

**HUMAN RESOURCE PRACTICES AND TURNOVER
INTENTIONS: A STUDY OF THE HOTEL INDUSTRY IN
MALAYSIA**

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**FACULTY OF ECONOMICS AND ADMINISTRATION
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MALAYSIA**

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ABSTRACT

This study is an attempt to examine and incorporate HR practices and its relationship with turnover intentions. Moreover, there is a gap to link such HR practices with talent engagement, affective commitment and their outcomes. The first objective of the study is to investigate the impact of HR practices in reducing turnover intentions. The second objective is to examine the effect of HR practices on turnover intentions through mediating role of talent engagement (job engagement & organization engagement). The third objective is to analyze the mediating role of affective commitment between HR practices and turnover intentions. Based on the social exchange theory, an integrated model with three bundle of HR practices (motivation enhancing, empowerment enhancing, and skills enhancing) predicting variables, three mediating variables (job engagement, organization engagement and affective commitment) and one dependent variable, turnover intentions, is examined in this study. First, relevant dimensions of HR practices are identified from literature, where 16 dimensions of these three HR practices are selected with the help of expert survey. Based on this, the study develops a close ended questionnaire. Data was collected from 51 hotels (three star, four star and five star) which are registered with Malaysia Association of Hotels, 2014. The respondents (the line and middle line manages) are identified as the locus of talent resulting in a total of 425 managers with the response rate of 75%. This study applied the structural equation modeling technique to investigate the direct effects of HR practices (overall and dimensions) and indirect effects (through talent engagement and affective commitment) on turnover intentions. The results reveal a significant negative effect of HR practices on turnover intentions. Likewise, findings showed the mediating role of talent engagement and affective commitment between HR practices and turnover intentions. In analyzing the effects of individual HR practices, the study concludes that i) motivation enhancing practices negatively effect the turnover intentions, ii) empowerment enhancing practices

negatively effect the turnover intentions and, iii) skills enhancing practices positively effect on turnover intentions. This study classified and developed three bundles of HR practices which adds value to the existing body of knowledge. Moreover, before bundling the HR practices, it is necessary to consider its individual effects on turnover intentions instead of only aggregate HR practices. This study highlights the need of careful selection of skills enhancing practices with company specific training practices. Further, this empirical study has focused on the managerial level which is considered as locus of talent. This research contributes to the existing literature of HRM on managerial level rather than general employee turnover. In addition to empirical progress in the existing knowledge, this study provides the application of this proposed model in hotels in Malaysia. Therefore, hotel management may introduce intervention strategies in the form of equipping talents with the necessary meaningful job engagement and organizational engagement. Moreover, hotel management could view engagement as a broad organizational and cultural strategy. Hence, top management could develop and manage HR practices with affective commitment and talent engagement in reducing turnover intentions.

ABSTRAK

Kajian ini adalah untuk mengkaji dan mengambil kira amalan sumber manusia dan hubungannya dengan niat pusing ganti. Selain daripada itu, kajian ini turut mengkaji hubungan amalan sumber manusia dengan penglibatan bakat, kecekapan komitmen dan pencapaian mereka yang merupakan salah satu jurang kajian dalam bidang sumber manusia. Objektif pertama kajian ini adalah untuk mengkaji kesan amalan sumber manusia untuk mengurangkan niat pusing ganti. Objektif kedua, adalah untuk mengkaji kesan amalan sumber manusia ke atas niat pusing ganti dengan menggunakan peranan penglibatan bakat sebagai perantara (penglibatan kerja dan penglibatan organisasi). Objektif ketiga adalah untuk menganalisis peranan perantara iaitu komitmen afektif di antara amalan sumber manusia dan niat pusing ganti. Kajian ini berasaskan teori pertukaran sosial yang mengambil kira tiga pembolehubah ramalan (peningkatan motivasi, peningkatan penurunan kuasa dan peningkatan kemahiran), tiga pembolehubah perantara (penglibatan kerja, penglibatan organisasi dan komitmen afektif) dan satu pembolehubah bersandar iaitu niat pusing ganti. Terlebih dahulu dimensi yang relevan telah dikenalpasti daripada kajian literatur di mana 16 dimensi daripada ketiga-tiga amalan sumber manusia ini telah dipilih dengan bantuan persampelan pakar. Kajian ini menggunakan kaedah soal-selidik. Data telah dikumpul daripada 51 buah hotel yang terdiri daripada klasifikasi tiga bintang, empat bintang dan lima bintang yang berdaftar di bawah MAH, 2014. Para responden (pengurus peringkat bawahan dan pertengahan) telah dikenalpasti sebagai lokus penglibatan bakat. Seramai 425 orang pengurus telah menjawab soal-selidik dengan kadar maklumbalas sebanyak 75 peratus. Kajian ini menggunakan teknik permodelan persamaan struktur, untuk mengkaji kesan secara langsung amalan sumber manusia (keseluruhan dan setiap dimensi) dan kesan tidak langsung (melalui penglibatan bakat dan komitmen afektif) terhadap niat pusing ganti. Keputusan menunjukkan terdapat kesan negatif yang signifikan di antara amalan sumber

manusia dan niat pusing ganti. Selain itu, keputusan kajian juga menunjukkan bahawa penglibatan bakat dan komitmen afektif memainkan peranan pengantara di antara amalan sumber manusia dan niat pusing ganti. Untuk analisis kesan amalan sumber manusia daripada setiap dimensi, kajian ini dapat menyimpulkan bahawa i) amalan peningkatan motivasi memberi kesan yang signifikan kepada niat pusing ganti, ii) amalan peningkatan penurunan kuasa memberi kesan yang signifikan kepada niat pusing ganti, dan iii) amalan peningkatan kemahiran juga terbukti memberi kesan langsung kepada niat pusing ganti. Kajian ini mengklasifikasikan dan membangunkan tiga aspek amalan sumber manusia ke dalam kajian literatur yang sedia ada. Selain itu, kajian ini menyimpulkan bahawa sebelum menggabungkan semua amalan sumber manusia, ia adalah amat penting untuk mengambil kira kesan individu setiap pembolehubah ke atas niat pusing ganti berbanding dengan amalan sumber manusia secara keseluruhan. Kajian ini menekankan keperluan organisasi untuk memilih amalan peningkatan kemahiran menjurus kepada amalan latihan spesifik organisasi. Selanjutnya, kajian empirikal ini juga telah memberi fokus pada peringkat pengurusan yang dianggap sebagai lokus penglibatan bakat. Kajian ini menyumbang kepada literatur amalan sumber manusia yang sedia ada di peringkat pengurusan berbanding secara umum. Selain itu, kajian ini boleh membantu dalam aplikasi model amalan sumber manusia untuk kegunaan hotel-hotel di Malaysia. Malah, pengurusan hotel boleh memperkenalkan pelbagai strategi intervensi untuk membekalkan bakat yang lebih berfokus kepada penglibatan kerja dalam organisasi yang lebih bermakna. Selain itu, pengurusan hotel perlu meneliti penglibatan pelbagai pihak sebagai salah satu strategi organisasi dan budaya yang baik. Oleh itu, pengurusan atasan perlu membangunkan dan menguruskan amalan sumber manusia dengan komitmen afektif dan penglibatan bakat secara keseluruhan dalam mengurangkan niat pusing ganti.

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DEDICATION

To My Respected Father

Prof. Dr. Syed Amjad Agha

And My Beloved Mother

Ghazala Amjad

For all their love and support and putting me through the best education possible, I appreciate their sacrifices and I would not have been able to get to this stage without them. I love them more than I can ever express. In short, they are my world.

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LIST OF SYMBOLS AND ABBREVIATIONS

HRP	Human resource practices
MOTI	Motivation enhancing practices
Skill	Skills enhancing practices
EM	Empowerment enhancing practices
JEE	Job engagement
OEE	Organization engagement
AFC	Affective commitment
TI	Turnover intentions
M_EmpRec	Employee recognition
M_SNP	Salary and perks
M_PerfFB	Performance feedback
M_OFAD	Opportunities for advancement and development
M_JobSec	Job security
M_WorkLD	Workload
S_CDP	Competency development practices
S_OJT	On the job training
S_PT	Professional training
S_DT	Duration of training
S_CDT	Career development training
E_InforShar	Information sharing
E_PDM	Participation in decision making
E_influAW	Influence at work
E_Comu	Communication
E_Auto	Autonomy

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

The success of an organization is highly dependent on the employees. They can never achieve their goals and objectives without the full involvement of their employees. From the perspective of human resource management, the most influential and crucial party is human capital, the involvement of employees is vital as there is no perfect replacement of a skilled employee. It is the employees who help their organizations in gaining a competitive advantage in market.

Human resource management is directly responsible for influencing customer loyalty, satisfaction, performance and to gain competitive advantage. Many studies have pointed this out in various models, theories and in empirical studies (Solnet & Kandampully, 2008; Hayes & Ninemeier, 2009; Kusluvan et al., 2010; Dimitrov, 2012). Human resource practices have a direct impact on employees' attitude, skills, behavior and knowledge which are the common traits of specific advantage (Kusluvan et al., 2010; Ahmad & Scott, 2014). HR practices like training and development enhance motivation, satisfaction and retention of employees (Whitener, 2001) and ultimately result in enhanced customer satisfaction and loyalty (Kusluvan et al., 2010; Koys, 2001).

Employees are the key assets of an organization and are clinical for organizations to sustain their progress or advancement. Hence, organizations must pay full attention to staff for the purpose of retaining them towards achieving the goals, objectives and vision.

The serious concern for organizations is in managing the employee turnover as it has become global phenomenon and has adverse effects on organization's bottom-line (Kidwell, 2011; Shaw et al., 2009). The adverse effects can be in the form of suspension or delaying of work and operations, poor performance, inefficient services, dissatisfaction of customers, low morale of the employees who are left behind in the organization and

replacement of experienced employees with employees who are less experienced (Grissom, 2012).

To survive in this competitive environment an organization needs to focus on their staff as they are the most significant assets of an organization and specifically service-based organization, in which the main role is played by staff towards performance (Evans et al., 2003). Studies have shown that when talented and bright performing employees leave it cause disadvantages to the organizations (Kidwell, 2011; Carmeli & Weisberg, 2006).

These days competition is very high in the hotel industry and this competition is worldwide. Globally, the estimation of turnover rate in hotel industry ranges from 60% to 300% annually (Walker & Miller, 2009). This problem exists among managerial level employees in hotel industry. Different studies on employee turnover showed that it is one of the major issues and very harmful to global hotel industry (Chan & Kuok, 2011; Davidson & Wang, 2011). Different researches have demonstrated that turnover is increasing quickly at the managerial level (Alan et al., 2008; Birdir, 2002). Some empirical studies have showed that in hotel industry the turnover rate of managers is high in comparison with other sectors of service industry (Carbery et al., 2003). The hotel management do face a major challenge of managing employees effectively (Singh et al., 2007; Kapoor & Solomon, 2011).

Studies have shown that hotels are facing problem in retaining and attracting employees' and employee turnover has become a problem and is rampant in the hotel industry (Ghiselli et al., 2001; Hinkin & Tracy, 2000; Birdir, 2002; Carbery & Garavan, 2003; Davidson et al., 2006; Yamashita & Uenoyama, 2006; Karatepe & Uludag, 2007). In the same way, although Malaysian hotels have achieved a lot of development but still employee turnover is an issue in hotel industry (Mohd Zahari, 2004; Hemdi et al., 2003;

Hemdi, 2006). Employees retention is in the interest of an organization as it generates value and competitive advantage in the market (Kidwell 2011; Barney, 1991).

Based on the past studies and different reviews of research work, it was found that most of research work has been carried out in western countries and with different combination of variables in different regions. And most of the studies suggested further investigation to check HR practices and qualitative approach to address turnover intentions (Patah et al., 2009; Abdullah et al., 2009).

The turnover crises in Malaysia have a huge influence on hospitality industry (Bustamam & Abdullah, 2014, Musa et al., 2011), the study suggested that further in-depth study is required (AlBattat & Som, 2013). Another study conducted in Malaysian hotel industry recommended that further research is needed to examine turnover intentions in the Malaysian hotel industry and to tackle the issue (Ahmad & Scot, 2014).

Furthermore, to what level the HR practices affect the hotel industry employees and their turnover intentions to quit the organization have not yet been explored in the context of Malaysia, so future research may consider the mediating effect of affective commitment in turnover intention relationship (Radzi et al., 2009). Furthermore, training is also very important in the growing hotel industry as competition is very stiff in Malaysia among the hotel industry and therefore made training as very significant variable (Abdullah et al., 2009; Shariff & Abidin, 2014). Similarly, training programs are important for hotel industry because of new technologies and dynamic environment (Chiang et al., 2005). In hotel industry, when employees receive skills enhancing practices (training programs) they remain more loyal to their job and organization (Costen & Salazar, 2011) and employees remain satisfied and inclined to stay with the organization (Choi & Dickson, 2009). Employees must be provided with empowerment and training, which will in turn result in higher motivation and will enhance engagement

and better performance (Patah et al., 2009; Shariff & Abidin, 2014). There is an empirical gap in the industrial literature to assess the impact of on-the-job training for employees which leads to employees' satisfaction and ultimately increase productivity (Georgellis & Lange, 2007). Same is evident by another study which emphasized that in hotel industry, there is a need to explore and discuss the new approaches to increase organizational commitment (Chan & Kuok, 2011).

The current literature suggests the direct relation of HR practices to outcomes and hotel industry needs to adopt the proper HR practices to cope with employees' turnover problem (Davidson & Wang, 2011). Further, Way (2002) and Arthur (1994) have confirmed that HR practices elevate the affective commitment but they checked the direct relation and argued that affective commitment can be a mediating factor. Similarly, an investigation of job engagement and organization engagement as mediator could lead to deeper insights.

Many studies conducted in hotel industry emphasize on empirical study on managerial level of hotel industry to find out the predictors of turnover intentions as it is the main concern and a growing problem in hotel industry. Moreover, turnover intentions have been studied generally but very limited research focused the talented employees (i.e. managerial level) turnover intentions (Boles et al., 2012; Kidwell, 2011). As postulated by Bryant and Allen (2013) most of the studies focused practitioner's instinctive rather than empirical evidences. This study aims to fill the gap by introducing the talent engagement model, by adding to theoretical knowledge and by providing empirical evidences of these uninvestigated and unexplored independent variables of HR practices (motivation, empowerment and skills enhancing). Furthermore, this study focuses on the influence of mediating variable of talent engagement i.e. job engagement (JE), organization engagement (OE) and affective commitment (AC) on selected HR bundle

and turnover intentions. Most researches conducted have emphasized on HR practices with relation to performance (organizational outcomes) and impact of various HR practices individually (Jiang et al., 2012; Snap & Redman, 2010).

Based on above research gaps, this study fills the gap by classifying HR practices in three bundles with mediating role of job engagement, organization engagement and affective commitment in order to reduce turnover intentions among hotel managers within the Malaysian context. The major aim of the study is to explore relationship of selected bundle of HR practices, and their effects on turnover intention amongst the hotel managers.

1.2 Overview of Hotel Industry

Until 1990s, the Malaysian economy was highly dependent on commodities trading such as palm oil, timber and rubber. By mid-1990s the country saw the transitional phase, where it slowly shifted to manufacturing sector. However, during this phase tourism was also striving and growing. Tourism industry started flourishing since 1970s. In 1972, Tourist Development Corporation of Malaysia (TDC) was established and it was controlled by Ministry of Trade and Industry. After the establishment of Ministry of Culture, Arts and Tourism (MOCAT) the TDC was placed under this ministry. TDC remained until 1992, when finally, it became Malaysia Tourism Promotion Board (MTPB), through Malaysia Tourism Promotion Board Act, 1992. Tourism industry witnessed steep increase and became the source of employment (Goldsmith & Zahari, 1994) and second highest foreign exchange earner for country (ETP, 2013).

This tourism industry saw huge growth right after the government introduced the slogan of “Visit Malaysia Year” and then gradually it started flourishing. According to the report of World Tourism Organization, Malaysia was on 10th most visited nation (UNWTO, 2013). Furthermore, the number of tourists’ arrivals reached 1.035 billion in

2012 with 4% growth, additionally, it contributed 8 to 10% of GDP. According to Ministry of Tourism (MoT, 2013), tourism related industries generated around two million job and mainly, tourists were from ASEAN nations, Singapore 52%, Indonesia 9.52% China and Hong Kong 6% and Thailand with 5.5%. Malaysian government has been developed the tourism industry and taking various measures to support this industry to further build and groom it. The government has also included tourism industry in the National Key Results Area (NKRAs) (Yaacob & Wong Poh, 2013).

According to the Ministry of Tourism Malaysia, the numbers of tourists arrivals in 2005 were 16.43 million and receipts were 32.0 billion. By 2015, the numbers of tourists' increased to 25.70 million with receipts of 69.1 billion. These sharp increases in the numbers of tourists arrival also brought new challenges for hotel industry as well which is evident from the increased numbers of hotels and room occupancy rates in hotels as shown in Table 1.1 and Table 1.2.

Table 1.1: Tourists Arrivals and Receipts

Tourist Arrivals & Receipts to Malaysia by Year		
YEAR	ARRIVALS (Million)	RECEIPTS (Rm Billion)
2015	25.70	69.1
2014	27.44	72.0
2013	25.72	65.4
2012	25.03	60.6
2011	24.71	58.3
2010	24.58	56.5
2009	23.65	46.1
2008	22.05	49.6
2007	20.97	53.4
2006	17.55	36.3
2005	16.43	32.0

Source: Ministry of Tourism Malaysia (2015)

Table 1.2: Tourists Arrivals and Receipts

-	2013	2014	2015
Tourist Arrivals	25,715,460	27,437,315	25,721,251
Tourist Receipts	RM 65.4 Billion	RM 72.0 Billion	RM 69.1 Billion
Average Per Capita Expenditure	RM 2544.90	RM 2624.10	RM 2687.3
Average Per Diem	RM 374.30	RM 397.60	RM 488.6
Total Number of Hotels	3,094	4,072	N/A
Total Number of Rooms	209,527	262,021	N/A
Average Occupancy Rate	62.60%	63.60%	61.90%
Average Length of Stay	6.8 rights	6.6 rights	5.5 rights

Source: Ministry of Tourism Malaysia (2015)

With the increased number of tourists' arrival to Malaysia it posed a stiff competition for hotel industry to survive and to get competitive edge in the market. Hotels are providing updated services and facilities in order to minimize the threat of losing customers as hotel industry are competing hard with each other. Hence, in such conditions hotels are left with limited facilities to compete with each other. In this regard, in service industry, talented employees play a crucial role for hotels to survive and compete and to gain competitive edge in the market. A survey by Lundberg and Walker (1993) in service industry like hotels, customers are dissatisfied with quality of service regarding lodging, parking followed by price etc. Hence, in this industry the competitive edge is dependent on employees. Employees are mainly responsible for overall growth and creating an image of a hotel. Therefore, to improve their strategies to deal with human capital, this study proposes a proper implementation of HR practices through job engagement, organization engagement and affective commitment to reduce turnover intentions of talented employees.

1.3 Problem Statement

Labour movement is high in hotel industry of Malaysia, and employee turnover has gone up in many Asian countries such as South Korea, Hong Kong, Singapore and

Taiwan (Chang, 1996; Khatri et al., 2001; Barnett, 1995). Managers' turnover rates are comparatively higher in hotel industry in comparison with other sectors industries, (Ghiselli et al., 2001; Ingram & Brown, 2000; Carbery et al., 2003). Managers' turnover intentions are widespread in Malaysian hotel industry (Alan et al., 2008).

Studies have been conducted in the western world in hotel industry on predictors of turnover intentions (Hinkin & Tracy, 2000; Pizam & Thornbuurg, 2000; Lam et al., 2001; Carbery et al., 2003). Findings of such studies might not be applicable to other economies and other social and cultural differences. Limited research has been carried out in hotel industry of Malaysia in which the central of attention were managerial and operational employees respectively (Hemdi et al., 2003; Hemdi, 2006).

In Malaysia, hotel industry is one of the main service-based organizations and facing problem in retaining and attracting their employees' (Patah et al., 2009; Abdullah et al., 2009, Abdullah & Farah, 2011; Bustamam & Abdullah, 2014, Musa et al., 2011). In the Malaysian economy, the role of tourism industry has remained very significant and well. In order to be competitive with the worldwide tourism industry, Malaysian service based organizations like hotels have a great role to play and they need to be not only active but proactive in implementations of human resource practices for the purpose of providing high quality service to their customers (Chang et al., 2011).

However, in the Malaysian hotel industry, the impact of human resource practices on employees' behavior and attitude is still lacking (Hemdi & Nasurdin, 2007; Ji et al., 2012; Chan & Dar, 2014; Mohammad Nashuki et al., 2014).

The tourism industry in the last two decades has shown the significant growth in the Malaysian economy. The Government of Malaysia has supported the tourism industry and it is considered among one of the main National Key Result Areas (NKRAs). In the

service industry of Malaysia, there is a potential growth in hotel industry but this growth is hindered by higher employee turnover rate (Patah et al., 2009, Abdullah et al., 2009; Musa et al., 2011).

In hotel industry, many hotels have the problem of employees' retention and they face difficulties to find the factors that lead to employee satisfaction and retention (Patah et al., 2009; Ahmad & Zainol, 2011; Abdullah et al., 2009; Musa et al., 2011). In hospitality management literature, the issue of managing employees and their retention has been discussed in human resource (Kusluvan et al., 2010), particularly the focal point on employee turnover (Guthrie, 2001; Koys, 2001; Cheng & Brown, 1998; Pare & Tremblay, 2007; Kuria et al., 2012).

According to a study by Towers Watson's 2012 Global Workforce, 51% of Malaysian employees felt the need of shifting to other organizations to advance their career and job level. A survey by AON Hewit SIS study in 2011 showed labor turnover rate as high as 15% to 16% annually in Malaysia. A survey by Malaysian Employer Federation (MEF) in 2012 showed labor turnover rate in hotel industry as high as 32.4% annually.

Most of the previous research studies are quantitative in nature and focused on turnover (Hemdi & Rahim, 2011; Khalid et al., 2009; Rayn et al., 2011; Chew & Wong, 2008), have overlooked hotel staffing issues (Kusluven et al., 2010). More specifically, very rare studies are actually focused on the front employees and managers in hotel industry (Radzi et al., 2009).

In a service industry like hotel industry, the role of human resource cannot be denied or overlooked as it's the employees who have a direct influence on the quality of service and satisfying the needs of the customers. So to sustain quality of service, the role of human resource management is very important and cannot be neglected as organizations

can gain a competitive advantage through the employees performing well, whole heartedly with full dedication and with willingness to provide best quality service. Employees expect HR practices to be provided by their organization which will increase their level of motivation to remain with the organization (Kwon, 2009; Huselid, 1995). By not providing the empowerment, motivational and skills enhancing practices such as employee recognition, compensation, salary, feedback, information sharing and training practices, the talented employees tend to quit the job (Shaw et al., 2009).

