level management performed and giving the opportunity to the employees then employees are satisfied and show their loyalty toward that industry (Nurita, 2013).

## Recommendations

- 1) Management of Deen Textile Mills should maintain internal and external environment as well as should follow organizational hierarchy and minimize the job stress.
- 2) Deen Textile Mills should try to use smart workforce and should obtain high performance of employees.
- 3) Management should develop workload according to the nature of job and support employees to manage their official and domestic assignments.
- 4) Management should compare private and government institutions climate and workload and develop work life policies.
- 5) Try to use the centralized management this will solve the problem of imbalance in the responsibilities and authorities of lower administration.
- 6) Promotions of the employee based on different factors such as abilities, skills and also experience and also sometime handling specification situations.

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