So, turnover actually hinders the growth and success of the organization and demoralizes the remaining staff, which have an extremely negative impact on other working employees. The role of human resource practices is important in the work place as it has a direct role on the quality of service, so managers of the hotel must pay attention to observe the human resource practices in order to remain competitive as well as to keep their employees satisfied which will lead to lower turnover intentions.

In this study, managerial level employees are considered as locus of talent. When talented employees leave the organization, it has both direct and indirect costs (Ramlal, 2004). Furthermore, not only financial costs of replacing managers but also repercussions like loss of knowledge, skills and experienced employees (Buck & Watson, 2002). In literature as advocated by Allen and Griffeth (2001) and Phillips et al. (1989) talented employees perform and accomplish better than poor performing employees. To replace managers are time consuming and very expensive process. Moreover, losing managerial level employees means not only losing intellectual capital but also relation capital. Since, managers carry in-depth information regarding business strength and secrets, and losing them can pose a potential threat of losing those business secrets which can go against of them (Allen et al., 2010; Kidwell, 2011; Trevor & Nyberg, 2008; Shaw et al., 2009).

In this study, the subject of investigation is managerial level (middle and line managers) and this is motivated by two main reasons. First, managers are considered as talent and that is why, organization invest highly on managerial level by providing them training for higher and longer period. Hence, replacing and finding such personnel is high in terms of cost. Secondly, managers are the ones who are directly involved with the front line employees and they know the ground realities and the execution processes better. Managers take part in the decision making and their opinions in strategic goal setting process are very important. Because they are highly involved in the strategic processes and losing them can be disadvantageous (Kidwell, 2011; Carmeli & Weisberg, 2006). Extensive research has been conducted regarding general turnover intentions of employees (Haines et al., 2010).

Limited research has been conducted on the talented employees especially managerial level turnover intentions (Jaffari et al., 2011; Purcell & Hutchinson, 2007). The relationship between HR practices and talented employees' turnover intentions still needs consideration and has remained unclear (Bryant & Allen, 2013). Furthermore, despite of importance of the topic, it has not yet explored which HR practices are more significantly related to employees' turnover intentions (Abii et al., 2013). Moreover, Purcell and Hutchinson (2007) illustrated that organizations use different ways to manage clerical staff, front line, managers and high professionals. Furthermore, they argued that different group level has different skills, motivation and expectation at workplace. According to Purcell and Hutchinson (2007) organizations have to be more concerned and careful while managing talented employees, who are the front and middle line managers because they are directly involved in achievements. Therefore, there is a need to understand the causes and the processes which make managerial level employees quit.

Based on above discussion, this study aims to investigate the influence of motivation enhancing, empowerment enhancing and skills enhancing practices on turnover intentions of managers. In the same context, there is need to identify the influence of such three HR practices on engagement more particularly, the engagement concept in two dimensions i.e. job engagement and organization engagement. Further, to investigate a mediating role of engagement in two dimensions which are job engagement, organization engagement. Very few studies have been conducted to investigate the engagement in two dimensions (Saks, 2006). In addition, the role of affective commitment is important in reducing turnover intentions because it is the emotional attachment of employees to their organization, the higher the affective commitment the lower of the intention to quit the organization. Moreover, the role of affective commitment on turnover intentions of employees is vital and more particularly the mediating role of affective commitment as commitment is boost up by HR practices like motivation, empowerment and skills enhancing, so it is important to investigate the role of affective commitment between such three HR practices and turnover intentions. Moreover, this study also assists in bridging the work related to concept of motivation enhancing, empowerment enhancing and skills enhancing practices with research literature by investigating the turnover intentions, which were less considered. To achieve the aim of this study, following research questions and research objectives have been developed.

1.4 Research Questions

1. What is the relationship between HR practices and turnover intentions?
2. Does talent engagement (job engagement and organization engagement) mediate the relationship between HR practices and turnover intentions?
3. Does affective commitment mediate the relationship between HR practices and turnover intentions?

4. Which of the HR practices or bundle of HR practices are more effective in reducing turnover intentions directly and indirectly?

1.5 Research Objectives

1. To determine the relationship between HR practices and turnover intentions.
2. To examine the effect of HR practices on turnover intentions through mediating role of talent engagement (job engagement and organization engagement).
3. To analyze the mediating role of affective commitment between HR practices and turnover intentions.
4. To determine the appropriate HR practices or bundles of HR practices in reducing turnover intentions directly and indirectly.

1.6 Significance of Study

The role of the tourism industry and hotel are very important in terms of contribution to the Malaysian economy. Malaysia attracts a lot of tourists round the year because of beauty and naturally blessed places like tropical islands, sandy beaches, clear water and rainforests and cultural diversity. The hotel industry generated a lot of financial benefits from the flourishing tourism industry.

The reason why hotel industry is chosen is that it has a crucial role in Malaysian economy which has flourished rapidly in the last two decades particularly. The government of Malaysia has significantly supported the hotel industry and it considers this industry among National Key Result Areas (NKRAs) (Yaacob & Wong Poh, 2013). Previously Malaysia and its economy were more dependent on commodities trading such as timber, palm oil rubber and later manufacturing. In 1990s the government launched the “Visit Malaysia Year” campaign, after which a number of tourists were attracted and the number of tourists’ arrival increased and became a significant source of income and the second largest foreign exchange earner (Economic Transformation Program, 2013).

In the report of World Tourism Organization, Malaysia stands out as the 10th most-visited nation in the world (UNWTO, 2013).

From the facts and figures available at Malaysian tourism website it is clear that the industry is growing with far more pace. In 2011, the number of tourist arrivals were 24.7 million and receipts of tourists for the 2011 were RM 58.3 billion, while in 2012 the recorded number of tourist arrivals was 25.03 million and receipts of tourists for the 2012 were RM 60.6 billion, in 2013 recorded number of tourist arrivals was 25.72 million and receipts of tourists for the 2013 were RM 65.4 billion, so the trend shows that it has an increasing tendency. The travel and tourism's direct contribution to the economy in 2013 was RM 70.4 billion 7.2% of GDP (Ministry of Tourism and Culture Malaysia, 2014).

Malaysia is a growing economy and is moving from productive to knowledge economy, which has a great influence and pressure on all industries to perform well and offer quality service. Hospitality industry is very significant for Malaysian economy and it has a very important role which completely depends on employees, as employees' needs have to be satisfied and retained for the purpose of smooth running of business and quality service to the customer (AlBattat & Som, 2013). The growing concern and the problem is the retention of the employees who are skilled and have the potential to perform well as it is causing a serious of losses in terms of finance, productivity and success of the organization and industry. Employee turnover has become a problematic issue in the hotel industry. Even though a lot of research exists on the issue of turnover of employees but still there is a lack of empirical evidences.

Actually, for the first time, this study identified the new dimensions of three HR practices which are new and related to hotel industry of Malaysia particularly, that is why it is not a known phenomenon that such HR practices will have any effects but to know the magnitude and direction of these effects. Such variable needs to be tested. That is why

it was important to investigate the relationships to know how it effects and positively or negatively and to what magnitude. As our findings provided evidences that skills enhancing practices effect positively. Similarly, job engagement did not mediate the relationship between skills enhancing and turnover intentions, which also negate the previously findings; this clearly shows that such relationships should be investigated as findings can be different of what have been hypothesized by other researchers. The possible reasons and explanations have been given in Chapter 4 and Chapter 5. On the same note, Gardner et al. (2011) also found that affective commitment did not mediate the relationship between HR practices and turnover intentions. This indicates that it is not appropriate to assume that all HR practices or mediating variables will mediate unless it is proven by evidences. So it is not known a phenomenon and our contribution is that we investigated such three HR practices with such dimensions along with job engagement and organization engagement and affective commitment on turnover intentions which have not previously taken together. Even researchers like Saks (2006) advocated that engagement should be investigated in two dimensions as two dimensions are completely different from each other. This is the contribution of this stud that it investigated the engagement in two dimensions for the first time in hotel industry of Malaysia. Moreover, the strength of this study lies in an invest aging the three mediating variables and especially the engagement in two dimensions i.e. job engagement and organization engagement according to Saks (2006). As per the researcher knowledge no study has done before which has taken such combinations of variables together.

The significance of this research initiative is reflected in the seven constructs model called Talent Engagement Model. This study will develop better understanding of HR practices that influence employee turnover intentions.

Theoretically: This study integrates the dispersed scholastic work of HR practices (motivation, empowerment and skills enhancing), and talent engagement and affective commitment in one framework to find the turnover intentions of managers in hotel industry of Malaysia.

Empirically: This study defines the relationship of HR practices (motivation, empowerment and skills enhancing), and talent engagement and affective commitment in the hotel industry of Malaysia.

Despite the number of empirical research on turnover intentions, very few studies have linked human capital retention practices to talent engagement, affective commitment and turnover intentions. Talent engagement attributes will be investigated in this study particularly. Talent retention is very crucial in order to provide quality service and success of organization also depends on it.

To the best of the researcher's knowledge, none of the studies have used this variety of variables in combination so far, the relationship of HR practices (motivation, empowerment and skills enhancing) focusing the influence on talent engagement i.e. job engagement (JE) and organization engagement (OE) and affective commitment (AC) as in mediating variables in order to reduce turnover intentions. There is a need for this study to illustrate and test these variables to find out the impact of these proposed relationships. Studies by Hamid & Rahim (2011) and Khalid et al. (2009) have suggested that such variables ought to be investigated to reduce turnover intentions in Malaysian context.

This integration is unique from a perspective that it integrates HR practices (motivation, empowerment and skills enhancing), talent engagement and affective commitment in one framework to determine the turnover intentions of managers. This integration is novel and previously no such studies have been conducted in it.

In today's competitive environment, talent plays a crucial role in gaining a competitive edge. One of the key factors is to retain talent as it is very important for quality service to deliver and for the success of hotels. This study will provide a new framework to understand the turnover intentions in the Malaysian context of Malaysian hotel industry.

1.7 Research Justification

This study aims to investigate the impact of motivation enhancing practices, empowerment enhancing practices and skills enhancing practices on turnover intentions of managers in the hotel industry of Malaysia. Employees look forward for organizational support to enhance their growth and development. Therefore, organizations which provide proper training practices, fair pay, promotion opportunities and empowering practices are more inclined to stay with organization for longer period which in turn leads to organization success.

It is worth noting that Malaysian hotel industry have experienced huge turnover of talented employees in last years. According to the Malaysian Employer Federation (MEF) (2012), employee turnover rate in hotel industry as high as 32.4% annually. The ability of hotels have been affected due to such high employee turnover in the hotel industry which experienced disruption of functions and efficiency. In such tough era of competition, hotels are trying hard to come up to the expectations of demands as tourism is one of the largest foreign exchange earner in Malaysia. The literature indicates that reasons behind are the use of traditional HR practices for instance seniority based promotion and remuneration (Khilji, 2004), and favoritism (Islam, 2004) which led employees to quit the job.

After reviewing previous studies, studies by Blake (2006) and Buck & Watson (2002) suggest that when talented employees leave the organization it has direct and indirect costs. Direct costs can be in the form of replacing and recruiting new staff and then train

them while the indirect costs can be in form of demoralization of the remaining employees in the organization. As a result, performance of hotels is affected and disrupted which leads to poor performance (Patah et al., 2009). This industry needs attention as it is the second largest foreign exchange earner for Malaysia (ETP, 2013).

Previous studies have investigated employees' turnover intentions in general with limited research focused on managerial level particularly (Haines et al., 2010; Shaw et al., 2009). Thus, this will be an empirical study and will contribute to the existing body of literature concentrating on managerial level.

Furthermore, there are research work mostly carried out on direct relation of HR practices and turnover intentions (Shaw et al., 2010; Huselid, 1995). Therefore, it is important to investigate the mediating role of variables that are job engagement, organization engagement and affective commitment between three selected bundles of HR practices and turnover intentions.

Additionally, managerial level employees are directly related to the top management which better communicate the ground realities and can give valuable feedback to make policies and procedures which will affect overall organizational growth and success. Hence, this study will contribute to existing knowledge by providing empirical progress. So in order to bridge the gap, there is a need to conduct empirical study to check the HR practices on turnover intentions in local context of Malaysia.

1.8 Scope of the Study

As Malaysian tourism industry is the backbone of the country and the government also promotes tourism industry (Yaacob & WongPoh, 2013), the researcher considers it suitable to limit the scope of the study to hotel industry and the middle line managers and line managers. Furthermore, the talent retention is in the government priority list as

discussed in the 10th Malaysian Plan (2011-2015) to address the issue of human capital. It can be further confirmed by another piece of evidence that the Government of Malaysia established the Talent Corporation Malaysia Berhad (Talent Corp) on 1st January 2011. Furthermore, the aim of the Talent Corp was to support the Malaysian's Economic Transformation Programme (ETP). So retaining the talent is the priority of the government as well as of the management of the hotel industry. In this context, middle line managers and line managers play an important role in the organization because of two major reasons. First, they are trained for higher positions and longer period. Second reason is that they are involved in strategic goal setting. So taking an account of the above discussion, the hotel industry of Malaysia in which 3-star, 4-star and 5-star hotels have been included in study considering the middle line manager and line managers as locus of talent in Klang valley.

1.9 Organization of the Study

This study is organized as follows: The first chapter presents the background of the study followed by problem statement, research questions and research objectives of the study, and this chapter ends with research significance, research justification and scope of the study. Chapter two comprises of detailed literature review including hotel industry profile. Further, chapter two consists of a discussion on HR practices, the definition and different dimensions of HR practices and bundle of HR practices. The second part of chapter two highlights the relationship between HR practices and turnover intentions from theoretical and empirical perspectives. In the third part, it illustrates the role of talent engagement and its dimensions, and the link of HR practices and affective commitment in turnover intentions. The fourth part discusses the derivation of conceptual framework from the past literature review. Chapter three is regarding methodology, sample, population, data collection and analysis techniques. Structural equation modeling technique is applied for analysis. Chapter 4 begins with data analysis techniques like data

screening, coding and editing. Further, descriptive statistics, the validation of the measurement models, validity and reliability of the constructs. The validation of the measurement model for all dependent variables and mediating variables is done by checking the good-of-fit indices values, squared multiple correlation and factor loading. Moreover, this chapter 4 consists of results and discussion while chapter five includes conclusion, implications, limitation and future recommendations.

University of Malaya

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Chapter 2 provides in-depth literature review of the variables of the study and the relationship among these variables. In the first section, it provides the definition of the variables. Further sections provide a detailed literature on the relationship among these variables i.e. HR practices (motivation enhancing practices, empowerment enhancing practices, skills enhancing practices) and mediating effect of talent engagement (job engagement and organization engagement) and affective commitment between HR Practices and turnover intentions.

2.2 Turnover Intentions

In various fields, the turnover intentions of employees have remained the center of attention for scholars, practitioners and researchers (Lambert et al., 2001; Lee & Bruvold, 2003; Koch & Steers, 1978). For organizations, employee turnover is a continual phenomenon which hinders their success and productivity. Losing qualified, skilled and capable employees has a direct impact on competitiveness, quality and innovation (Miller, 2010). A study conducted by Raikes and Vernier (2004) shows that the best strategy to gain financial success is the retention of employees. As the different surveys conducted by AON Hewit SIS in 2011, Malaysian Employer Federation (MEF) in 2012 and Towers Watson's 2012 mentioned that employee turnover is increasing and has become a challenge for the organization.

In today's workplace, turnover of employees receives great attention from many companies as employees have a tendency of changing careers and not be stable in one job (Rousseau, 1998).

According to Beach et al. (2003; 62) the term "turnover" represents the "movement of employee that generates vacancies within an organizational unit." These vacancies may

be the result of transfers, retirements, dismissals, resignations or completion of contract. There are two types of turnover, voluntary and involuntary. So turnover can be both voluntary and involuntary (Price, 1977; Selden and Moynihan, 2000; Morrell et al., 2001).

2.2.1 Involuntary Turnover

The involuntary turnover is initiated by employer through termination or dismissal of an employee (Llorens & Stazyk, 2011). To improve the performance, sometimes organization intentionally reduces the number of employees (Felps et al., 2009; Dalton et al., 1982). The causes of such employees' removal could be not meeting the objectives of organization, performance standard not up to the mark, inefficiency to comply with the policies and rules, sometimes organization implement layoff policy or downsizing (McElroy et al., 2001). In order to save the costs, sometimes organization use layoffs practice (Davy et al., 1991). Whereas, layoffs do not save money but impact negatively on the staff who are left behind in the organization as they start searching for alternate organizations because of distrust and less engagement in the current organization (Dessler, 1999).

2.2.2 Voluntary Turnover

Voluntary turnover is initiated by the employee by resigning due to professional and personal reasons (Shaw et al., 2005; Wallace & Gaylor, 2012; Stovel & Bontis, 2012). There can be multiple reasons behind voluntary turnover which can be dissatisfaction with pay, perks, working environment, work family conflict, opportunities for promotion, career development and job insecurity, employee recognition and workload (Llorens & Stazyk, 2011; Price, 1977).

Researchers advocated that voluntary turnover causes more serious concerns and detrimental effects on organizational productivity, profitability and survivability (Shaw et al., 1998; Campion, 1991) as shown in Table 2.1.

Table 2.1: Types of Turnover

Type of Turnover	Definition of turnover	Example
Involuntary turnover	“Movement across the membership boundary of an organization, which is not initiated by employees.” (Price, 1977, p. 9)	<ul style="list-style-type: none">➤ Dismissal➤ Retrenchment➤ Death➤ Downsizing➤ layoffs
Voluntary turnover	“Voluntary cessation of membership of an organization by an employee.” (Mobley, 1982, p. 10).	<ul style="list-style-type: none">➤ Resignation

Scholars consider employee turnover and its proxy as a form of withdrawal (Price, 2001). However, employee turnover and employee turnover intentions are quite different which must be explained first. The term ‘turnover’ refers to actual turnover. Employee movement is ending employment at one organization and moving on to another organization (Price, 2001). On the other hand, turnover intentions refer to the intention of employees to quit his/her jobs, it is the employee’s perceived probability to leave the job (Cotton & Tuttle, 1986). According to the Abbasi and Hollman (2000) and Haines et al. (2010) turnover is the rotation of employees from one organization to another, between the state of employment and unemployment, around the market and between the jobs and occupations. Turnover intention can be a purposeful inclination to quit the job and organization (Tett & Meyer, 1993). The pull factors can begin from the competitive organizations by offering competitive salaries, benefits and perks, Government rules and policy and the external environment while the push factors can be in the form of internal working environment (friendly or unfriendly) in the organization, the culture of the organization and availability as well as the proper implementation of HR practices in the organization which attract and retain the employees in organization. Various researchers have conducted different studies and revealed that turnover intention is the major predictor of actual turnover (Abii et al., 2013; Price, 2001; Hom & Griffeth, 1995; Chew et al., 2005; Harrison et al., 2006; Griffeth et al., 2000; Wotruba & Tyagi, 1991).

According to Mobley (1982) voluntary turnover is the mindful willingness to quit the job and organization permanently by initiating termination of the job and membership in the organization. Scholars pay much attention to the phenomenon of voluntary turnover as organizations do not have proper control over it because it is initiated by the employee (Holtom et al., 2008). The factors that drive voluntary turnover include lack of interest in work and attraction in job due to pay incentives and perks. Employees who perform well are more headhunted by other organizations and have access to good packages than the poor performers (Trevor, 2001). Furthermore, turnover brings additional cost and that cost might be very high (Abbasi & Hollman, 2000) for an organization in terms of advertising, recruitment, training, selecting and hiring of new employees (Abbasi et al., 2008). The replacement cost of employees and disruption in work are considered to be very damaging to an organization when the good performers leave an organization (Addae et al., 2006). Turnover cost is considered as a loss for an organization (Maister, 2003). In business, every new entry and switching-in into an organization has direct and indirect cost and the replacement cost is very high. For instance, Fitz-enz (1997) revealed that the company bore direct and indirect losses of replacement around \$1 million on average every tenth managers and professional employee.

It appears that voluntarily quitting of jobs remains as one of the major problems and is rampant in the Asian countries such as Malaysia, Taiwan and Thailand (Ahmad & Baker, 2003). Furthermore, Ramlall (2004) argued that moving from one organization to another turns out to be a custom in Asian countries. However, it has been given emphasis that acquiring man power and attraction is possible but it is difficult to win their hearts and minds to retain them (Covey, 1997). Therefore, an organization must be able to properly utilize possible available resources, intellectual skills and knowledge on employees to develop their sense of belonging to their organization. Past literature on turnover intention focused extensively on demographics (Wocke & Heymann, 2012;

Hemdi & Nasrudin, 2006), job related (Benjamin, 2012; Lobburi, 2012) and organizational factors to reduce turnover intentions.

Furthermore, researchers and practitioners also found that HR practices have a significant impact on employees' turnover intentions (Guchait & Cho, 2010; Hemdi & Nasurin, 2006; Mudor & Tooksoon, 2011). Considering these findings, it is revealed that proper identification of the HR practices can lead to a decrease in the turnover intentions and can lead to a gain in competitiveness for the organization.

After reviewing the hospitality literature, it is revealed that issues related to staff are grouped and these are high employee turnover, other issues are with selecting, hiring attracting and retention of skilled workers, poor job commitment and staff shortages; but among these, employee turnover is found to be the most challenging (Alonso & O'Neill, 2009). Turnover of employees is found as a major problem in the hotel industry, more particularly in the developed countries like Australia and UK (Wilton, 2006; Cheng & Brown, 1998). High rate of employee turnover can lead to the disruption of work and effectiveness of the organization and overall productivity (Robbins et al., 2001; Hancock et al., 2013; Boxall et al., 2003). Moreover, employee turnover damages the image of an organization which reduced profitability and productivity (Chew, 2004; Entekin & Court, 2001). It is important to lower employee turnover because it leads to a reduction in cost of new recruitment, advertising, selecting and training costs and in enhancement of the quality of the services delivered (Cheng & Brown, 1998).

However, different researchers argued that employee turnover can impact positively to the organizational performance (Phillips et al., 1989; Dalton et al., 1982). Essentially, when the poor performing employees leave organization then it effects positively to performance, while quitting jobs by talented employee has negative effect on organizational performance (Shaw et al., 2009; Hollenbeck & Williams, 1986).

Additionally, when poor performing employees leave, this creates a space to recruit new employees with high skills and advance knowledge which can effect organization performance positively (Kwon, 2009; Martin, 2011).

Various studies conducted in Malaysia are focused on employee turnover intentions (Hemdi & Nasuridin, 2006; Hemdi & Rahim, 2011; Chew & Wong, 2008; Khalid et al., 2009; Radzi et al., 2009; Ryan et al., 2011). However, it is important to retain the talented employees in the organization and there are multiple benefits of employee retentions and when talented employees leave the organization can be detrimental in number of ways (Blake, 2006; Cascio, 2006). It has both costs related the direct and indirect costs (Buck & Watson, 2002). Numerous studies advocated that organization's human resource management put best efforts to devise a strategy for retention of talented employees (Sohail et al., 2011) that will consequently result in lowering down the turnover intentions of the employees (Griffeth & Hom, 2001) as retention strategies results in enhancing employees attachment and engagement to the organization which ultimately reduces the turnover intentions (Buck & Watson, 2002). There is a link between the retention HR practices and its effect on reducing turnover intentions (Tziner & Birati, 1996; Chew et al., 2005; Shaw et al., 2005).

2.3 Retention of Employees

Employees involved in performing managerial roles are considered as talented employees by management (Kyndt et al., 2009; Dries & Pepermans, 2007). After reviewing literature, it has become evident that talented employees possess qualities to better handle workload, stress and situation at work place. As a result, it is better for organizations to invest and retain such employees rather than retaining the poor performing employees (Shaw et al., 2009).

As mentioned earlier, talented employees who leave can be detrimental in a number of ways. It has both costs related the direct and indirect costs. The direct costs can be in terms of giving advertisements for new recruitment, selection processes, training and development of selected employees. The indirect costs can be in terms of losing trust and morale of employees who are left behind in the organization (Blake, 2006; Buck & Watson, 2002). Particularly, the success of an organization in today's competitive environment is highly dependent on top performing employees and in order to compete, the organization must retain them (Kwon, 2009; Cappelli, 2008; Lepak & Snell, 1999). In such competitive environment, if talented employees are not retained then it will cause damages to the organization in a number of ways (Cascio, 2006).

Retention of good performing employees is necessary in such competitive environment because losing them not only leads to disruption but also cause threat of transferring of business secrets and information to the competitors (Griffeth & Hom, 2001; Mitchell et al., 2001; Cappelli, 2000; Buck & Watson, 2002). Different studies advocated that organization's human resource management put best efforts to devise a strategy for retention of talented employees (Sohail et al., 2011; Dibble, 1999). Furthermore, Kidwell (2011) argued that to retain the talented employees, some organizations have developed strategic policies to tackle this challenge.

Because of globalization, it has become hard to cope and manage the human resources (Tarique & Schuler, 2010). To compete in such environment, it requires the retention of talented employees for an organization to succeed in business. It is evident from literature that organizational costs reduce with the retention of talented employees (Tziner & Birati, 1996), leads to higher profitability (Chew et al., 2005), productivity (Guthrie, 2001; Huselid (1995), improve serviceability and innovation (Samuel & Chipunza, 2009), trust and morale (Babatunde & Laoye, 2011), growth and effectiveness (Shaw et al., 2005).

To summarize the discussion above, it is crucial for organizations to retain the talented employees in order to compete in today's world. Furthermore, turnover brings extra costs to organizations and has repercussions and impacts on the organizational productivity, profitability and long term survivability.

2.4 Human Resource Practices

The development in the field of HR is now well acknowledged in the literature as business markets have become more international, dynamic and competitive (Budhwar & Boyne, 2004). Moreover, the practitioners and academics of HR field are constantly investigating and analyzing the suitable and the best possible HR system and policies for organizations (Budhwar & Sparrow, 2002). After the liberalization of economies in Indian, Central and Eastern Europe and China, the researchers and practitioners have emphasized on the pattern of HR practices which would be suitable for different organizations and for different regions of the world (Budhwar, 2000). Furthermore, after liberalization much importance was given to the strategic HR practices in the Indian industry (Bhatnagar & Sharma, 2005). Likewise, Guchait and Cho (2010) highlighted that to be competitive in the global market, organizations need to retain the qualified and skilled workers as the skilled workers are trained in longer period and their replacement is also hard to find.

The field of HRM and its development is well documented in the management literature (Torrington et al., 2005; Sisson & Storey, 2000). Researchers like Drucker and McGregor in the 1950s provided the bases of HRM field and its importance in terms of business integration along with visionary leadership (Armstrong, 1987). In the 1960s, Maslow, Argyris and Herzberg presented the behavioral science movement. The focus of their study was human resource factor and they emphasized on better working life of employees. This provided the basis for "organizational development movement" by

Bennis in 1970s. Further advancement in the field resulted in the theory of “Human resource accounting” (HRA) developed by Flamholtz in 1974 and provided the definition of school of thought which is considered as the origin of HRM. Human resource accounting focused on the aspect of human as an asset and this term of “asset” became popular and received much attention and support in 1980s (Hendry and Pettigrew, 1990). There have been plenty of developments in the field of HRM over the past three decades. It started by distinguishing between personnel management and HRM (Guest, 1991; Legge, 1989) and it further included the industrial relation in the field of HRM (Torrington et al., 2005). HRM contributes in enhancing the overall performance and helps in gaining the competitive edge (Schuler & Jackson, 2008).

Over the past two decades the importance of human resource management has grown in both practice as well as in academia because the HR practices influence the behavior and attitude of employees (Meyer & Smith, 2000). In today’s dynamic and competitive environment, the success not only depended on new technology, economies of scale and patent rights but highly depended on the human factor (qualified and skillful employees) and HR practices (Quresh et al., 2010). Organizations need to develop and retain the human capital in order to survive and gain a competitive edge. It’s the employees and HR practices which differentiate and enable the organization to perform differently and take it to new place which consequently results in success of the organization.

HRM includes the activities related to recruiting, hiring, selecting, developing, training and proper reward system and effective use of human resource in organization. Human resource management can be defined and seen from another perspective as it is system or the process of developing human capital, ability and their attitude which lead to personal growth and development and result in achieving the goals and objectives of the organization. Furthermore, it includes management and development of employees

(Wood & wall, 2002). HRM is primarily concerned with management of employees in the organization. According to the Shukla (2014) prime responsibility of HRM is to select, attract, train and reward the employees based on their performance. Same are the views of the Huselid (1995) who illustrated that utilizations of high performance work practices increases the motivation and retention of employees and also have an impact on employees who are not good performers and encourage them to leave the organization. So this shows that HR practices not only increases the employee performance but also their retention to their respective organization as well and further discourage the nonperforming employees to quit the job. In a nutshell, proper HR practices can lead the organization in better way to achieve organizational goals and objectives and competitive edge. Different researchers have conducted studies and found that the role and impact of HR practices contributed to enhance the performance and productivity of the organization like a catalyst.

To manage and retain human resource, the organization combines different sets/bundles of HR practices because single HR practice cannot lead to retention of employees (Delery & Doty, 1996). Organizations should combine a “Number of Best HR Practices” and implement them to achieve sustainable growth competitiveness in the market (Lepak & Snell, 1999; Lamba & Chaudhary, 2014). HR practices that are in bundles can support each other and will have combined synergistic effects than individual practice (Chew et al., 2005; Shaw et al., 1998). Best HR practices are very important to manage and deal with future challenges and current issues because it enhances the capabilities and boosts the working conditions of the organization. HR practices build commitment and motivation which lead to better working by the employees as they are encouraged to do their work (Lamba & Chaudhary, 2014). To cope with different problems whether internal or external, the HR practices can lead to development of long lasting capabilities of an organization. For an organization, there are different set of HR

practices to adopt. HR practices strengthen and have an impact on organization's core line for instance, selection, empowerment, recruitment, training, compensation and performance appraisal and it should be aligned with organizational strategy and remain consistent with it (Lamba & Chaudhary, 2014). Organizations should build a long term commitment in order to retain the employees as committed employees' hardly leave the organization because they are attached with the organization one way or the other. Dyer (1994) raises the question whether there is a one best way to combine human resource practices or it depends on the circumstances. A strong advocate of human resource recognized that it is not always that their models are suitable and best. According to Lawler (1992) high involvement model is necessarily right for all types of environment and society. Different organizations have different strategies, environments, organizational structure, and technologies and require different kinds of behaviour and HR practices (Dyer & Kochan, 1994). The on-going struggle is to find the best HR practices that promote human resource more efficiently and effectively.

Due to less efficient HRM practices, organizational growth is hindered in developing countries and efforts are being made to find out the best practices of HRM and the best way of utilization of these practices (Quresh et al., 2010). Effectiveness of an organization can be improved with a bundle of HR practices rather than practicing one single practice (Delery, 1998). Likewise, MacDuffie (1995) advocates that the impact of a bundle of HR practices is more effective as it produces mutual reinforcement and multiple supports to motivate employees and acquire skills. Similarly, a study in Bangladesh revealed that HR practices led to motivation and retention of qualified employees and helped in achieving organizational goals and objectives (Absar et al., 2010). Moreover, Rana et al. (2009) advocated that HR practices promoted employee attachment with an organization in Pakistan. Hence, researchers in South Asia support the employee centered, strategic HR practices as they lead to better retention of employees in the South Asian context.

In the South Asian context, researchers are more focused on HR practices and their relationship with organizational performance rather than retaining the employees who actually lead the organization to achieve its goals and objectives (Guchait & Cho, 2010; Khilji & Wang, 2006). Researchers suggest that bundle of HR practices influence the perception of the employees and they impact their intentions to quit the job (Boon et al., 2011; Dyer & Reeves, 1995). Therefore, understanding of organizational practices is an important element in promoting organizational retention. Particularly, this study is considering HR practices in the context of south Asian countries.

2.5 Dimensions of Human Resource Practices

HR is considered as a source which provides a competitive edge as other traditional sources have become less impactful in today's dynamic and competitive business arena (Caliskan, 2010). He also advocates that HRM function is gaining much attention in an organization because HRM function plays very vital role in organizational success and growth. This raises the question as to what practices need to be considered and given priority in organization to advance human competence and use it as a solution to their business problems. According to Wall and Wood (2005) the following practices are important and need to be given priority: proper selection methods, training, communications, teamwork, empowerment, appraisal, performance based pay and job security in HRM practices. HRM is the process of training, acquiring, compensating, appraising and managing employees and their labor relations which are their safety, fairness and health (Dessler, 2009). Similarly, Jahanian et al. (2012) defines HR as a substantial and imperative function that can be characterized into motivation of employees, wellness, compensation, benefits, recruitment, communication, training and performance management and all other activities which are related to employee management to achieve organizational goals and objectives. Hence, HR can be regarded as the employee oriented practices and management.

Hence, it can rightly be said that HR is purely people focused and oriented management practices which are concerned with retaining and obtaining the HR and using their skills, knowledge and capabilities to gain business overall goals and objectives.

Table 2.2: HR Practices and its Dimension

HR Practices	Authors
Recruitment and selection	Appaw-Agbola et al. (2011); Delaney & Huselid (1996); Pfeffer (1998); Alleyne et al. (2006); Bataineh & Al-Hazaymeh (2011).
Performance appraisal	Sudarsan (2009); Kondrasuk (2011); Williams & Hummert (1990) and Sudin (2004).
Compensation	Mondy (2008); Milkovich & Newman (2008); Namasivayam et al. (2007); Zingheim & Schuster (2008).
Training and development	Cho (2004); Khan et al. (2011)
Performance appraisal	Andrew (2009); Sudin (2011); Kusluvan (2003).
Job security	Kusluvan (2003); Goss-Turner & Boella (2005); Reisel et al. (2007).
Empowerment enhancing	Salazar et al. (2006); Lashley (2002); Gill et al. (2010).
Communication	Walker & Miller (2009); Chew et al. (2006).
Promotion and transfers	Lamba and Choudhary (2013).
Information-sharing practices	Meyer & Allen (1997); Rodwell et al. (1998).
Employee recognition	Agarwal & Thoma, (1999); Gomolski (2000).
Work life polices	Chughtai (2013).
Work-family balance	Kusluvan et al. (2010; Cho et al. (2006), Murphy & Murrmann (2009); Ji et al. (2012).
Teamwork	Kusluvan et al. (2010); Murphy & Murrmann (2009)
Motivation enhancing	Gardner et al. (2011); Appelbaum et al. (2000).
Job design	Guest (1987).
Job analysis	Schuler & Huber (1993); Schuler (1997).
Skills enhancing	Almeida & Kogut, (1999); Rao & Drazin (2002); Gardner et al. (2011); Lincoln & Kalleberg (1996).
Teamwork.	Maroudas et al. (2008).
Job involvement	Guest (1997).
Social activities	Arthur (1994).
Prior to hiring selection with employment test	Huselid (1995).
Grievance procedures	Delaney & Huselid (1996).
Seniority based promotion verses Internal promotions and performance	Guthrie (2001).
Competence development practices	Schwochau et al. (1997); Morrison (1996); Agaerwal & Thomas (1999); Guptill (1998); and Tsui et al. (1995).

Success of the organization in today's dynamic environment and competition is less dependent on the technology, patents, economies of scale but more dependent on human resource practices and management of employees (Tahir et al., 2011). In order to be

competitive, an organization needs to have employees who are skilled, innovative and also a strategy to retain such employees.

There is no single HR practice which can lead to the retention of employees for an organization. Organizations combine different HR practices to manage its HR system (Lamba & Choudhary, 2013). An organization should use different combination of practices “Number of Best HR Practices” which should be carried out for growth and for its long term survivability. Best practices in HR are transitory and subjective. Good HR practices boost the employees engagement and commitment towards the organization. HR practices can build the commitment and motivation which lead to greater efficiency. Favorable HR practices can help in developing capabilities of an organization to cope with the external turbulence as well as internal growth of an organization. The characteristics of performing employees are high satisfaction, high commitment, high motivation and strong intentions to stay with the organization for longer period with devotion.

For an organization, there are numerous HR practices to adopt and implement. HR practices contribute to the core activities of an organization like recruitment, training and development, reward system, performance appraisal which lead to the success of the organization. Through HR practices the organization can build long term commitment and sense of belong of employees to the organization. Here are some researchers, who used different bundle of HR practices. The Bundle of HR practices are mentioned in Table 2.3.

Table 2.3: Bundle of HR Practices

Authors	Industry	Bundle of HR Practices	Outcome
Arthur (1994)	Manufacturing Sector (30 steel minimills in the U.S)	Decentralization of decision making, Wage level, employee participation programme, Social activities, general training, due process, skill level, Supervision, benefits and bonus.	Arthur (1994) found a significant positive relationship between HR practices and performance of organization, however found negative relationship existed between HR practices and employee turnover.
McDuffie (1995)	Manufacturing Sector (Automotive Assembly Plants)	Status differentiation and training, contingent compensation, hiring criteria.	In this study, McDuffie found that innovative HR practices affect performance with interrelated elements of HR bundle or system not individually and that these bundles of HR practices contributed better to productivity and quality.
Huselid (1995)	Manufacturing Sector	Selection of employees prior to hiring through employment test. Selection for non-entry level jobs, proper performance appraisal awarded to the employees, performance appraisal based on compensation.	In this study, Huselid (1995) found a positive relationship between high performing work practices and financial performance and productivity while found negative relationship between high performing work practices and employee turnover.
Youndt et al. (1996)	Manufacturing Sector	Training, staffing compensation and performance appraisal.	In this study, they found that human capital improvement was directly associated to various dimensions of operation performance (customer alignment, employee productivity and machine efficiency. Detailed analysis revealed that key impact was because of relating HRM systems of human capital enhancing with a quality manufacturing strategy.
Chen and Chang (2004)	Information Technology Sector	Benefits, human resource planning, performance appraisal and job security and teamwork.	This study showed that competitive strategies, such as differentiation strategy, cost strategy had moderating effects on the relationship between human resource practices and firm performance.
Way (2002)	Small business Sector	Compensation, flexible job assignments, Staffing, communication and teamwork.	This study found HR practices reduced turnover and enhanced productivity.
Pare and Tremblay (2007)	Information Technology Sector	Empowerment, fair reward, recognition, information sharing and competence development.	This study found that high involvement HR practices associated significantly with affective commitment and continuous commitment, organizational citizenship behavior, procedural justices, organizational citizenship behavior and turnover intentions.
Luna-Arocas and Camps (2007)	SME sector	Job enrichment, salary, and job stability.	In this study, they found significant direct negative relationship between salary and employee turnover intention while, the job stability and job enrichment mediated by employee commitment and job satisfaction.
Sels et al. (2006)	Small business Sector	Training, career, compensation, appraisal, selection, compensation and participation.	In this study, they found that there was a positive effect of high performing work practices on firm profitability.
Liu (2006)	Pharmaceutical companies	Perceived reward equity on training satisfaction and organizational commitment.	In this study, perceived reward equity and training satisfaction showed significant association with organizational commitment.
Paul and Anantharaman (2004)	Information Technology Sector	Career development, work environment, comprehensive training and development oriented appraisal.	In this study, which was carried out in an India, revealed that HR practices such as employee-friendly work environment, career development, development oriented appraisal

			showed significant and positive relationship with organizational commitment.
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Table 2.4: Bundles of HR Practices in Hotel Industry

Authors	Country and Industry	Bundle of HR Practices in hotel industry	Outcome
Karatepe and Uludag (2008)	Turkish hotel industry	Work family conflict, life satisfaction, supervisor support, and career satisfaction.	In this study, they found that work-family conflict triggered career and life satisfaction. Further, results of the study revealed that supervisor support enhanced both family and career satisfaction.
Cheng and Brown (1998)	Singapore and Australian hotel industry	Selection, recruitment, selection, training, socializing and orientation development, performance management and remuneration.	In this study, they found that recruitment, selection and induction processes were primarily responsible for reducing turnover intentions.
Hemdi, and Nasuridin (2007)	Malaysian hotel industry	Organizational justice: (procedural and distributive justice) and organizational citizenship behavior.	In this study, the results revealed that distributive justice perceptions were significantly related to both organizational citizenship behavior and turnover intentions. While procedural justice was only significantly related to turnover intentions.
Karatepe and Uludag (2007)	Cyprus hotel industry	Self-efficacy on job performance, job satisfaction and affective commitment.	In this study, they found a significant and positive relation between self-efficacy and job satisfaction. Further, analysis elaborated that job performance mediated between self-efficacy and job satisfaction. Moreover, it was found that self-efficacy was a significant predictor of affective commitment.
Ghazali et al. (2011)	Malaysian hotel industry	Recruitment and selection, compensation system, training, employee empowerment, job security, communication and performance appraisal.	The study found that all these HR practices had significant and positive association with employees' intention to stay.
Chow et al. (2007)	US hotel industry	Job analysis, staffing, career planning, job security, performance appraisal, dispute resolution, training and development, pay-for-performance and employee voice.	They found that HR practices had a significant association with job satisfaction, optimism and morale about future of the hotel. Moreover, in-turn such attitudes were significantly negatively related to turnover intentions.
Hei and Rahim (2011)	Malaysian hotel industry	Job content, promotion opportunities and psychological contract.	Psychological contract variables significantly described the affective commitment of hotel managers and their turnover intentions. In this context, such psychological contract variables can be included in list of human resource practices and can be executed in hospitality industry.
Chand and Katou (2007)	Indian hotel industry	Manpower planning, recruitment and selection, training and development, job design, quality circle and pay systems.	The study found that hotel performance had positively related to human resource practices: Manpower planning, recruitment and selection, training and development, job design, quality circle and pay systems.
Cho et al. (2006)	US hotel industry	Internal recruitment, job analysis, information sharing, labor management participation program, grievance procedure, attitude surveys, incentive plans, pre-employment tests, performance appraisal, promotion criteria, Compensation on job performance and training.	This study revealed that organizations implementing HR practices such as incentive plans, labor management, participation program, prior hiring tests are less likely to face the higher employee turnover.

Tsaur and Lin (2004)	Taiwan hotel industry	Training and development, recruitment and selection, compensation and benefits performance appraisal.	This study investigated relationship among HR practices, service behavior and service quality. The results showed that HR practices had a significant direct effect on customer perception of service equality and significant indirect via service behavior.
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Below Table 2.5 shows the different terminologies used for HRM practices in HRM literature.

Table 2.5: Terminologies used for HR Practices

Terms used for HRM practices	Authors
High commitment HR practices	Arthur (1994); Gould Williams et al. (2014)
HRM investment expectation enhancing practices	Shaw et al. (2009)
High performance work systems	Appelbaum et al. (2000); Boon et al. (2011)
High involvement HR practices	Pare and Tremblay (2007)
High performance HR practices	Huselid (1995); Kehoe and Wright (2013)

Different researchers have used the different combination of HR practices and bundles of HR practices. For instance, Doty and Delery (1997) suggested that there are bundle of HR practices and multiple combinations of HR practices that can enhance and lead to better organizational outcomes. Furthermore, Delery (1998) argued that organizations that implement one best single HR practice is less important and as compared to the combination of the HR practices or bundle of HR practices which make sure that employees are empowered, skilled and motivated. Moreover, he argued that combining HR practices is a complicated process because different combinations of HR practices lead to different and multiple outcomes. Similarly, Subramony (2009) advocated that bundle of HR practices have combine effect on job characteristics, for instance, monitoring and training contribute to affect overall skills of employees which results in

enhanced productivity due to effect of each practices on one another. Furthermore, to motivate employees, fair compensation practices are essential and comprised of intrinsic and extrinsic rewards. Both of intrinsic motivation and extrinsic motivation are incomplete without each other. By combining, the cause motivation to perform better and remain with the organization (Samuel & Chipunza, 2009; Subramony, 2009). In order to achieve organizational goal and objective, organizations implement numerous HR practices to manage pool of employees' which are different from one another in divisions and units.

2.6 Theoretical link between HR Practices and Turnover Intentions

Hornby (2006, p. 1533) defined theory as “a formal set of ideas that are intended to explain why some things happen or exists.” Theory actually guides us in understanding the constructs or concepts and their relationships among them. In addition, theory provides the explanation of research model and the question of why and how such constructs or concepts are interrelated to each other. As evident by the literature that theories provide foundations for understanding and predicting such happening of phenomena and along with the conceptual models. Theory provides the direction and understanding of such phenomena (Houser, 2008).

Organization apply different theories to achieve goals and objectives. For instance, strategic choice theory which is related about organizational decisions how to take major steps regarding to strategic issues, another theory the resource dependency theory, this theory posits less dependence of organization on other organization and resources. Some other theories are the transaction cost economics the main argument of this theory is the cost minimization (Shook et al., 2009). The Cognitive Resource Theory presented by Fielder and Garcia (1987) focuses on employees (leader's) experience and intelligence and their reaction to the stress. It is evident from reviewing the literature that little

research has been carried out on social aspect and its practical relevance to the organization by suggestion of how social aspects impact the employees' intentions to stay or quit the organization. This thesis emphasizes on social exchange theory to find out how social exchange theory influence on employees' intentions to remain or quit the organization. The social exchange theory begins with the notion that in social behavior human interact in order to minimize the cost and maximize the benefits (Hutchison & Charlesworth, 2003).

The relationship among HR practices, engagement, affective commitment and turnover intentions have been derived from two theories and used these two theories as theoretical lenses for the purpose to investigate the proposed research model. The first theory is the social exchange theory and the second theory is the Self-determination theory, because this includes overall HR practices and turnover intentions. Both of the theories provide the guidelines that engagement and commitment of employees actually begins with organizational supportive HR practices by employers, which help in building supportive environment for employees as they are directed towards achieving the organizational goals set by top management. Furthermore, social exchange theory suggest that exchange of supportive policies can be extended by employer if they are valued by the employees. Similarly, Self-Determination theory is concerned with extent to which employee's behavior is self-determined and self-motivated. This theory provides explanation of human behavior that people may engage in set of activities or tasks by different types of motivation. In addition to it, satisfaction of basic psychological needs results in the extrinsic motivation and human fulfillment (Deci & Ryan, 1985). In this study the motivation, empowerment and skills enhancing practices are the practices which results in satisfaction of these basic psychological needs which in-turn reduces the turnover intentions of employees. Self-determination theory are associated with affective, cognitive and psycho-motor development. This referred to the notion that individual has

innate organizational tendency towards development and growth. Such three innate needs are related to the psychological processes which trigger the affective commitment (Meyer & Herscovitch, 2001).

Based on above theories, this present study explains that if managers are provided with such HR practices, they are more likely to stay in the organization because the managers perceive the supportive HR practices and they are more likely to reciprocate in better ways (Lambert et al., 2001). In this context, such HR practices like motivation enhancing, empowerment enhancing and skills enhancing practices are expected to motivate, empower and develop employees in multiple ways, which consequently results in better performance, employee related outcomes and reduces turnover intentions. The further dimensions of the motivation enhancing practices like employee recognition, salary and perks, opportunities for development, job security and workload are the practices which trigger the engagement and affective commitment which in turn reduces turnover intentions. Similarly, empowerment enhancing practices like information sharing, participation in decision making, influence at work, communication and autonomy are the practices which enhance the engagement and affective commitment which results in lowering down turnover intentions. In the same context, skills enhancing practices like competency development, on the job training, professional training, duration of the training, and career development training are the practices that influence the engagement and affective commitment in reducing turnover intentions. These both theories guide the relationships of the study. Moreover, these theories are adopted because these are appropriate and desirable for studies that link HR practices, engagement, affective commitment and employee related outcomes. Thus, this study uses the multi theory approaches in exploring the influence of three HR practices and employee related outcomes (engagement, affective commitment and employee turnover intentions).

2.6.1 Social Exchange Theory (SET)

The social exchange theory provides valuable basis to understand the employer and employee relationships. The SET is applicable for selection of human resource practices that influence the behavioral aspects and responses of the employees and about how to manage the employees by implementing human resource practices, further it translates into the improved relationships which consequently helps in reducing turnover intentions. In organizational behavior paradigms, the Social exchange theory is the one of the most influential (Cropanzano & Mitchell, 2005). Further, in social behavior this theory is mostly analyzed and remained to be the oldest (Homans, 1958). The origin and founders of this theory go back to a century. By 1900century, Number of scientists argued that people think and act rationally. And further by 1920, findings proved that people not only act and think rationally but there are effectual or emotional values, traditional or habitual values and people act depended on such elements of value oriented thinking. As Weber described it as actions of humans (Scott, 2000, p.126). By 1950s to 1960s number of researchers worked on extension of these theories and origin of social exchange theory is widespread. There is no general consensus on who invented the SET as main founder. However, agreeing views that Homans (1985) is the one of main founders of SET. He initiated the understanding of human social behavior in economic activities (Nammir et al., 2012). He was the first who introduced this concept of exchange that it is not limited to material goods but also depends on social values like prestige and respect (Cropanzano & Mitchell, 2005). Moreover, other main contributor scientists like Thibaut & Kelly (1959), Blau (1964) and Emerson (1976) developed and extended this theory further (Monge & Matei, 2004; Cropanzano & Mitchell, 2005).

According to this theory, individuals' social and economic behavior is molded by exchange process (Eisenberger et al., 2002; Blau, 1964). Particularly, employees receiving economic benefits, and socioemotional resources from the organization, have a

tendency to feel obliged and to repay the organization through work engagement and better performance (Cropanzano & Mitchell, 2005; Saks, 2006).

Social exchange theory says that if both parties (employer and employees) abide by the rule of exchange then the relationships evolve with the passage of time into trusting, mutual commitment and loyalty (Cropanzano & Mitchell, 2005). There are two types of relationships, first is the economic, and second is the social exchange relationships. Economic relationships are more short term and tangible whereas social exchange relationships refer to personal attachment and obligations. According to the Cropanzano et al., (2003, p. 161) social exchange relationship is related to “close personal attachment and open-ended obligations.” When organizations build, and invest on employees, it enhances the social exchange relationships among them which will lead to the positive organizational outcomes (Cropanzano & Mitchell, 2005). An organization which provides the economic and social-emotional resources to the employees in workplace experience obligation to repay the organization in different ways. After reviewing literature, it suggests that to examine the relationships between the parties, researchers mainly rely on the SET perspective (Snape & Redman, 2010). SET contributes to satisfaction and dependence of relationship (Shaw et al., 2009; Ogilvie, 1986). Hence both parties rely on each other for organizational success.

SET advocates that human behavior is exchanging of rewards between parties (Homans, 1961). Blau (1964) argued that exchange relationship between the parties are not only limited to economic exchange but also goes beyond economic exchange perspective and often consists of social exchange element as well (Snape & Redman, 2010). Similarly, studies have advocated that exchange relation between employee and employer is not limited to personal gains like money but also depends on the socio-emotional resources such as support, recognition and respect from organization. The base

point of this theory is that people are motivated through exchange process and expected benefits (Cropanzano & Mitchell, 2005). The exchange benefits in terms of social and economic benefits.

Economic exchanges are often done immediately after transaction has made and which is considered short term exchanges. While, the social exchanges are considered as a long term exchanges and usually, it takes time to develop and expecting that member will reciprocate with behavior. Studies have advocated that social exchange relationships are necessary as individuals who are involve in these relationships are more committed towards organization. Hence, the quality of relationship between both parties will effect if fail to reciprocate both kind of exchanges (Blau, 1964; Gouldner, 1960).

Literature recommends that relationship of employment can be conceptualized as comprising of social and economic exchanges (Budhwar & Debrah, 2013; Vandenberghe & Tremblay, 2008). Earlier exchange process primarily depended on contractual terms and agreements to perform particular contractual commitments with no extra hope of doing something beyond contractual terms. The rule of exchange relying on the norm of reciprocity, it indicates that employees tend to feel obliged and act in a way to give back better to those who have given them (Tzafrir et al., 2004). Additionally, SET (Blau, 1964) advocated that when there is fair treatment of employees by employers then employees feel obliged and give back in best possible way (Kwon, 2009). Prior literature revealed that HR practices play important role in promoting and enhancing the social and exchange process. (Snape & Redman, 2010). Other studies also advocated that HR practices can be useful source to shape employees behavior, perception and attitude (Haines et al., 2010; Buck & Watson, 2002).

Based on this theory, employee feel to go extra mile to support and contribute to the organization in workplace and give up some unimportant values (Eisenberger et al.,

2001). Furthermore, the organizations which provide and build their employees by empowering, motivating and developing them by different training programs will certainly convey message that the organization values them (Shaw et al., 2009; Kwon, 2009). Consequently, it will lower down the turnover intentions and will promote the culture of staying in the organization (Lee & Bruvold, 2003). Therefore, social exchange theory provides the basis for the study and proposes that motivation enhancing, empowerment enhancing, skills enhancing practices can impact employees' engagement, affective commitment and turnover intentions.

There is a lack of empirical research which applied SET as a framework to examine the influence of economic and social exchange factors (selected HR practices) on engagement, affective commitment and turnover intentions. Some studies like Sanders and Shipton (2012) and Hains et al. (2010) briefly discussed, the influence of HRMPs on employees' voluntary turnover rates. Similarly, Sanders and Shipton (2012) suggested that SET could be used as a framework to investigate relationship between leadership and turnover behavior. Such studies give the notion to use SET framework to investigated talented employees with turnover intentions. This study intends to use SET to examine the impact of motivation enhancing, empowerment enhancing, skills enhancing practices can impact employees' engagement, affective commitment and turnover intentions.

2.6.2 Self-Determination Theory (SDT)

Self-determination theory is a macro theory of human personality and motivation which postulates that peoples have inherent growth inclinations and innate psychological needs. In the 1970s, SDT evolved from different studies of intrinsic and extrinsic motivation to understand the individual's behavior. While by 1980s, the SDT was formally evolved and introduced and became an empirical theory. SDT is developed by the Deci & Ryan (1985). Further, SDT is applying to different areas of social psychology

and to understand the individual's behavior that how to motivate and direct the behavior of people towards certain goals and objectives, and the usage of this theory has increased since 2000s. The theory posits that positive psychology trigger positive emotions and ways to develop individual strength. This theory is related to the motivation behind the choices people make with or without any interference and influence. Self-determination theory is concerned with extent to which employee's behavior is self-determined and self-motivated. Moreover, it provides explanation of human behavior that people may engage in a set of activities or tasks by different types of motivation. In addition to it, satisfaction of basic psychological needs results in the extrinsic motivation and human fulfillment (Deci & Ryan, 1985). For people's growth and development, the satisfaction of basic needs play an important role and such basic needs are relatedness, autonomy and competence (Ryan & Deci, 2000).

This theory explains well the process by which individual commitment is affected by the greater use of motivation, empowerment and skills enhancing practices (Deci & Ryan, 1985). Self-determination theory states that there are three innate psychological needs of people. First is the need for autonomy (freedom in making the choices and decisions without any interference or control from outside), second is the need for competence (able to consider oneself as capable and competent to take action which will affect the outcomes), third is the need for relatedness (sense of being cared and sense of belonging to organization and taking part in the collective mutual respect (Deci & Ryan, 1985; Van den Broeck et al., 2008). According to Ankli and Palliam (2012), Self-determination theory is associated with affective, cognitive and psycho-motor development. Furthermore, they advocated that, SDT emphasized on the core issues like one's emotional and psychological needs, inspiration, goals, perception of self, social and cultural impact are the key factors that set the one's ability to self-actualize. In the same way, Deci and Ryan (2002) noted that SDT as a theory of self-motivated behavior change

and personality development theory. They advocated that SDT is an assessment and cognitive evolution theory which provides explanations of effects of extrinsic motivation on intrinsic motivation. This referred to the notion that individual has innate organizational tendency towards development and growth.

Satisfaction of these innate needs lead to the positive work attitude, overall well-being and an increasing intrinsic motivation which in turn affect the organizational outcomes. These three innate needs are deeply related to the psychological processes which stimulate affective commitment (Meyer & Herscovitch, 2001; Meyer & Allen, 1997), organizations use and implement these practices will lead to the satisfaction of the three innate needs which will in turn develop organizational commitment. Different research proved the relationship between work attitudes (affective commitment) and innate needs satisfaction (Greguras & Diefendroff, 2009). Furthermore, SDT provides support for underpinning the concept of employee engagement and different states of motivation demonstrated by SDT can be utilized to elaborate whether employee engagement exists or not (Meyer & Gagne, 2008). Some of the previous work also advocated that the work related satisfaction positively related to job characteristics and resources. Likewise, Hitt et al. (2005) demonstrated that autonomy in SDT is useful for the manager/management because there are reasons which indicates that the presence of psychological and cognitive development make employees more determined and focused to achieve.

According to the SDT, employee's positive work behavior is highly influenced by job autonomy and the work environment. Such factors are considered as trigger and promoter of employees' work motivation, satisfaction and well-being (Camerino & Mansano, 2010). In the same light, another study by Humphrey et al. (2007) demonstrated that job autonomy positively associated with work outcomes like job satisfaction, intrinsic motivation, performance and organizational commitment. In addition, Gagne and Deci

(2005) argued that satisfaction of need of autonomy actually triggered the intrinsic motivation. Further, the driving force was pleasure and interest to perform an activity. Same is evident by different researchers that job autonomy translates in more intrinsic motivated employees' because employees believe that they are highly responsible for the work related outcomes as it is the results of their efforts and actions, therefore, job autonomy could trigger the psychological states which cultivate positive states such as intrinsic motivation (Richer et al., 2002). Similarly, another study by Parker et al. (2001) concluded that job autonomy plays a vital role in developing employee's commitment towards organization, more particularly the affective commitment in which employee's emotionally attached with organization and remain to be a member of the same organization (Meyer & Allen, 1991). In the same light, Deci et al. (1989) found that work-group members were more satisfied, when their managers were more autonomy supportive. Similarly, various (Richer et al., 2002; Humphrey et al., 2007) studies found that needs of competence and relatedness (Richer et al., 2002) and individual satisfaction across three needs (Vansteenkiste et al., 2007) found to be negatively related with turnover intentions.

The general belief is that SET and SDT are somewhat related to one another. The organizational efforts to promote employees' motivation, abilities, encouragement to participate in decision making send a clear message to employees that organization give them value and wants to improve the social exchange relationship with them. In return employees modify their behaviors and attitudes positively to contribute better. HR practices lead to satisfaction of basic psychological needs of individuals'. Having in place such HR practices portrays that organization is concerned for their employees and such attempts are done to build exchange relationship with them. Hence, it can be said that SDT and SET are related to one another and reinforce the employees' positive perception regarding organizational practices which leads to reduce turnover intentions.

After reviewing literature, it shows that employees' decision of quitting is rarely based on the facts rather than depending upon random information which is not done with proper balanced decision by weighing positive and negatives (Boxall et al., 2003). For example, organizational commitment (Mitchell et al., 2001; Vandenberghe & Tremblay, 2008), job satisfaction (Lambert et al., 2001) and job involvement (Stiglbauer et al., 2012) engagement (Saks, 2006) have been identified as potential factors leading towards turnover intentions. There are different external and internal factors related to employees' decision which enable them to take decision to continue or quit the job, so it is difficult to apply simply any theoretical framework. In a nutshell, these two theories guide the relationships that how HR practices trigger, shape and develop the employees motivation, empowerment, engagement and affective commitment towards the organization and how consequently this lead in reducing turnover intentions of the employees.

To sum up, the study research questions, hypotheses and directions are influenced by these theories. It plays an important role to analyses the talented employees' turnover intentions.

2.7 HR Practices and Turnover Intentions

In turnover intention literature, different researchers found that HR practices lead to enhance employees stay in the organization (Huselid, 1995; Allen et al., 2003; Way, 2002). HR practices develop the positive working environment that consequently leads to lower actual turnover and turnover intentions (Pare & Tremblay, 2007; Way, 2002; Luna-Arocas & Camps, 2007).

Hemdi and Nasrudin (2006) found negative association between HR practices (career development opportunities, training and development and performance appraisal) and turnover intentions. Likewise, Kuvaas (2008) found significant and direct negative association between perception of developmental HR practices and turnover intentions

with moderating effect of interactional justices and perceived procedural justices. Different studies (Christen Hughes, 2002; Boxall & Purcell, 2003; Bamberger & Meshoulam, 2000) emphasized on three mechanisms through which HR practices influence an organization and its performance. First is the motivation: which is influenced by different HR practices including reward system, work system, and work recognition. The second mechanism is the human capital (knowledge, skills and potential) and the processes of training and development, selection and recruitment which an organization employ to impact the overall organizational performance. The third mechanism is the opportunity to contribute which is result of empowerment practices.

Dysvik and Kuvaas (2010) investigated the relationship between best HR practices (information sharing, empowerment and fair compensation) and affective commitment, work performance and turnover intentions of the employees. The relationship between perceived information sharing and perceived empowerment and employees' outcomes were moderated by intrinsic motivation while perceived fair compensation was unrelated to affective commitment and negatively related to work performance and turnover intentions. Similarly, Jayasekara and Takahashi (2013) examined the HR practices (recruitment, selection, preparation, training, compensation and performance evaluation) and behavioral performance (motivation, commitment, retention, participation and job involvement) of expatriates. They found that recruitment, compensation and training were more related to behavioral performance.

Cheng and Wei (2009) found that human resource practices such as performance acknowledgement system, communication, education, training, authorization and power led to a reduction in turnover intentions of employees. Furthermore, they stated that remuneration, recognition, training and development showed a positive association with

intention to stay. Moreover, Altarawmneh and Al-Kilani (2010) argued that job analysis practice affects employees' intention to stay with the organization.

All the factors related to employees' intention to stay are very important. In order to retain the employees', management of an organization needs to develop strategies to promote the intentions to stay with the organization (Need, 2006). In the same way, Mudor and Tooksoon (2011) advocate that pay practices, job training, and supervision are significant in increasing job satisfaction which in turn lowers the turnover intentions of employees.

Different studies have been conducted in Malaysia and focused on the turnover intentions (Khalid et al., 2009; Ryan et al., 2011; Hemdi & Rahim, 2011; Radzi et al., 2009). Human resource practices (Chew & Wong, 2008; Hemdi, 2006) organizational citizenship behavior (Khalid et al., 2009), psychological contract (Hemdi & Rahim, 2011) and procedural and distributive justice (Hemdi & Nasurdin, 2008; Radzi et al., 2009) contribute and lead to a reduction in turnover intentions. Khalid et al. (2009) have shown negative relationship between helping behavior and turnover intention among the female employees.

Hemdi & Rahim (2011) conducted an empirical investigation to find the impact of HR practices to reduce turnover intention and found that job content (Comprehensive, challenging and diverse work) a significant predictor of hotel manager's turnover intention. Further analysis showed that age was a significant factor in predicting turnover intentions and different practices were significant for different age group members, such as the salary and promotion opportunities were significant predictor of turnover intentions for age group of 18-30 year. For age group of 31-40 the work-family balance was important. Likewise, different HR practices are important and have their implication on organization outcomes and further lead to a reduction in turnover intentions. This study

shows the importance and significance of HR practices in order to reduce turnover intentions of employees. Other studies have also been conducted in order to attract and retain the skilled workers in Malaysia (Chew & Wong, 2008).

Various studies which are conducted outside of Malaysia explore a number of issues hotel managers are facing including lack of discipline, lack of commitment and poor work ethics (Alonso & O'Neill, 2009). Furthermore, work pressures are also one of the prime reasons for employee turnover (Alonso & O'Neill, 2009).

Based on the literature, it can be argued that bundle of HR practices have combined effects on employees and as result effect turnover intentions. Therefore, it is suggested that bundle of HR practices comprised of different practices will apply negative and positive impact on employees related outcomes, for instance turnover intentions, engagement and affective commitment.

Based on the above literature review, the proposed hypothesis is:

H1: There is a negative relationship between HR Practices and Turnover intentions

2.8 HR Practices and Turnover Intentions in an Asian Context

The above literature has largely been centered on the developed countries. Since this study is focusing on Malaysia, it is also important to consider and analyze the HR practices and turnover intentions studies conducted in developing countries in South Asian in this aspect. The following paragraphs focus on this context.

Literature of HR practices in the South Asian context related to turnover intentions is very limited (Guchait & Cho, 2010). Most of the studies have been focused on job satisfaction than turnover intentions (Ali et al., 2010; Rahman & Iqbal, 2013; Namasivayam & Zhao, 2007). Very limited studies consider HR practices as a retention

strategy with turnover intentions. Study conducted in Bangladesh reveals that HR practices (training, benefits, salary, leadership and decision making) can increase retention, performance and employee satisfaction. Another study by Mahmud and Idrish (2011) investigated six dimension of HRM practices (career development, job information, job analysis, compensation, work family, supervisor support and work-family conflict) and their results showed a significant relationship with turnover intentions in banking sector of Bangladesh.

Scholastic work on HR practices depicts a significant influence of HR practices on turnover intentions of employees. In a similar kind of study, Majumder (2012) explored the role of HR practices (compensation package, career growth, recruitment and selection, management style, training and development, and job design) in retaining and enhancing satisfaction of the employees and found that HR practices played a vital role in retention and satisfaction in banking sector employees in Bangladesh. Similarly, Joarder et al. (2011) also investigated five dimensions of HR practices and found negative association between HR practices (working condition, job security, training and development and supervisory support) and turnover intentions of private university faculty members in Bangladesh.

Guchait and Cho (2010) stated that there is a lack of understanding of HR practices related to turnover intentions in India. They also empirically investigated nine dimensions of HR practices (performance appraisal, training, reward, staffing, working conditions, information system and equal employment opportunities) and its impact on turnover intentions of employees in the IT sector. They found negative relationship between HR practices and turnover intentions of employees. Likewise, Budhwar et al. (2006) explored four dimensions of HR practices and their impact on turnover intentions. They found that HR practices (performance appraisal, compensation, training and recruitment) had a significantly negative relationship with turnover intentions on employees working in a

call center. They highlighted that different organizations approach the Business Process Outsourcing (BPO) due to lack of HR practices. Furthermore, Sam Gnanakkan (2010) examined the impact of five dimensions of HR practices on turnover intentions of employees working in ICT in an India. He found a significant negative effect of HR practices (benefits, compensation, performance management, training and career development) on turnover intentions of employees. Moreover, Krishnan and Singh (2010) emphasized on exercising HR practices to retain the skilled workers in the organization. Similarly, Paul and Ananthararnan (2004) also probed four dimensions of friendly HR practices and their impact on employee commitment and intentions to stay with the organization. They concluded that HR practices (career development, comprehensive training, employee friendly working environment, development oriented appraisal) influenced the employee commitment and their inclination to stay with the same organization.

In a similar study in Pakistan, Khilji and Wang (2006) explored the six dimensions of HR practices and turnover intentions. They found a negative relationship between HR practices (compensation, training and development, performance evaluation, reward, recruitment and job design) and turnover intentions. They further explained that turnover intentions in Pakistani organizations highly depended on the extent of satisfaction of application of HR practices in the organization.

Likewise, Khan et al. (2011) administrated a study on perceived HR practices (rewards, recognition, training and development, selection, job definition and work design) on retention and job satisfaction. Their empirical findings showed that HR practices had a significant positive effect on retention and job satisfaction of employees in an organization. Researchers found a number of HR practices and HR systems which can be applied and implemented in order to get the desired objectives of an organization.

However, more popular HR practices among them are described by Dyer (1998), Dyer and Holder (1988), Batt (2002), Gardner et al. (2001), Karatepe, (2013) and Appelbaum et al. (2000) which are in terms of three dimensions.

The first dimension is the amount of investment on employees to promote their efforts, creativity in work and behavior at work place, and such practices are: giving bonus and shares, incentive in any terms of salary or perks and privileges and performance feedback, job security, opportunities for advancement and development, employee recognition and workload. These activities are called motivation enhancing practices.

The second dimension is the extent of investment in HR practices to give opportunity to take part in making decisions, information sharing, influence at work, communication and autonomy which leads to better organizational performance and outcomes. These practices are called empowerment enhancing practices.

The third dimension is the amount of investment in HR practices aimed to develop skills, abilities and the knowledge to do present and future job by employees. Such practices include competence development practices, on the job training, professional training duration of the training, career development training, socializing, and selecting to enhance their competencies and skills. These activities are called skills enhancing practices.

2.9 Motivation Enhancing Practices

Motivation represents “those psychological processes that cause arousal, direction, and persistence of voluntary actions that are goal oriented” (Mitchel, 1982, p.81). According to Guay et al. (2010, p. 712), motivation represents “the reasons underlying behavior.” According to the Subramony (2009) motivation enhancing practices assist in directing employees’ efforts in achieving organizational objectives and goals. Moreover, Daft and

Marcic (2004) described motivation as the forces that pull a person to follow a particular course of action, further they noted that forces can be whether external motivation or internal motivation.

There are two kinds of motivation: intrinsic motivation and extrinsic motivation (Frey & Osterloh, 2001). Intrinsic motivation can be defined as activities to attain self-satisfaction only. Intrinsically motivated person acts by his own amusement or to take on a challenge not due to any external stimuli or pressure, rewards or pushes. On the other hand, extrinsic motivation is caused by external factors like pay and perks to encourage employees to do their job better. Intrinsic motivation is related to do a job for own pleasure whereas the extrinsic motivation is the job performing based on instrumental value. In this study motivation enhancing practices consist of intrinsic and extrinsic motivation.

Motivation enhancing practices serve to motivate behavior, creativity and the discretionary effort to perform better while doing job (Gardner et al., 2007). There are different motivation enhancing HR practices found in the literature, like merit base promotion and fair rewards (Huselid, 1995) job security (Isaksson et al., 1998; Stiglbauer et al., 2012; Firth et al., 2004), performance feedback (Gardner et al., 2011), self-efficacy (Tai, 2006), and value of work (Martin, 2005), achievement goal orientation (Cleary, 2009), grouping (Wall & Wood, 2005), employee recognition (Nankervis, 2000; Abbasi & Hollman, 2000), interesting work and appreciation (Lawrence & Jordan 2009), workload (Alonso & O'Neill, 2009), salary (Davidson et al., 2006), compensation (Juhdi et al., 2013), opportunities for advancement and development (Rhoades & Eisenberger, 2002; Delery & Doty, 1996; Vandenberghe & Tremblay, 2008), which different researchers took to enhance the employees retentions and performance to achieve the objectives of the organizations. In the same light, employee recognition consists of all the

activities which allows management to appreciate and recognize their employees' contribution. There should be recognition to the work done by employees (Levesque, 1987). Likewise, as illustrated by social exchange theory (SET), employees who receive recognition from their supervisors/management enhance motivation and positive consideration (Whitener, 2001). Similarly, salary and perks play an important role in shaping employees' behavior. Two dominant work goals for employees are to have a good salary, so that they could use and save it and interesting work (Harpaz, 1990). Proper reward strategies and compensation strategies like severance packages lead to enhance motivation of employees. Similarly, nurturing the sense of job security among employees is also essential motivational factor as it affects economic and psychological wellbeing of employees. In the same way, Leibman and Weinstein (1990) postulated that job security relates to overall wellbeing of employees from emotional to physical wellbeing. The availability of opportunities for advancement and development is important and act as motivational factor for employees. Organizations must introduce career development planning, goals and several strategies to express their support to the employees. Such steps send clear message to employees that management cares for them and they are receiving organizational support. Offering such career management programs and paths increase their engagement with organization and moreover lead to reduce the turnover intentions.

Different surveys were conducted in 1930s to assess the employees' attitude and morale to motivate them (Schneider et al., 1996). In the same context in 1949, Bellows reported the importance of assessment of employees' attitude and to found out the job related motivational factors. The same is evident by another study conducted by Wiley (1997) which concluded from a survey that the top five motivational factors that leads to employees' motivation and better performance are:

1. Full appreciation for work done,
2. Good wages,
3. Job Security,
4. Promotion and growth in organization, and
5. Interesting work

Likewise, a study by Kovach (1987, 61) conducted a study and his results showed a job related motivational factors related to hospitality industry are:

1. Good Wages,
2. Job appreciation,
3. Opportunities for career growth,
4. Security,
5. Sense of ownership,
6. Interesting job,
7. Careful discipline,
8. Loyal to employees,
9. Good work environment, and,
10. Sympathetic personal assistance

Similarly, Simon and Enz (1995) conducted a study in hospitality industry and surveyed 268 hotels employees from 12 hotels in Canada and United States. They concluded from their study that top three motivational factors for employees were: first good salaries, second was the security of job while the third motivational factor was the career development and growth opportunities. Such studies noted that these motivational factors play an important role in behavior of employees, their retention and productivity, which consequently lead to impact the overall performance and success of the organization.

Furthermore, as advocated by Allen et al. (2003) existence of motivational factors for employees like benefits, pay, promotion lead to create the feeling of being valued by organization and as a result employees' reciprocate in positive behavior and attitude towards work and organization. Likewise, rewards are believed to be essential motivational factor in retaining employees (Kidwell, 2011; Sthapit, 2014). Moreover, studies revealed that rewards enhance motivation and commitment (Shaw et al., 1998) and further lead to better performance (Hancock et al., 2011; Huselid, 1995). Another study in Macau in hospitality industry by Chan and Kuok (2011) collected data from 135 employers and advocated that main reason for employees' turnover was low salary. They further argued that salary is important motivational factor and organizations also needs to adopt such approaches as it directly increase the motivation but also reinforce the organizational commitment which results in better employees' retentions. Such approaches consequently translate into the overall success of the organization and long term survivability of the organization.

According to the Delery and Doty (1996) job security refers to the level to which an employee is certain about their job for a certain period of time. While performance feedback is the organized system that assesses work related contribution and behavior in the organization (Andrew, 2009). After getting feedback proper action-oriented plans should be developed, which are specific, measurable and within time frame. The performance feedback is important and can promote employees' identification with their job and stimulate engagement. A sense of obligation is enhanced by offering potential opportunities for advancement and development to the employees (Rhoades & Eisenberger, 2002). Another study conducted by McKnight et al. (2009) found negative relationship between opportunities for advancement, development and turnover intentions. Further, Benson (2006) showed that opportunities for advancement and development enhance the retention of employees. However, the crucial part is to include

the important practices within motivation enhancing practices which can lead to better performance and retention of employees.

Moreover, pay and perks are also crucial factors in retaining employees (Trevor et al., 1997; Shaw et al., 2009; Phillips et al., 1989). Further, Kramar and De Cieri (2008) argue that pay and perks play an important role in attitude, willingness and in the quality of work. Furthermore, pay has a crucial role in implementing strategies (Vandenberghe & Tremblay, 2008). Workload represents the extent of load in terms of understanding the activities and task demanded, difficulty, over timing and performing the different roles during their work (Chen & Spector, 1992; Bacharach et al., 1990). Likewise, excessive workload pressure can also cause demotivation and affects adversely employees' performance. Employee recognition is acknowledging the employees for their work (Alam et al., 2013). Employee recognition system is the best tool to utilize the employees' efforts with strategic objective of the organization to achieve the goals and objectives (Schuler & MacMillan, 2006). Interesting work and appreciation are essential human needs (Alam et al., 2013). When employee work is valued through appreciation and made interesting then they respond in better work performance and try to further improve on their good work (Roberts, 2005). Opportunities for advancement and promotion enhance motivation and reduce turnover intentions (Trevor et al., 1997; Alfes et al., 2012; Wager, 2003; Sthapit, 2014). Recognition can be informal or formal acknowledgement of work done by employees (Al-Arkoubi et al., 2013; Islam, 2004; Chew, 2004; Stokes, 1995). Job security refers to staying with in organization for long term which affects turnover intentions (Fey et al., 2000; Boon et al., 2011; Batt, 2002; Delery & Doty, 1996). All such motivation enhancing practices are designed to lower down the turnover intentions (Kinnie et al., 2005).

Above mentioned studies recommend that recognition, job security, performance feedback have attributes and features to enhance employees' motivation. Based on similar attributes and characteristics of these practices (as they increase employees' motivation) HR practice namely, motivation enhancing practices have been developed for this research study.

2.10 Empowerment Enhancing Practices

In the past two decades, the concept of empowerment has gained much popularity. The definition of empowerment varies as it is related with other practices. Some of the researchers refer to empowerment as the delegating authority and power throughout an organization from higher level staff to the lower level staff (Cunningham et al., 1996; Conger & Kanungo, 1988). According to Hall et al. (1993, p. 119) empowerment includes the “roles and responsibilities, incentives, organizational structure and shared information and skills which penetrate a company's core.” Furthermore, there is no universally accepted definition of empowerment. According to Menon (2001, p. 157) empowerment is defined as “an act, act of delegating power to the person for being empowered, it has been taken a process, process that directs the experience of being powered and as a mental or psychological state that marks itself that can be measured as a cognition.” Moreover, Harley (1999) defines it as “empowerment involves delegation of responsibility from management to employees, non-hierarchical forms of work organization and sharing of information between and within different levels of the organization.” (p. 43).

Empowerment has been denoted as the act of empowering employees which can be seen as the management practices to demarcate and established individual being empowered (Boudrias et al., 2009). Similarly, Lawler (1986) advocated that empowerment develop when managerial systems are involved and implemented properly in organization. Likewise, Boudrias et al. (2009) illustrated that empowerment roots can

be traced back from two aspects which are behavioral empowerment and psychological empowerment. Psychological empowerment derived from Spreitzer's (1995) work and have been studied extensively, whereas the behavioral aspect was derived from Boudrias and Savoie (2006) conceptual framework and behavioral aspect which has been neglected in by academicians. Boudrias et al. (2009) linked together the behavioral and psychological aspects as they argued that empowered employees see themselves as influential at work environment and competent to do job proactively in more meaningful and innovative way. Similarly, Lee and Koh (2001) argued that behavioral and psychological aspects are related and tied together because employees' psychological empowerment is the direct outcome of influence of management empowering behavior.

Organization can implement empowerment enhancing practices as tactics which facilitate employees to take decision by their own to bring changes and improvements. Empowerment enhancing practices can be used as a strong tool to drive organizational change. Moreover, it broadens communication channels to bring new ideas and suggestions. Empowerment practices cultivate a friendly environment with open communication and mutual respect. Furthermore, empowerment practices operate in both direction, employees trust on management and management needs to have confidence in their employees. In implementing empowerment enhancing practices, the organization size, corporate culture at place, suitable structure and operating philosophy also play an important role. The suitable structure can be achieved through quality polices and guiding principles to implement empowerment enhancing practices. The suitable structure portrays the top-down hierarchy, where seniors' managers have greater authority than junior managers. Existence of proper empowerment practices benefit the organization, employees and customers (Brymer, 1991). Moreover, empowerment enhancing practices can trigger the innovativeness, promote the flexibility and result in better performance. Sutton et al. (2004) while illustrating the empowering employees lead to better outcomes

by quoting that happy staff translates into the happy guests, further gave an example that empowering staff leads to happier, responsible and more dedicated staff and they feel pride in their job and property. Empowerment is defined as allowing employees in process of decision making (Cole et al., 1993).

Empowerment enhancing practices are those designed to improve the employees' performance and their contribution in the success of an organization. Empowerment enhancing practices serve as an allowance for employees to be a part in central decision making process (Zheng, Morrison & O'Neill, 2006), to give authority to influence at work (Spreitzer's 1995), sharing information of the organization (Hales & Kildas, 1998), discretion over tasks (Geralis & Terziovski, 2003), providing formal grievances procedures to complain (Cho et al., 2006), self-management (Sutton et al., 2004), remedy service failure (Gronroos, 1990), communication system (Welch, 2011), discretion over tasks, self-controlled working groups (Geralis & Terziovski, 2003), sharing roles (Kishor, 2000), and autonomy (Hackman & Oldham, 1975).

Information sharing is informing employees regarding their financial strength, work unit performance and future projects like major investment, acquisition, introducing new technologies (Lawler et al., 1992). Participation in decision making refers to employees' involvement in formal participation processes, for instance, problem solving discussions, roundtable discussions, group discussions, suggestions systems and quality improvement discussions (Gardner et al., 2011). Influence at work provides employees a formal control over their job or department about what happens (Spreitzer, 1995). Communication refers to the formal organizational communication process which informs employees about organization's actions, goals, operating performance and competitive performance (Gardner et al., 2011). Autonomy represents the employees' freedom in carrying out their job or work (Tremblay et al., 1997). Grievance procedures refer to the formal complaint

procedures about work, job or environment or operations activities (Cho, 2006). Self-management denotes to the controlling the self or by group (Sutton et al., 2004).

Above mentioned factors have attributes and features to enhance employees' empowerment. Based on similar attributes and characteristics of these practices (as they increase employees' empowerment) HR practice namely, empowerment enhancing practices have been developed for this research study.

2.11 Skills Enhancing Practices

Skills enhancing practices remain a popular topic among researchers, academics and practitioners. Skills enhancing practices serve as to improve and build the ability, knowledge and skills of the employees to contribute better and enhance the performance in achieving the organizational goals and objectives (Subramony, 2009). Researchers define it as an organization's ability to develop employees' knowledge and skills to perform their present and future job in the best way (Guest et al., 1993, 2003). Further, Mullins (2010) advocated that training is the purposeful act with the help of instructor to guide the employees in enhancing their productivity or to change attitude or behavior of the employees, which usually takes place away from the actual workplace. Training is considered as a motivator for employees to improve their work (Barret & O'Connell, 2001).

According to Guest et al. (1993, p. 193) "training is the ability of an organization to develop skills and knowledge to do present and future job." Likewise, according to Noe, (2010) training refers to a designed attempt to assist employees in learning process regarding job roles and activities for the purpose to perform better. Similarly, Schmidt (2007) argued that training refers to the systematic development of employee's skills, capability, expertise and knowledge required to perform the work in better way. Furthermore, training may lead to the reduction of role confusion and enhancing the skill

mastery and develop employees for future promotions (Pascale, 1985; Lincoln & Kalleberg, 1996). Skills enhancing practices have gained much importance among scholars and professionals as they help in building the human capital of an organization by providing long and short term skills, which lead to gaining competitive edge over competitors and enhance the survivability of an organization for longer period (Chew, 2004; Gomez-Mejia et al., 1995; Kyndt et al., 2009).

Moreover, human resource practice studies have suggested that skills enhancing practices lead to the development of a sense of organizational support which in turn enhances the commitment of employees to the organization (Meyer & Allen, 1997). Skills enhancing practices support employees in attaining new skills, knowledge and change their attitude (McElroy 2001; Chen et al., 2004; Bowen & Ostroff, 2004). Training activities have direct and indirect costs for which companies require investment to implement training or skills enhancing practices. Direct cost of training practices may include pay for workshop, courses, instructor salary, training location and follow up, and other materials while the indirect costs are associated with disruption of work during the training programs which will lead to reduction of productivity and outcome. For this purpose, companies evaluate the cost and benefits of such practices before investing in it (Kaufman & Hotchkiss, 2006). After completion of training programs, it will result in better performance, more outcome and productivity by employees. However, researchers argued that in absence of training and development practices in the organization may lead employees to search for other organizations to attain training practices (Chen et al., 2004; Bowen & Ostroff, 2004). Similarly, Riley et al. (2002) mentioned that perception of skill is subjective and relative, therefore it is difficult to conclude who is or who is not skilled is inevitably an issue, while Bradley et al. (2000) also advocated that skill can be defined in terms of three major points, the formal qualification, training required and the ability to perform the job. Moreover, in order to meet the skills needed to perform current

and future job requirements the training activities are used to develop skills (Wood & De Menezes, 1998; Gold, 2001; Zaitouni et al., 2011).

Baum (2002) advocated that skills development through training is important in the hospitality industry. Furthermore, in the hospitality industry, skills are considered to be very important due to continuous changes in the nature of work, technology, environment and customer expectations (Baum, 2002). Students of hospitality must attain the soft skills related to computer operating system in order to perform the job in better way (McCool & Farsad, 1986). Similarly, McCool et al. (1991) emphasized on the importance of acquiring the soft skills for managers. Moreover, Cheung and Law (2002) found a gap in technology related education and skills in hospitality emphasized on the industry specific skills for hospitality industry in the education system and an organization level.

Mayhew and Keep (1999) mentioned that attempting to choose skills practices are the most important initiative to upgrade the performance. Furthermore, organizations need to build long term relationships with employees by designing training development programs, focusing their needs and maintain their satisfaction for the purpose to grow, to compete and they may also be profitable for organizations. Moreover, skills enhancing practices are designed to improve the knowledge, ability and skills of employees through competence development practices (Tremblay et al., 1997), soft skills (Cobanoglu, Dede & Poorani, 2007), and internet teaching and IT technologies (Luftman, et al., 2004). Apprenticeship training (More, 1982), technology substitution (Coombs, 1985; Cavestro, 1989), interpersonal training (Baum, 2002), on-the-job training (Odgers & Baum, 2001), designing annual training plans, devising training objectives and documenting training records (Huang, 2001). Similarly, Smith (1995) advocated that building of employees' skills would boost up the confidence and performance of employees because employees

perceive such practices as a sign of organizational support which in-turn promote the organizational commitment.

Furthermore, a study conducted in Taiwan, on employees of Hsinchu Science-based Industrial Park found that because of absences of training and development programs, employees were not satisfied and left their organization. They further suggested that having training practices in place enhances the employees' retention. Hence, it can be concluded from the study that presences of training practices substantiate the employees' retention and better performance.

Competency development practices refer to organizational investment for the development of skills of employees through job rotation and encouraging them to apply their new skills in performing job (Tremblay et al., 1997). On-the-job training refers to the training activities which improve the job related skills of employees and organizations provide and conduct in-house job specific training for the new employees (House, 1998). Professional training refers to the various professional development activities offered by an organization to improve their employees' knowledge and skills. Employees are provided with opportunities to attend the management training and development courses in educational institutions, and sending employees to the seminars conducted outside of the organization, and providing the tuition reimbursement (Gardner et al., 2011). Duration of training refers to the formal time provided by the organization for training activities (Gardner et al., 2011). Career development training represents the organization's clear path and employees are clear about their future and future responsibilities (Caplan et al., 1980).

Luftman et al. (2004) found that information technologies skills can help an organization in an achieving competitive edge. They emphasized that organization should include and use information technologies skills properly as part of organizational strategy.

Moreover, provision of such skills enhancing practices are the building blocks to make employees feel the job-related skills fit towards meaningful work.

Literature review recommends that above mentioned practices enhance employees' skills which results in lowering turnover intentions. Based on similar attributes and characteristics of these practices (as they increase employees' skills) a bundle of HR practice namely, skills enhancing practices have been developed for this research study.

2.12 Motivation and Turnover Intentions

Empirical researches revealed negative relationship between turnover intentions and motivation. "Motivational factors" play an important role to quit or not to quit the job (Maertz & Griffeth, 2004). Motivational factors lead to the satisfaction of financial and other material wishes along with the feelings of being an integral part and having a socially good position in the organization. Likewise, Richer et al. (2002) conducted a study, in which 490 alumni participated from a school of administration to assess the different components of motivational factors and found a negative relationship between motivation and turnover intentions at work.

Explaining the reward based system, Bamberger and Meshoulam (2000) revealed that reward based systems can significantly affect employees' intentions to stay with the same organization. Likewise, MacDuffie (1995) conducted a comprehensive study to investigate the link between high performance work practices and firms' outcome. He sampled approximately one thousand firms and concluded that HR practices significantly impact the turnover and productivity. Furthermore, he advocated that reward based system can affect the employee performance and retention.

Maroudas et al. (2008) carried out a study on the hotel industry of Greece. They explored the job related motivators in luxury hotels and found that motivation had

negative relationship with turnover intentions. Such motivational factors or motivation enhancing practices direct, shape and motivate the behavioral outcomes of employees which result in better organizational performance and reduces turnover intentions. Same is advocated by Vetrakova and Mazuchova (2015) who studied the modelling of process of work motivation in hotels and they argued that motivational factors play an important role in employees' satisfaction, high work performance and employees' retention in the hotel industry.

Furthermore, in explaining the motivation enhancing practices the Gardner et al. (2011) investigated the three HR practices in order to reduce the turnover intentions of employees. For their study, they collected a data from 20 top HR managers and 1748 employees from 93 different job groups and found that motivation enhancing practices had significant negative impact on turnover intentions of employees. Likewise, Guest (1997) noted that motivation enhancing practices (appraisal, reward and job security) had a significant negative relationship with turnover intentions. Another study by Tahir et al. (2011) which investigated the intrinsic and extrinsic motivation factors in banking sector of Pakistan, found a positive relationship of motivation with employee retention and employee engagement. They emphasized that availability of motivational factors led to retention and better work performance. Similarly, another study by DiPietro and Condly (2007) investigated the impact of motivation on turnover intentions in hotel industry and found that motivation had negative association with turnover intentions. They further argued that hotel management should incorporate the motivational factors in their strategic HR practices because it played an important role in reducing turnover intentions in hotel industry. Likewise, Sajjad et al. (2013) conducted a similar study to investigate influence of motivation on turnover intentions of employees in the telecom sector of Pakistan and found that motivation was a significant predictor of reducing turnover intentions.

Therefore, based on the above, the hypothesis is:

H1b: There is a negative relationship between motivation enhancing practices and turnover intentions.

2.13 Empowerment and Turnover Intentions

Empirical researches characterized the negative impact of empowerment on turnover intentions of employees. Ingersoll (2001) explored the role of empowerment, the teacher input in decision making process, and found that failure of giving input by teachers in decision making led to turnover of teachers. The study showed a negative association between empowerment (participation in decision making) and turnover intentions. This result clearly stated that absence of empowerment practice led to turnover of employees'. Likewise, Kim (2005) found that there is a negative relationship between empowerment (in the form of participation) and turnover intentions. Similarly, Hancer and George (2003) investigated the role of empowerment and advocated that empowerment practices had positive relationship with organizational performance and productivity. In the same context, another study by Burke et al. (2009) argued that empowerment had a negative relationship with turnover intentions in the manufacturing industry in China. Other study also found that empowerment practices reduce turnover intentions (Arthur, 1994). Another study by Grissom (2012) on a nationwide sample of 6,300 public schools to investigate effect of the participation in decision making process (form of empowerment) and employee level outcomes. He found a significant impact of participation on decision making process on employee level outcome and those who are involved in decision making process are less likely to leave the organization.

Moynihan and Landuyt (2008) portrayed that there was a negative relationship between empowerment and turnover intentions correspondingly by using data of state government employees with a sample of 34,668 employees. Similarly, Kim and Stoner

(2008) conducted a study on social workers in the state of California with a sample of 346 social workers out of 1500 social workers. They argued that job autonomy may lead to positive work related outcomes and found a negative relationship between empowerment (in the form of job autonomy) and turnover intentions of employees. They further concluded that absence of job autonomy led to turnover intentions and high role stress. Likewise, Zhang and Agarwal (2009) investigated the role of HR practices (empowerment, psychological contract fulfillment and communication), mediating role of organizational justices and turnover intentions. They found that empowerment had a negative relationship on turnover intentions. Similarly, Yang and Lee (2009) investigated the role of empowerment and job enrichment on turnover intentions. The study conducted in USA on employees of government organizations, using data of General Social Survey (GSS). They argued that empowered employees were satisfied with their job and there was less chance of them quitting the organization. They found a negative relationship between empowerment and turnover intentions. Similarly, Seibert et al. (2011) conducted a study on integrated model to investigate the antecedents and consequences of empowerment. They advocated that empowerment is strongly related to employees' positive outcomes which included organizational commitment, job satisfaction and negatively related to employees' turnover intentions. Similarly, Islam et al. (2014) carried out a study in the Malaysian banking and insurance industry with the sample size of 412. They found a strong negative significant effect of empowerment on turnover intentions of employees. They argued that organization can reduce employees' turnover by providing learning culture and empowering employees. In the same way, Erturk and Vurgum (2015) stated while using data of IT professional in Turkey from private companies that empowerment negatively related to turnover intentions. Likewise, another study by Ifikhar et al. (2016) in Pakistan on Hattar industry, received a participants of 410 employees. They examined the role of empowerment on turnover intentions and they

found a negative relationship between empowerment and turnover intentions. They further argued that empowering employees not only reduced turnover intentions but also enhanced the affective commitment of employees which had a positive impact on overall organization growth and productivity.

Therefore, based on the above, the hypothesis is

H2b: There is a negative relationship between empowerment enhancing practices and turnover intentions.

2.14 Skills Enhancing and Turnover Intentions

Skills enhancing are important as company invest in employee development increases organizational commitment and lowers down turnover intentions of employees (Hall & Moss, 1998; Steel et al., 2002; Woodruffe, 1999; Hsu et al., 2003). Training practices increase chances of promotion within an organization and in an external labour market (Butler & Waldrop, 2001). Due to availability of only a few promotional and training opportunities availability, employees feel lower growth and development and it leads to an increase in the turnover intentions of high performing employees (Allen et al., 2003; Steel et al., 2002). Different studies have confirmed training is considered as an important factor and received much recognition in human resource practices that it may result in increasing job satisfaction and which in-turn lowers down turnover intentions (Nouri & Parker, 2013; Grace & Khalsa, 2003; Rosser, 2004).

It is a commonly held view that organizations that implement different training and development practices may face low turnover of employees. A study conducted in Pakistan by Anis et al. (2011) using a data of corporate sector with a sample size of 330 participants. They argued that training practices led to employees' retention. Furthermore, they also found that compensation after receiving training practices led to employees'

retention. Training practices represent the management's strong commitment to build strong and long lasting relationship with employees, which in turn result in increased retention of employees and lowered turnover intentions (Samuel & Chipunza, 2009). In such a dynamic competitive environment, skills enhancing practices is the key in supporting employees to gain new knowledge and skills to perform their job as per standard performance. An organization may adopt and implement different human resource practices but skills enhancing practices play an important role in building high commitment and reducing turnover intentions. Training and development practices lead to improvement in commitment, one's ability, support and direct employees towards long term career and better performance at work (Bryant & Allen, 2013; Pare & Trembley, 2007; Jaw & Liu, 2004).

Furthermore, Martin (2003) advocated that organizations implementing the training practices to enhance the existing skills and competencies of employees experience lower turnover intentions as compared to the organizations which are not implementing training practices. Chiang et al. (2005) investigated the impact of training on turnover intentions of managers in hotel industry. They found that training had negative indirect effect on turnover intentions through job satisfaction. They further recommended that management of hotels ought to come up with the right match of training practices and need to focus on building proper training programs/practices. A study conducted by Costen and Salazar (2011) in USA in hotel industry, advocated that training programs lead to employees' satisfaction which in turn result in reducing turnover intentions. They further mentioned that training and development programs make employees more loyal towards job and organization. The same is evident by Choi and Dickson (2009) who advocated that in hotel industry, management training programs results in more satisfied employees' which tend to stay with the organization for longer period.

Different researchers have found negative relationship between turnover intentions and training practices. Moreover, different researches have been conducted on skills enhancing practices such as benefits of training, impact and effectiveness of training on job as well as on job satisfaction and retention of employees (Owens, 2006; Sohail et al., 2011; Santos & Stuart, 2003).

However, there are some empirical researches which have indicated no or negligible impact of training programs on turnover intentions of employees. Different researchers and scholars have argued that skills enhancing or training practices may actually cause employee turnover as such practices increase employee marketability (Haines et al., 2010). Similarly, investing in training programs may actually increase employee turnover instead of benefitting organizations because such employees are head hunted by competitors. This causes reluctance among organizations to implement and invest in training programs which led to localization plans of many multinationals, aggravating shortages of skilled managers in China (Wong & Law, 1999). Different researchers illustrated that training practices enhance employees' value which can lead to employee turnover intentions because they think that they can easily get other opportunities in the market, further added that concluded that more qualified and skilled employees are more likely to quit their job and organization (Haines et al., 2010; Moynihan & Pandey, 2007; Way, 2002). Similarly, on the same note some other studies depicted no substantial relation between training and turnover intentions (Shaw et al., 1998; Batt et al., 2002).

In order to investigate the association between training programs and turnover intentions of employees, some researchers undertook a study on three different organizations (telecommunication, trucking organization, and manufacturing plants) and found no significant impact of employees training on turnover and found no evidence of

reduced turnover intentions (Shaw et al., 1998; Batt et al., 2002; Lincoln & Kalleberg, 1996).

Most of the literature discussed till now has been focused on developed countries. It is essential to investigate such relations in the context of Malaysia, which is an Asian developing country.

Therefore, based on the above, the hypothesis is:

H3b: There is a negative relationship between skills enhancing practices and turnover intentions.

2.15 Talent Engagement and Dimensions

Talent engagement is the practice that initiates the engagement process of employees towards their job/work and their retention in organization (Kular et al., 2008; Saks, 2006; Bux, 2012). The talent engagement is akin to employee engagement. This term emphasized on engaging employees in their work in a way that leads to high performance and their retention in the organization for longer period. The concept of engaged employee was first discussed by William Kahn in 1990 in his paper in the Academy of Management Journal. In Academic literature, Kahn was the first one who introduced the definition for engagement in his ethnographic study and discussed personal engagement and disengagement at work. He came up with an idea that individuals could be “fully personally engaged” in their job by concentrating and putting cognitive and emotional power in performing their role. Since then, there have been substantial amount of research in psychology field to further explore and explain the meaning as well as the importance of engagement (Wollard & Shuck, 2011).

Kahn initiated with work of Goffman (1961) who came with proposition that “people attachment and detachment to their role varies.” (Kahn 1990, p. 694). Even though Kahn

postulated that the center of attention of work of Goffman's was on brief face to face encounters, whereas further concepts and elaboration was required to fit organizational life.

Kahn (1990, p. 964) postulated the engagement as "harnessing of organization members, sleeves to their work roles in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performance." Further, the term personal disengagement represents "the upcoming of selves from work roles in disengagement, people withdraw and defined themselves physically, cognitively, or emotionally during role performance." In another words, since employees are identified with organization that is why they work hard in doing their work. According to Kahn, the engagement is considered as to have positive influence on outcomes, which is on both levels, first at individual level which is personal development and growth and another at organizational level which is performance (Hakanen & Schaufeli, 2012). Kahn (1990) demonstrated engagement in three facets which are physical, cognitive and emotional, all the three triggered to create an engaged state. Some of empirical evidences support this conceptualization (May et al., 2004; Rich et al., 2010, Bux, 2012). Furthermore, Kahn argued that employing oneself while performing a role is an effort, however, articulating oneself is creativity. He went on making an assumption that employees' perceptions cause the conditions in which employees make decision whether to engage or disengage and that is mediated by the work context. He mentioned that such conditions which influence engagement are the; safety, meaningfulness, and availability. Kahn concluded from his work that when employees are not engaged then they would not connect with their assigned roles and withdraw themselves. Because, engagement refers to physically and psychologically present while performing and occupying the organizational role.

Based on Kahn's (1990) engagement definition, Rich et al. (2010) postulated that engaged employees invest their heart, hands and head in performing their role. Kahn (1990) terms the definition of engagement as multidimensional motivational concepts that comprise individual's full and complete own self while performing his/her role (Rich et al., 2010).

Another definition of engagement in the literature has its roots in job burnout according to (Maslach et al., 2001), which defines engagement as a positive or an opposite antithesis of burnout. Further, engagement is described by involvement, efficacy and energy which are directly opposite to burnout dimensions which are cynicism, exhaustion and inefficacy. Thus, burnout has the characteristic of eroding the engagement with one's job (Maslach et al., 2001). Furthermore, another definition by Bakker and Demerouti (2008, p. 188) that "engaged employees have high levels of energy and are enthusiastic about their work and are often fully immersed in their work so that time flies." Consequently, different researchers made efforts to illustrate that engagement is different unique construct by comparing it to other constructs (Saks & Gruman, 2014).

Christian et al. (2011) explained the difference among engagement, organizational commitment and job satisfaction and job involvement. He described that job satisfaction is an attitude about one's job or job situation while the organizational commitment refers to an emotional attachment to one's organization. On the other hand, job involvement refers that it is the degree to which one's job is central to one's identity and consider it to be higher order motivational construct. According to the literature review done by some of the researchers (Christian et al., 2011; Saks, 2008) and they classified three common distinctiveness of engagement: (1) A psychological association with performing the tasks, (2) Own investment of personal resources in job and (3) it's a state rather than a trait.

According to Schaufeli et al. (2002, p. 74) engagement as “a positive fulfilling work related state of mind that is characterized by vigor, dedication and absorption.” Furthermore, same opinion was reiterated by another study by stating that employees who are engaged are often found with intentions to stay and to continue work with the same organization and they demonstrate dedication to work (May et al., 2004).

According to Rutledge (2009, p.78) engagement is as “a state of being that grows the employee, lift the employees to the next level, energizes and galvanize, as well as align and catapults the employees.” This shares the thoughts of Jamrog (2004) and Kahn (1992). In addition, Feather (2007) demonstrates that the more investment in training and programs can lead to enhance engagement that ultimately results into business success. She found that the organization can obtain more advantage by recognizing the value of employee engagement as to make human capital function as part of a strategy, through this way human capital turns out to be strategic function.

Talent engagement is similar to employee engagement whereby employees are given meaningful work and their choice to perform in a best way which further result in better work performance and inclination to stay with the organization. This study suggests that the more engaged employees would have higher strong bond to an organization and this behavioral course could very well associate with the social exchange theory (SET) as suggested by Saks (2006).

While the notion about employee engagement in the Asian-pacific region is not too high, the report indicated that workers who are energetically and preoccupied in jobs are twenty-nine percent (White, 2008). These findings are in accordance with Crabtree (2005) who claimed that employees who are engaged are more interested to do their work and they have deep association with organization. Further, Crabtree reports that the engaged employees believe that they have positive influence on organizational performance. His

calculated ratios between the positive engaged employees and their positive influence on the following were: cost of their job 68%, customer services 72% and on organizational product 84%. Moreover, Hay Group (2002) recorded that organization whose employees are engaged their productivity went up by 43percent. Same is evident by the Ryan and Deci (2000) suggested that productivity directly related to employee engagement. In addition, the prime factor is the organizational environment pave way for development of employee engagement which drives the human capital in best way.

The study by Rutledge (2009) advocated that employee engagement clearly drove organization to gain competitive advantage and the trigger of engagement is within every employee. He concluded from his study that employee engagement is the three states of individual mind and presence of employee's engagement can be ascertained from the three states of minds "I want to do this; I am dedicated to the success of this; and I love doing this." Here the first phrase represents the attraction, the second state of mind represents the state of commitment while the third state of mind represents the fascination. The author illustrated it further by stating that employee engagement is not about job satisfaction. Moreover, he emphasized that job itself is not an engaging factor for employees, instead it is the employment experiences are the engaging factors. The author went on describing the employment experiences are the job processes which is "how" to perform certain things which are not part of the job content which is "What" to do. Rutledge advocated that such job processes will lead to development of employee engagement. So engaged employees portray more inclined behavior towards organization. Thus, verifying Saks (2006) proposition that social exchange theory properly illustrates the employee engagement. Furthermore, Saks (2006) indicated that in academic sense the engagement is distinct and unique construct which focusing the role performance through, emotional, cognitive and behavioral components. Therefore, this

research study, it proposes that talent engagement has two types: job engagement and organization engagement.

According to Saks (2006) talent engagement dimensions are:

- 1) Job engagement; and
- 2) Organization engagement

The concept of engagement as role related (Kahn, 1990; Rothbard, 2001), it shows the extent to which an individual is psychologically present while performing his role in a particular organizational. The two most dominant roles for most organizational members are their work role which is noted as job engagement and their role as a member of an organization which is referred as organization engagement (Saks, 2006). In this research study, the talent engagement concept is used in parallel with employees' engagement. Therefore, engagement of talents can be viewed in two perspectives. So the model explicitly acknowledges the idea of Saks (2006) describing engagement in two parts by including both job and organization engagement. Likewise, Rothbard (2001) argued that employees have multiple roles same are evident by May et al. (2004) they support the notion that employees have multiple roles, so they emphasized that engagement should be examined in multiple roles within organization.

Similarly, Towers Perrin (2003) argued that employee engagement can be in the form of employee's extra time and efforts to execute the work with intellectual thoughts and energy. Likewise, Hewitt Associates (2005) illustrated the employee engagement in three ways the employee Say, Stay and Strive in favor of organization. By "say" it means to be a promoter of organization to employees and customers. By "stay" it refers to inclination to be a member of this organization and by "strive" it symbolizes that the employee would go beyond a norm to contribute to the organization in achieving the goals. Similarly,

Schaufeli et al. (2006) found the evidence that work engagement which is characterized by dedication, absorption and vigour had negative relationship with burnout. Moreover, Rothbard (2001) described engagement as employee psychologically presence in the form of two important elements while performing the role. Such elements are attention and absorption. He further illustrated that attention refers to available cognitively and pondering about his/her role, while absorption indicates the extent to which employee's focus his/her on role. Hewitt Associates (2011, p.3) which is consulting group advocated the difference between commitment and engagement and mentioned that commitment refers to "the extent to which people want to contribute to business success" while engagement indicates as "to extent to which people will act and intervene to improve business results." According to survey conducting by Towers Perrin talent report in 2003, showed that not all employees are engaged. In this survey 40,000 employees were assessed and the survey reported that 64% of employees were found to be moderately engaged, 17% highly engaged and 19% were disengaged. The senior executives level employees were found to be more engaged followed by non-managerial employees.

The rationale behind why engagement has received much attention is in dual role of increasing the organizational performance and individual role (Harter et al., 2002; Bakker & Schaufeli, 2008), so the relationship between employee and employer have remained a subject of debate in human resource management. As advocated by Cappelli (2008) and Harro & Miller (2009) that younger employees are found to be more job engaged than organization engaged so therefore importance should be given to job engagement and organization engagement as they are two different constructs. This will encourage employees to remain with the organization for longer period. Further employees will respond positively if they are provided resources, benefits and skills (Saks, 2006). It is important to establish the distinction among engagement, commitment and job satisfaction. Maslach et al. (2001) conducted a study and clearly stated that job

engagement is different from job satisfaction and commitment. A study by Steers (1977) advocated that commitment is the extent of identification of individual with organization. In the same way, Saks (2006) advocated that organizational commitment denotes to individual attachment and attitude towards their organization however, engagement according to Saks (2006, p. 602) refers to “the degree to which an individual is attentive and absorbed in the performance of their roles.” While, the job satisfaction represents the extent of contentment and need of fulfilment by source of work (Maslach et al., 2001).

From these discussions, this study can assume that in talent engaging process there is an impact of micro and macro perspective. The macro perspective or organization perspective can be in the form of equipping employees with right tools, proper workplace and the resources, while the micro perspective or individual perspective can be in form individual’s efforts in developing meaningful connection with work and secure future in the organization. So, the more employees are engaged the more they are going to perform better. This indicates that when employees feel that they are performing something valuable and important work, perceiving real meaning of work and performing with more attention. Saks (2006) distinguished between the between job engagement and organization engagement, despite of its multidimensional approach, it has hardly been taken up by researchers. Moreover, the findings of the study Saks (2006) showed that job engagement and organization engagement have different implications. Furthermore, there are explanations which indicate that employee engagement needs to be understood in two particular perspectives. So in the context of talent engagement, this study agrees with the suggestion of Saks (2006) to investigate this concept in two perspective i-e job engagement and organization engagement.

2.16 Mediating role of Talent Engagement between HR Practices and Turnover Intentions

In the context of this research study, talent engagement is taken as a managing talented employees with discretionary efforts because when talented employees' (managerial level) believed that they are provided with the proper motivation, empowerment and skills enhancing practices by their organization, then employees' would reciprocate to perform in best possible way to contribute and to add value to the performance of their organization. Moreover, talent engagement as indicated by Ryan and Dec (2000) directly relates to value of working relationships with superiors, peers and subordinates. In the same way, it has also been noted that a significant factor for talent engagement is the interpersonal skills in manager, who advocates and coaches employee (Baumruk, 2004). Similarly, various studies explored a positive relation between HR practices and engagement (Appelbaum et al., 2000; Huselid, 1995; Nishii & Wright, 2008). Furthermore, Appelbaum (2000) conducted a study in order to find the impact of HR practices on engagement and revealed that HR practices enhance the employees' engagement in form of discretionary efforts which indicates that employees' would go extra mile to contribute towards organizational goals. They further argued that engaged employees' apply themselves fully, their energy and determined regarding their job because HR practices can impact the employees' attitude such as discretionary effort.

Human resource managers endeavor to attain employee engagement by giving rewards, recognition of employee's effort, harnessing relationships, giving opportunities to excel, inducing leadership qualities and providing a friendly environment. The HR practitioners accept that it is the engagement which basically trigger the employee's thinking about his/her job and how in what organization treats him/her. The proper utilization of HR practices can build the engagement and it is the engagement intensity which will lead to retention of employees' in the same organization or will lead to join

the competitors (Ram & Prabhakar, 2011). Moreover, Seijts and Crim (2006) conducted a literature review on employee engagement and stated that employee engagement can be triggered by such factors; control over job, connect, congratulations or recognition, contribution, conveyance of expectation, clarity in communication, career advancement, collaboration between employees, confidence in organization and credibility in leaders/supervisors'. Such ten 'C' factors are crucial in attracting and retaining talented employees. In the same way, Lockwood (2007) advocated that HR practices must create a work environment which develop engagement and retain their employees'. Likewise, Xanthopoulou et al. (2009) argued that job resources have positive effect on engagement. In the same light, Vance (2006) presented a job performance model and further elaborated that employer practices lead to enhance employees' engagement. He argued that organizational HR practices directly effect the performance and the level of employees' engagement. Development Dimensions International (DDI, 2005) mentioned that five things lead to development of employees' engagement and these are: empowerment, align efforts with organizational strategy, encourage and promote the collaboration and teamwork, assist employees' to grow and develop and provision of recognition and support through appreciation. Similarly, The Towers Perrin Talent Report (2003) described top ten drivers of engagement and top three drivers among these top ten are; management's interest in employees wellbeing, decision making authority and challenging work. Same is evident by CIPD (2006) they conducted a survey in Great Britain among 2000 employees' to investigate the top driver of employee's engagement and they found that communication was a top driver of enhancing employee's engagement. They advocated that employees' who are informed about organizational activities and organizational related things are more engaged towards their organization.

In the same way, various studies advocated and showed a significant relationship between turnover intentions and engagement (Halbesleben & Wheeler, 2008; Saks,

2006). Moreover, Harter et al. (2002) advocated that engagement is closely associated with job outcomes such as turnover intentions. They further elaborated that the relation between engagement and turnover intentions is negative. Same are the views of De Lange et al. (2008) they mentioned that engaged employees are less expected to leave the organization more likely to stay with organization because they find their job meaningful and consume all of their energy and efforts in their job and organization as they feel part of the organization. Furthermore, the importance of job characteristics and availability of relevant skills to perform it, are the pushing factors to enhance engagement and reduce turnover intentions. Similarly, availability and possessing of right skills to perform job role not only instigates the employees to perform job role well but also enhance the job engagement which results in better employees' performance even beyond expectations.

Studies related to high performance HRM practices through engagement broadly based on social exchange theory, which suggests that engagement would enhance with the availability of meaningful work and positive work environment because employees would consider themselves as part of organization (Alfes et al., 2010). Empirical evidences have shown the link between HR practices, engagement and their outcomes, moreover, engaged employees' employ themselves fully while performing their roles (Macey & Schneider, 2008). To drive the employees' engagement, proper attention must be given to engagement strategies (Mehta & Mehta, 2013).

Literature so far has established the link of engagement with HR practices and turnover intentions and some of the studies have demonstrated the mediating role of engagement between different HR practices and turnover intentions (Halbesleben & Wheeler, 2008; Macey & Schneider, 2008; Salanova & Schaufeli, 2008; Salanova et al., 2005; Juhdi & Hansaram, 2013; Kumar, 2012; Korunka et al., 2009; Higgs, 2007; Memon et al., 2015; De Villiers & Stander, 2011; Bhatnagar, 2012; Van Schalkwyk et al., 2010; Stander &

Rothmann, 2010; Bhattacharya, et al., 2009; Andrew & Sofian, 2012; Noordin & Jusoff, 2009; Beukes, 2015; Memon et al., 2015). Very few studies have paid attention to the mediating role of engagement between bundle of HR practices and turnover intentions and more particularly the two dimensions of the engagement. Furthermore, some of the work related to employee engagement investigated by various researchers and among them who investigated the mediating effect are discussed further. Like, relationship of job resource and turnover intentions was mediated by work engagement (Schaufeli et al., 2004). Furthermore, job engagement is also important and can be used as tool to reduce turnover intentions (Hallberg & Schaufeli, 2006). Likewise, study by Alfes et al. (2013) found engagement acts as a mediator between the HRM practices and extra role behavior and withdrawal behavior. Hence, the importance of employee engagement in any organization cannot be neglected or overlooked. Likewise, Juhdi et al. (2013) also revealed that organization engagement mediated relationship between motivation and turnover intention. Similarly, another study by Rich et al. (2010) on 245 employees of firefighters. They found mediating relationship of engagement between HR practices (POS, Core self-evaluation, value congruence) and task performance and OCBs. Likewise, Karatepe (2013) found that job engagement acted as a mediator between high work performance practices (empowerment, rewards and training) and extra role customer service and job performance. Similarly, Sattar et al. (2015) also found a mediating role of work engagement between HR practices (rewards, empowerment and training) and employees' performance outcomes. Similarly, another study conducted in Malaysia by Bux & Tay (2010) in order to retain the talented employees' in different government owned companies. They found a mediating relationship of job engagement between empowerment and intentions to stay. Likewise, Maslach et al. (2001) found that a significant mediating effect between empowerment and intention to stay as

organizational engagement is strongly influenced by organizational characteristics such as empowerment.

Bhattacharya et al. (2009) found a mediating relationship of job engagement between skill and turnover intentions. Another study conducted by Juhdi et al. (2013) also found a mediating relationship of job engagement between skill and turnover intentions. Similarly, another study by De Klerk and Stander (2014) in South Africa, found the mediating role of engagement between empowerment and turnover intentions. They argued that engaged employees' led organization to gain competitive edge. They recommended that organization must focus on empowering and developing employees' engagement which in turn would lead to better employees' retention. They concluded from their study that when employees' feel their inputs are valued and contributing in an organization, their level of engagement increase and which ultimately translate in staying with organization for a longer period.

The turnover intention ultimately leads to the actual turnover (Mobley, 1977). Turnover intentions are negatively associated with engagement which portrays that employee with high engagement will not think of quitting job. Likewise, Saks (2006) illustrated that engagement was positively and directly related to the job satisfaction and negatively related to turnover intentions. Similarly, Ngobeni and Bezuidenhout (2011) advocated that employee with high engagement will be more committed and will stay with the organization for longer period. In the same context, Jones and Wilson (2009) explained that engagement shows the employee 'association with the workplace.

Engagement builds a stronger employee's identification with job which ultimately make a hard for employee to disengage himself from the role and quit the organization (Jorgensen, 2005; Koyuncu et al., 2006). In the same way, a study conducted on nurses of Malaysia illustrated that proper utilization of HR practices had reduced turnover

intentions (Alam & Mohammad, 2010). Similarly, other researchers also reiterated this notion and concluded that work practices such as employee engagement, employee participation and total quality management be combined as they consequently reduce turnover intentions (Cho et al., 2006). Likewise, study by Al-Tit and Hunitie (2015) in Jordan using data of 238 employees to investigate HR practices (career growth opportunities, employee communication, rewards and recognition, corporate social responsibility, feedback and monitoring, work motivation, empowerment) and job satisfaction. They found a mediating relationship between HR practices and job satisfaction. They mentioned that satisfied employees display more willingness to contribute to the organization and which ultimately results in reducing turnover intentions. Similarly, Chughtai (2013) investigated mediating role of engagement and his analysis revealed that engagement had mediated relationship between HR practices and turnover intentions. He further revealed that HR practices assist in building employees' engagement which enhance their retention with organization.

Following the preceding discussion. It is important to investigate the mediating role of talent engagement in two dimensions with three specific selected HR practices overall and individual HR practice (motivation enhancing, empowerment enhancing and skills enhancing), in order to reduce the turnover intentions of employees'. This study will not only extend the results of previous studies but will also explore the in-depth analysis which has not been explored together before.

In a summary, the researcher posits the following hypotheses:

H2a: Job engagement mediates the relationship between HR Practices and turnover intention.

H3a: Organization engagement mediates the relationship between HR Practices and turnover intentions.

H4b: Job engagement mediates the relationship between motivation enhancing practices and turnover intentions.

H5b: Organization engagement mediates the relationship between motivation enhancing practices and turnover intentions.

H7b: Job engagement mediates the relationship between empowerment enhancing practices and turnover intentions.

H8b: Organization engagement mediates the relationship between empowerment enhancing practices and turnover intentions.

H10b: Job engagement mediates the relationship between skills enhancing practices and turnover intentions.

H11b: Organization engagement mediates the relationship between skills enhancing practices and turnover intentions.

2.17 Affective Commitment

In order to gain competitive edge in today's dynamic and competitive world, the role of employees' commitment is very crucial and needs to be given proper attention by organizations (Mohsan et al., 2011). In the workplace literature, the use of word commitment started in the middle of twentieth century. By 1960s, the concept of commitment was identified by Becker (1960, p.33) which he defined it as "consistent lines of activity". In decade 1970 to 1980, the researchers started considering commitment as an attitudinal perspective. By this he meant how individual relate and identify themselves to the commitment target. In the same light, Mowday et al. (1979, p.604)

defined commitment as “the strength of an individual’s identification with and involvement in a particular organization.” Hall et al. (1970) argued that it is the process of assimilating and integrating the organizational and individual goals. Furthermore, research scholars started to elaborate the concept and tried to relate it with other concepts such as turnover, loyalty mentioned in his book by Ross et al. (2009). In addition, Porter et al. (1974) developed a tool which was consisted of 15 questions to assess the organizational commitment. It was called as organizational commitment questionnaire. Further, the concept of commitment was further assessed by researchers in two decades from 1980 to 2000, they further described that commitment could be built towards different targets such as work/job, leader, team unions, organizations career. Meyer and Allen (1991) developed a Three Component Model (TCM). They conceptualized the construct into three components: affective, continuance and Normative. This three-component model is important tool to investigate the concept of commitment and it is extensively acknowledged and accepted by research scholars. According to them, the first component is affective commitment which refers to the emotional attachment to the organization. Meyer and Allen (1991, p. 67) defined affective commitment as “individual’s emotional attachment with the working organization, emotionally attached individual’s do not think to leave their organization because they want to continue with it.” Further, employees’ with sound affective commitment are more inclined to be a member of an organization because they want to be. It can be inferred that it is the degree to which individual identifies with and involve in organization. Second component is continuance commitment which refers to the employee’s attachment to the organization because of the cost related to suspension of membership of an organization. Employee with high level of continuance commitment would stay with organization because he/she necessitate to be. This type form commitment is based on the investment accumulated over a period of time, so the employee’s compare the benefits and cost to decide to

continue membership with same organization. While the third component is the normative commitment which refers to attachment of employee's to the organization based on moral and ethical imperatives as obligation. Employees with sound sense of this type of commitment would stay with organization for longer period because they think they ought to be. Similarly, Mowday et al. (1982) described organizational commitment into three components as:

- 1) Strong belief in the organization's value and goals.
- 2) Willingness to put effort into the organization.
- 3) Willingness to be with the organization.

Commitment considered as psychological bond between individual and organization (Meyer & Herscovitch, 2001). The importance of investigating the individual's attitudes is rapidly growing and its effect on turnover behavior. On the same note, Cohen (1993) and Meyer et al. (2002) argued that particularly affective commitment is major component among the other kind of organizational commitment. Roots of conceptualization of organizational commitment goes back to Becker's (1960) notion of "side bets" and today, organizational commitment and more particularly the affective commitment is understood as a "psychological bond" between the employee and employer (Meyer & Allen 1997, p. 14). Organization shape the behavior of committed employee and this behavior includes pursuing employees to carry out courses of actions that benefit the organizational goal and objectives and protecting the organization assets. In this context, some researchers explained that continued employment result in shaping the attitude and behavior committed employees (Meyer & Allen, 1997; Mowday et al., 1982; Meyer & Herscovitch, 2001). Similarly, Mowday (1999) advocated that organization needs to understand the process of employees' commitment because it will benefit the both employees' and employers. A study conducted by the Mowday et al.

(1979) described that commitment can be simultaneously a behavioral and psychological/attitudinal concept. Furthermore, they argued that commitment is an attitude which shows a state in which individuals are involved and identify themselves with organizational goals and itself. Furthermore, to be a member of organization to assist in achieving organizational goals. In a nutshell, the attitudinal and behavioral commitment the emphasis is the employees' consideration towards their link and relationship with organization. Affective commitment is widely accepted dimension of commitment (Allen & Meyer, 1990) and much importance have been given to it because it related to the emotional attachment to the organization and found to be strongest and most consistent predictor of positive organizational outcomes and reduces turnover intentions (Mathieu & Zajac, 1990; Iverson, 1996; Wasti, 2003). Moreover, the Solinger et al. (2008) mentioned that affective commitment must be seen as organizational commitment. In addition, a study conducted by Gautam et al. (2001) investigated the role of organizational commitment and found that most significant predictor of turnover intentions was affective commitment as compare to continues and normative commitment. In the light of these considerations, this study includes the role of affective commitment on the relationship between HR practices and turnover intentions.

2.18 Mediating Role of Affective Commitment between HR Practices and Turnover Intentions

As stated in above section that role of affective commitment is crucial in reducing the turnover intentions. Now some of the empirical evidences are presented in this section. Various studies investigated the mediating role of affective commitment for example (Suliman, 2002; Freund, 2005; Spector, 1997; Netemeyer et al., 1995; Tompson & Werner, 1997; Clugston, 2000). On the same note, Thatcher et al. (2006) undertook a study and found the mediating effect of commitment between intrinsic work motivation and turnover intentions. Alike, various researchers have investigated the impact of

motivation on turnover intentions for example Richer et al. (2002) and found negative indirect and direct impact of motivation on turnover intentions (Dysvik & Kuvaas, 2010). Similarly, studies revealed that employees with high level of commitment are more likely to remain with organization (Abii et al., 2013; Mathieu & Zajac, 1990). Another study by McElroy et al. (2001) found that training practices led to develop employees' commitment towards the organization because employees' believe that organization valued them and invested in them. Similarly, Gould-Williams (2003) conducted a study in UK with sample size of 191 employees with a response rate of 65.2%. They found a significant impact of HR practices on employees' commitment. Furthermore, a study by Gardner et al. (2011) in USA with the sample of 1748 employees and found that HR practices lead to development of affective commitment and in-turn it reduces turnover intentions. Likewise, Imran and Ahmad (2012) examined the influence of HR practices on commitment in Pakistan with sample size of 600 employees and found a positive association between HR practices and commitment while negative association with turnover intentions. A study conducted by March and Simon's (1958) advocated in individual level model of turnover process that employees compare their benefits of peer relationship, status, wages they receive from organization with their contribution in organization. Furthermore, they argued that when the actual or expected contribution of employees exceed from the level of their benefits then it leads to turnover of employees. They conclude that the main driver of this is the employee's attitude towards the organization and the job. They further advocated that poor attitude leads to high estimates of costs of contributions and overturn the estimated value of benefits which results in decision of quitting of organization.

Another study conducted by Joarder et al. (2011) analyzed the dimensions of human resource practices that may reduce the turnover intentions among faculty members of private university in Bangladesh. The analysis of this study revealed that out of six HR

practices, three practices were found to be highly significant and negatively related to turnover intentions. This study also found the mediating role of affective commitment between HR practices and turnover intentions. Another study by Galletta et al. (2011) investigated the mediating role affective commitment in a hospital with a sample size of 442 nurses and found a mediating role of affective commitment between HR practices and turnover intentions. They advocated that intrinsically motivated employees develop a feeling of belonging and a sense of identification with organization which consequently reduced the turnover intentions. Likewise, Richer et al. (2002) carried out a study to investigate the indirect effect of motivation on turnover intentions through affective commitment and found a significant mediating role of affective commitment between motivation and turnover intentions. Moreover, Agarwala (2003) investigated the influence of HR practices on employees' commitment. He collected data from seven organizations with 422 executives and managerial level employees and found that commitment had a mediated relationship between HR practices (skills enhancing) and turnover intentions. In the same context, Pare et al. (2001) investigated the mediating role of affective commitment between four HR practices and turnover intentions. They found a significant mediating effect of affective commitment between HR practices and turnover intentions. Their results demonstrated that affective commitment was high and statistically significant.

Likewise, study conducted in china by Newman et al. (2011) showed that training practices increase the affective commitment of employees which in-turn reduce turnover intentions. They collected data from 347 employees working in five different multinational companies in Chinese service sector. They argued that training practices was a tool to enhance employees' commitment particularly the affective commitment which ultimately reduced turnover intentions. They mentioned that the employees' consider themselves as an assets for organization that is why organization invests in them.

Similarly, Ahuja et al. (2007) postulated that lack of job autonomy increases turnover intentions and reduces organizational commitment. In the same context, researchers for example (Parker et al., 2001; Karim, 2010) found positive relationship between job autonomy and affective commitment and negative relationship with turnover intentions (Kim & Stoner, 2008). They concluded that employees with greater job autonomy and freedom at workplace will trigger a sense of attachment with organization and will reduce the turnover intentions. Similarly, the same finding of another study by Ashar et al. (2013) which showed that affective commitment had positive relation with HR practices and significant negative relation on turnover intentions. Another interesting similar study conducted by Nawaz and Pangil (2016) which investigated the mediating role of affective commitment between six HR practices and turnover intentions and found that affective commitment significantly mediated the relationship between HR practices and turnover intentions. They argued that presences of proper HR practices enhanced attachment of employees towards organization which resulted in lowering down the turnover intentions. Likewise, study by Juhdi et al. (2013) explored the mediating effect of engagement and organizational commitment between HR practices and turnover intentions. Their findings suggested that organizational commitment significantly mediated the relationship of HR practices and turnover intentions.

Keeping in view the above empirical evidences in summary, the researcher posits that:

H4a: Affective commitment mediates the relationship between HR Practices and Turnover Intentions.

H6b: Affective commitment mediates the relationship between motivation enhancing practices and turnover intentions.

H9b: Affective commitment mediates the relationship between empowerment enhancing practices and turnover intentions.

HI2b: Affective commitment mediates the relationship between skills enhancing practices and turnover intention.

2.19 Importance of HR Practices in Hotel Industry

In the tourism and hospitality industry human resource is often seen as one of most important driver and assets. In tourism and hospitality sector, human element is crucial in gaining competitive advantage, organizational performance and the customer satisfaction, service quality, loyalty. Furthermore, this notion is recognized by models, theories and empirical studies in hospitality literatures.

Human resource practices like recruitment, selection, training and development, retention, evaluation, performance appraisal and labor management relations are considered key elements in an organization. In order to fill up available vacancies, organization needs to recruit the right people to deliver the quality service (Hayes & Ninemeie, 2009). In hotels, establishing an organized human resource department is imperative to maintain consistency. Moreover, the human resource department serves as a link between top management and lower level employees. It is important to set clear principles and directions and ensure the appropriate execution of these principles of HRM. In the hotel industry, there is a stiff competition and every organization seeks methods to gain competitive edge through quality service. In service sector the quality services are competitive edge and preference by customers because that quality makes sure the customer return to the same organization (Kandampully et al., 2001). In this context, the management of hotels need to emphasized on quality of work as its survivability and competitiveness depends on the employees work quality, behavior and attitude at workplace.

Hospitality industry is service based industry. Services are intangible as they are produced and consumed simultaneously mostly on service provider place with the presences of customers. Because of these characteristics, service are made tangible in the form of attitude, behavior, appearance and pleasing personality, hence this way employees themselves becomes part of the product which represents the organization (Hartline & Jones, 1996). Service quality and customer satisfaction all depends on the employees, so these are reasons why employees are more important and have a vital role in the success of an organization and its survivability (Schneider, 2004; Bitner, Booms & Tetrault, 1990).

In hospitality industry, the success of the hotels are dependent on the quality of employees and their caliber, how they deal with customer and how they themselves are dealt by management to achieve the organization goals and objectives (Berger & Ghei, 1995; Nankervis & Debrah, 1995). In order to be competitive, hotels management need to implement the appropriate HR practices to recruit, select, train and retain their employees.

However, hotel industry is regularly facing high employee turnover, which leads to the disruption of operations and productivity and brings additional cost to the organization for recruiting new employees advertising and training programs to new employees (Hom & Griffeth, 1995) Losing employees are costly as hotels incur considerable investment on employees' development (Becker & Walsh, 1991).

Another study conducted by Walker and Miller (2009) which estimated turnover and advocated that turnover ranges from 60% to 300% annually compared to 34.7% in manufacturing industry. Likewise, another study undertook by Pizam and Thornburg (2000) to investigate the HR practices to reduce the turnover intentions, they found that personal and work related combinations were the factors that affected employee turnover,

while other related factors were hourly salary status, job satisfaction, job expectation, pay and benefits. In the same context, some researchers mentioned that managing employees in hotel industry has become challenge (Kapoor & Solomon, 2011; Singh et al., 2007). In the light of growing importance attached to the employees, the management of hotels needs to change the traditional management practices and introduce the strategies which include the right selection of HR practices to build human capital. Hence, it is important for hotels management to develop and implement human resource practices in order to reduce turnover intentions.

2.20 HR Practices in Hotel Industry, Empirical Evidences

Many of empirical studies showed the negative impact of HR practices on turnover intentions of employees. Empirical studies revealed that hotels which are implementing the HR practices like empowering, orientation and training, fair pay and benefits are the leading ones and in order to be competitive in this dynamic environment hotels need to be selective in introducing HR practices (Lepak, et al., 2007; Guthrie, 2001; Pare & Tremblay, 2007). Such practices require continues employment and high investment to implement.

Many researchers mentioned the number of human resource practices for hospitality human resource managers to cope with the challenge of employees' turnover and staff issues (Nankervis, 2000; Wilton, 2006; Kusluvan et al., 2010). They advocated the "HR best practices" (Sun et al., 2007; Cho et al., 2006). These include training, management style, empowerment and fair pay (Kusluvan et al., 2010). Different studies have revealed that fair pay and perks also play key role in employees' retention (Kline & Hsieh, 2007; Nankervis, 200; Davidson et al., 2006). Moreover, motivation also play an important role in reducing turnover intentions in the hotel industry (DiPietro & Condly, 2007). Another study by Luo and Milne (2014) investigated the impact of HR practices in hotel industry

of New Zealand. They collected data from 184 hotels and 47 senior managers and found that impact of HR practices are well recognized by hotels management and it can be further enhanced by right selection of practices. Likewise, another study conducted in hotel industry of Sweden, they argued that human resource department is important to implement new HR practices and human resource properly (Young-Thelin & Boluk, 2012).

In a similar study by Nankervis (2000) advocated that in order to retain employees, recognition and attractive compensation packages whether monetary or non-monetary play a major role and these practices should be provided by hotels. Alike, Alonso and O'Neill (2009) illustrated that friendly practices like management style and kind supervision helps in retention and satisfaction of employees and ultimately reduces work stress. A study conducted in the hotel industry in which data was collected from four-star and five-star hotel employees in Australia. They argued that hotels need to adopt the proper HR practices in order to reduce turnover intentions of employees. They further argued that hotel industry faces turnover problem because not having proper retention strategy and proper HR practices in place (Davidson & Wang, 2011).

In order to investigate the factors that lead to the turnover intentions in hotel industry, various researchers conducted different studies and have identified these management practices that affect turnover intentions. Such are: training and development opportunities (Conrade et al., 1994; Hogan, 1992), organizational commitment (Denvir & McMahon, 1992), management style (Wheelhouse, 1989; Rowden, 1995), ad hoc recruitment and selection procedure (Wagner, 1991, Bonn & Forbringer, 1992) and stress and burnout (Home & Griffeth, 1995).

In order to deal with the movement of employees and their involvement in business units, workgroups and divisions, the organizations use different combination of human

resource practices. Number of researchers mentioned these different human resource practices as a system of practices (Becker & Garhart, 1996; Dyer & Reeves, 1995).

Concentrating on the human resource practices, various researchers advocated that human resource practices can be described along three common dimensions (Dyer & Holder, 1988; Delery, 1998; Gardner et al., 2001). The first dimension of these three HR practices is the skills enhancing practices. Investment in the skills enhancing practices is in an attempt to improve the skills, ability and knowledge of the employees. These practices include training, socializing and any other practices serve to enhance competences at workplace.

Second dimension of HR practices is the motivation enhancing practices. Investment in motivation enhancing practices is to motivate employee to put extra efforts, more focused behavior and creativity. These practices include performance management system, pay plans, performance based bonus, gain-sharing. While the third dimension is the empowerment enhancing practices. Investment in empowerment enhancing practices is to provide opportunities and empower the employees to participate in decision making related to work and organizational outcome. These practices include granting discretion, give authority on the job, opportunities to communicate within group and managers and information sharing related to production process and services. HR practices leads to develop the feeling of commitment. Eisenberger et al. (2001) illustrated that monetary and social rewards create the impression that organization cares for employees and which in-turn leads to the feelings of commitment.

These three HR practices are expected to positively influence commitment. Firstly, motivation enhancing practices like rewards and incentives practices trigger the positive feeling of valuation of efforts and leads to the enhancing commitment (Rhoades et al., 2001; Meyer & Allen, 1997). Similarly, another study conducted by Klein's (1987)

explained that extrinsic satisfaction model suggest that commitment can be increased by financial rewards.

Second, empowerment enhancing practices are expected to positively influence commitment. Organizations that are providing employees with opportunities to participate in decision making, information sharing build their perception of being valued by organization and their efforts are recognized which results more commitment towards the organization (Meyer & Herscovitch, 2001; Long, 1980; Arthur, 1994). Alike, Mathieu and Zajac (1990) explored that role ambiguity is negatively related to commitment, while Mowday et al. (1982) illustrated that rewards and incentives leads to desired behaviors and reduces role ambiguity and ultimately results in enhanced commitment.

Finally, the third, skills enhancing practices are expected to positively influence affective commitment. Investments in training programs show the organization value and recognition of employees current and future contribution and thus may result in better commitment (Tannenbaum et al., 1991; Meyer & Allen, 1997).

In the same context, another study by Lincoln and Kalleberg (1996) explained that training may enhance skills at workplace and reduce the role confusion and provide better future promotions which results in better commitment with an organization.

Till now various empirical studies like Steers (1997), Hom and Griffeth's (1995), Meyer et al. (2002) have shown the partial and full mediation effect of commitment between HR practices and turnover intentions.

2.21 Previously Developed Models in Literature

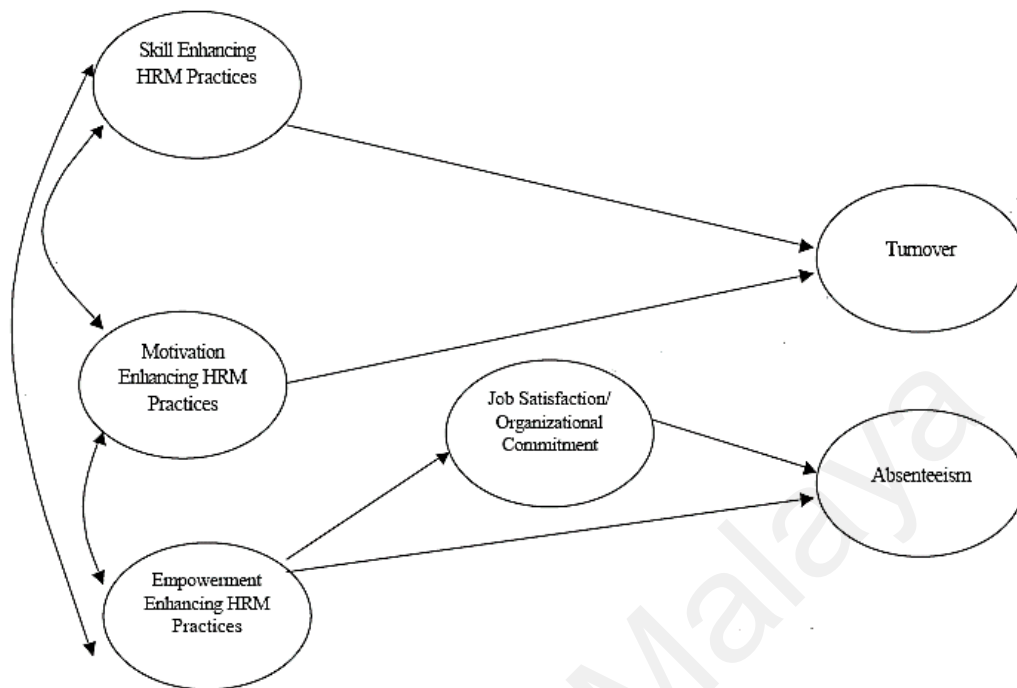


Figure 2.1: Previously Developed Model 1

Source: Gardner et al. (2001)

This is one of the prominent model developed by well-known researchers. In this model, the influence of three HR practices (Motivation, Empowerment and Skills enhancing practices) have been investigated to reduce the turnover and absenteeism. In this study, the independent variables are three HR practices (Motivation, Empowerment and Skills enhancing practices) with mediating effect of job satisfaction and organizational commitment on turnover intentions and absenteeism. In this model, the skills enhancing practices have direct influence on turnover. Similarly, motivation enhancing practices have direct influence on turnover, while the empowerment enhancing practices have an influence through mediating variables (job satisfaction and organizational commitment) on turnover and absenteeism. The model shows that motivation enhancing HRM practices have significant negative influence on turnover while the skills enhancing practices has positive relationship with turnover. Likewise, job

satisfaction and organizational commitment mediates the relationship between the turnover and empowerment enhancing practices.

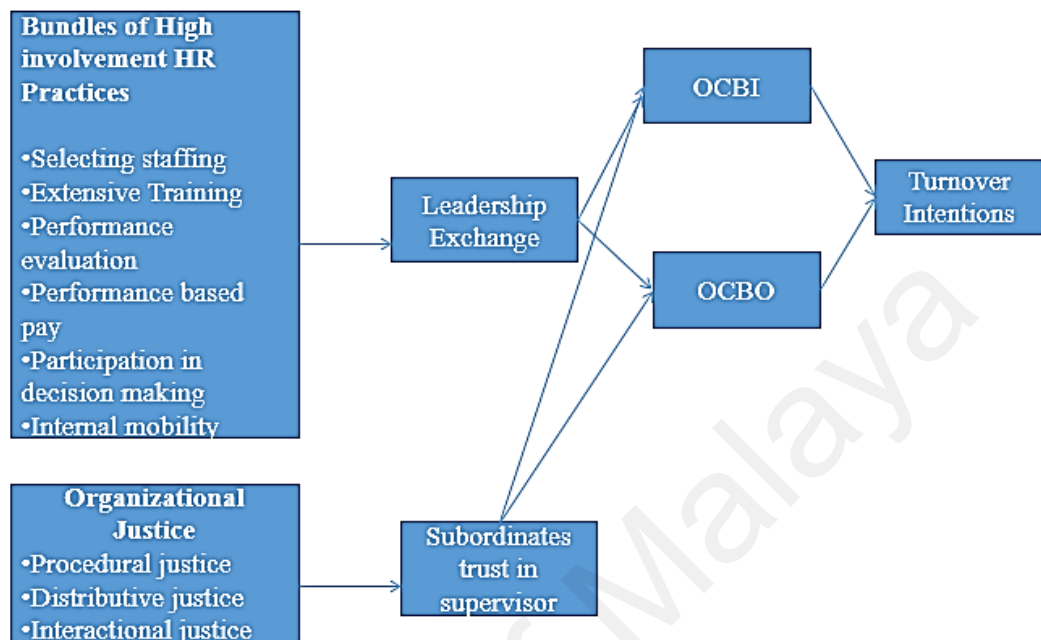


Figure 2.2: Previously Developed Model 2

Source: Wee (2010)

The second model, the researcher selected to discuss is developed for reducing turnover intentions. The study focused on the promoting of organizational citizenship behavior (OCB) among the employees of hotel industry. In this study, the researcher investigated the impact of bundle of HR practices on organizational citizenship behavior (OCB) to lower down the turnover intentions of the employees. The role of organizational justice were also investigated in this model to promote on organizational citizenship behavior (OCB) and to reduce the turnover intentions. In this model, different HR practices were taken to promote OCB in employees to reduce turnover intentions, those employees who's on organizational citizenship behavior (OCB) is more are less likely to quit the job and having low turnover intentions. The result of this study proved that HR Practices had influence on organizational citizenship behavior (OCB) and which further led to reducing turnover intentions.

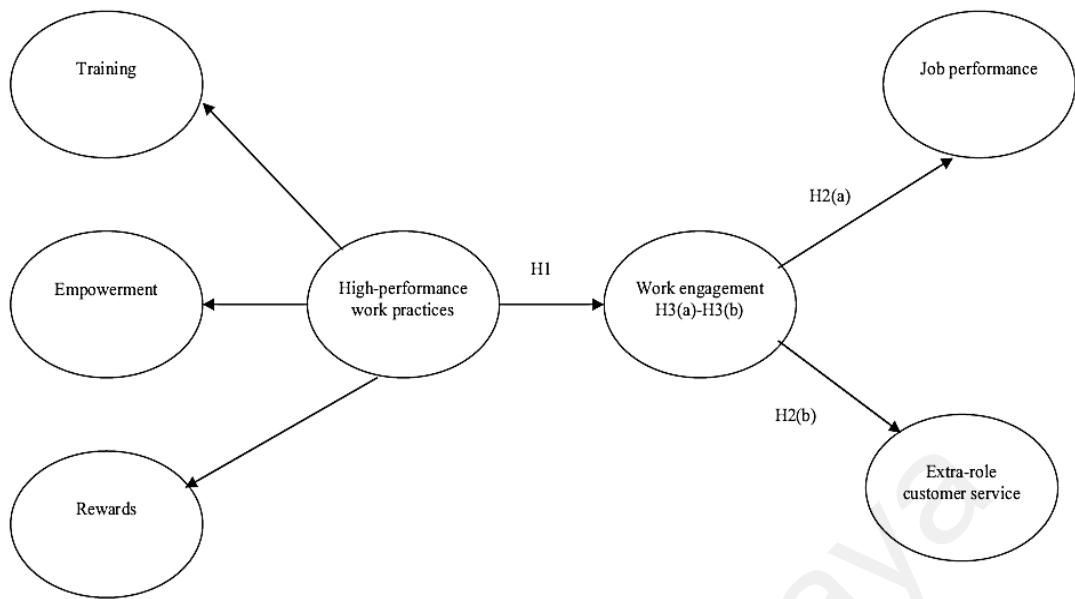


Figure 2.3: Previously Developed Model 3

Source: Karatepe (2013)

This third model is highly cited in the literature and the researcher is well known in academic world. This third model, the three HR practices had been taken in order to increase the job performance and extra role customer service. The work engagement had been used as mediator between high performance work practices and job performance and extra role customer service. The strength of the model is that it considered the three HR practices (empowerment, training and rewards) and also analyzed the mediating role of work engagement to promote the job performance and extra role customer service. While the weakness of this study is that it did not consider the engagement in two dimensions (job engagement and organization engagement) which has different implications on organizational performance and extra role customer service. Moreover, this study only taken one motivational construct (rewards) to promote engagement and job performance and extra role customer service. Another weakness is the absence of turnover intentions which also have adverse influence on job performance and extra role customer service. Similarly, the affective commitment is also missing in this model.

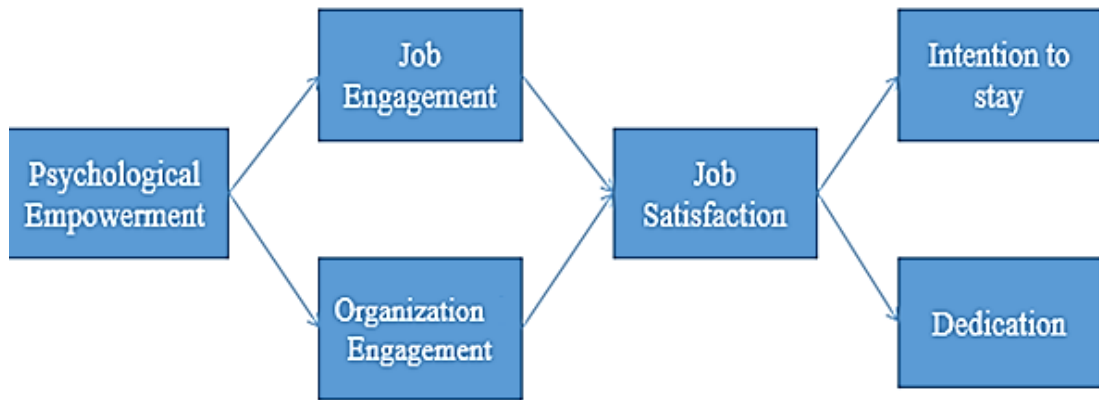


Figure 2.4: Previously Developed Model 4

Source: Bux (2012)

The fourth model is talent engagement model developed to enhance employees' satisfaction and retention. The strength of this model is that the researcher had taken engagement in two dimensions which are job engagement and organization engagement as in literature (Saks, 2006) called talent engagement. This study proved that job engagement and organization engagement are different constructs and having different implications and role, so the organization needs to consider the engagement in two dimensions as it plays very important role in retaining employees in the organization. In this study empowerment proved to be influential in satisfying and retaining the employees.

So the same talent engagement needs to be taken in two dimensions i.e. job engagement and organization engagement along with bundle of HR Practices to reduce the turnover intentions.

2.22 Derivation of the Framework

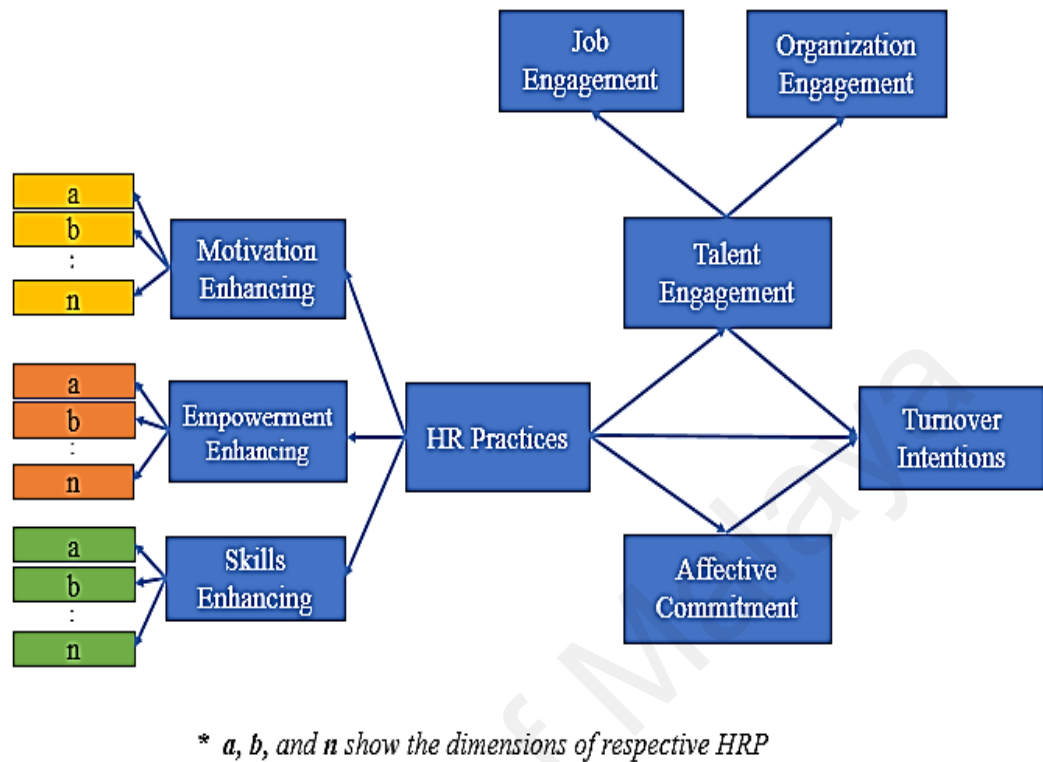


Figure 2.5: Derivation Conceptual Framework for Analyzing HR Practices and Turnover Intentions

The researcher discussed above four models among various models, however these models have several weaknesses for example in model 1, the researcher emphasized on the mediating role of organizational commitment between the HR practices i-e motivation enhancing practices, empowerment enhancing practices, skills enhancing practices and turnover but in the model, the researcher only examined the mediation role of organizational commitment between empowerment enhancing practices and turnover. The researcher did not examine the mediation effect of organizational commitment between motivation enhancing practices and turnover. Similarly, the mediation effect of organizational commitment between skills enhancing practices and turnover, which are also important practices in human resource practices. In model 2, the researcher examined the bundle of HR practices on turnover intentions through mediating effect of organizational citizenship behavior benefiting individuals (OCBI) and organizational

citizenship behavior benefiting organizations (OCBO), the researcher main influence was on the promoting the organizational citizenship behavior benefiting individuals (OCBI) role in reducing turnover intentions in hotel industry. In that model, the researcher did not pay attention to talent engagement, which plays a very important role in lower turnover intentions of employees as literature shows that employees engagement is very important in retaining the employees as it is considered as a binding force. Talent engagement which has taken in two dimensions i.e. job engagement and organization engagement keep employees intact with the organization. It refers that engagement is important factor in reducing the turnover intentions of the employees. Similarly, affective commitment which has a significant impact on employees' turnover intentions. Affective commitment is the emotionally attached to the organization, so when employees are emotional attach to the organization then they are less likely to quit the organization. The model did not consider the organizational commitment and more specifically the affective commitment, which can play important role in reducing turnover intentions. The result of their study showed that bundle of HR Practices had an influence on turnover intentions. Their relationship is mediating organizational citizenship behavior benefiting individuals (OCBI).

In the model 3, the researcher investigated the three HR practices (empowerment, training and rewards) on job performance and extra role customer service. Further, examined the mediating role of work engagement between high work performance practices and job performance and extra role customer service. However, the first weakness of that model is that it did not consider the engagement in two dimensions. Second weakness of the model is that it did not consider the role of affective commitment which is very important in the job performance and extra role customer service. Third weakness of the model is that it did not consider the role of turnover intentions which has direct impact on job and organizational performance and extra role customer service.

In the model 4, the researcher examined the influence of empowerment on intention to stay through mediating effect of talent engagement i.e. job engagement and organization engagement. The weakness in this model is that, the researcher used only one HR Practice (Empowerment) to enhance the talent engagement (job engagement and organization engagement), which resulted an in increased satisfaction and which further enhanced the intention to stay and dedication. The model also did not include affective commitment. The affective commitment plays an important role in reducing turnover intentions. The result of their study showed that talent engagement i.e. job engagement and organization engagement mediates the relationship between empowerment and intention to stay. This study also showed that two dimensions of the engagement i.e. job engagement and organization engagement has different implication and emphasized that engagement should be taken as in two dimensions.

Keeping in view the above discussion, every model has some underlying weaknesses. In present study, the model overcome these weaknesses by putting the three HR practices together along with talent engagement and affective commitment in attempt to reduce the turnover intentions. To the best of researcher knowledge, no previously study has combined these variables together in a way taking the engagement construct in two dimensions i.e. job engagement and organization engagement. This model has taken the three HR practices which consider to be the best combination of HR Practices (Delery, 1998; Gardner et al., 2001, 2011) along with new concept of talent engagement which is the extended term of engagement. The engagement is taken in two dimensions i.e. job engagement and organization engagement. In present model, researcher also included the affective commitment as discussed it has a significant influence in reducing the turnover intentions.

Against this backdrop, this analytical framework has been proposed which can be seen in Figure 2.5, where N variables indicate the dimensions of HR practices; while the appropriate number of dimensions would be selected by applying technique which is discussed in chapter 3. After identification of the appropriate dimensions of three HR practices then this analytical proposed model will be analyzed. This framework would investigate the overall HR practices and their impact and additionally, the individual effect of single HR practice on turnover intentions. This analytical framework overcomes the weaknesses of previously developed models by adding all the missing variables in one framework in an attempt to reduce the turnover intentions.

2.23 List of Hypothesis

Summary of Hypothesis Model 1

No	Research Hypothesis
H1a	There is a negative relationship between HR Practices and Turnover Intentions
H2a	Job engagement mediates the relationship between HR Practices and Turnover Intentions
H3a	Organization engagement mediates the relationship between HR Practices and Turnover Intentions
H4a	Affective commitment mediates the relationship between HR Practices and Turnover Intentions

Summary of Hypothesis Model 2

No	Research Hypothesis
H1b	There is a negative relationship between motivation enhancing practices and turnover intentions.
H2b	There is a negative relationship between empowerment enhancing practices and turnover intentions.
H3b	There is a negative relationship between skills enhancing practices and turnover intentions.
H4b	Job engagement mediates the relationship between motivation enhancing practices and Turnover Intentions
H5b	Organization engagement mediates the relationship between motivation enhancing practices and Turnover Intentions
H6b	Affective commitment mediates the relationship between motivation enhancing practices and Turnover Intentions
H7b	Job engagement mediates the relationship between empowerment enhancing practices and Turnover Intentions
H8b	Organization engagement mediates the relationship between empowerment enhancing practices and Turnover Intentions
H9b	Affective commitment mediates the relationship between empowerment enhancing practices and Turnover Intentions
H10b	Job engagement mediates the relationship between skills enhancing practices and Turnover Intentions
H11b	Organization engagement mediates the relationship between skills enhancing practices and Turnover Intentions
H12b	Affective commitment mediates the relationship between skills enhancing practices and Turnover Intentions

2.24 Summary

The chapter consists of seven parts, in first part from section 2.1 to 2.5 consists of a discussion on HR practices, the definition and different dimensions of HR practices and bundle of HR practices. The concluding part of this is to summarize the different dimensions of HR Practices and bundle of HR practices in hotel industry. The second part which starts from 2.6 to 2.7 highlights the relationship between HR practices and turnover intentions from theoretical and empirical perspective, so this part illustrates the link between the HR practices and turnover intentions. In third part, section 2.8, it sheds light on HR practices in Asian Context. In the fourth part, sections from 2.9 to 2.14 elaborate the three HR practices i-e motivation, empowerment and skills enhancing practices and

their relation with turnover intentions. In the fifth part, section from 2.15 to 2.18, illustrates the role of talent engagement and its dimensions, and the link of HR practices and affective commitment in turnover intentions. In the sixth part, which is section 2.19, discusses importance of HR practices in hotel industry and empirical evidences in hotel industry. Final and seventh part, which is from sections 2.21 to 2.22 discuss the previously developed models and the derivation of conceptual framework from the past literature review.

University of Malaya

CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology employed for constructing scales to measure and analyze the bundle of HR Practices and turnover intentions relationship. The first part of this chapter reiterates the selection of relevant dimensions of the three HR practices and derivation of final version of conceptual framework which consists of dimensions of three HR practices and other variables of the study. Second part explains the criteria for selection of hotels for analysis. The next part discusses the development of questionnaire and for data collection from hotel industry. The last part briefly delineates SEM technique of estimation keeping in view conceptual framework of the study.

3.2 Selection of Dimensions of HR Practices

The primary aim of the study is to analyze how HR practices influence (directly and indirectly) turnover intentions. However, before reaching on to that proposed framework, it is important to choose the relevant dimensions of selected three HR practices. It is done to keep the study focused on its objectives. Literature describes a large number of HR practices, all of which may not be relevant to hotels and in the context of this study. Therefore, after searching extant scholastic work and seeking advice from three HR managers in hotels industry of Malaysia, three main HR practices are taken, further each of them has so many dimensions which needs to be short listed. In order to do that, firstly researcher listed the possible dimensions from empirical literature. This study summarized total 55 dimensions (factors) of these three HR practices after reviewing literature. Table 3.1 shows the HR practices and their dimensions. In order to choose the relevant one, a Likert scale questionnaire is developed (Appendix A) and sent to 80 managers in Malaysian hotels. Selection of the managers has been done on the basis of expert sampling. The next section details the procedure.

Table 3.1: Potential Dimensions

A) Motivation Enhancing Practices	Perception of control
Create learning environment	Delight customers by giving extra/unexpected services
Learning/Improvement focus	Autonomy
Motivating climate	C) Skills enhancing practices
Self-efficacy	Designing annual training plans
Performance feedback	On the job training
Mastery orientation	Interpersonal training
Salary and Perks	Documenting training records
Grouping	Apprenticeship training
Valuing of work	Assigning trainee as a member of task force
Employee recognition	Duration of training
Achievement goal orientation	Lectures
Task interest	Group discussion
Interesting work & appreciation	Different role playing
Outcome expectation	Competence development practices
Free choice behavior	Career development training
Self-reported interest	Internet teaching
Opportunities for advancement and development	Soft skills
Cooperative learning method	In-house job-specific training
Workload	Professional training
Goal orientation and attribution	
Job security	
Free-choice persistence	
B) Empowerment Enhancing Practices	
Sharing roles	
Self-Controlled working groups	
Participation in decision making	
Discretion over tasks	
Self-Management	
Grievances procedure	
Information sharing	
Structured but reactive empowerment decision	
Proactive empowerment	
Influence at work	
Innovation and Change	
Facilitate improvements	
Identify and solve process problems	
Communication	

Source: Compilation from various literature.

3.2.1 Expert Sampling

To select the appropriate dimensions of HR practices, researcher takes the experts' opinions. Researcher applied expert sampling which is a non-probability sampling technique in order to select the hotels experts. This technique is a sub-case of purposive sampling, in which researcher selects the experts based on his own experience. This process includes the sample of individual with some experience and expertise in a particular field (Guarte & Barrios, 2006). For a purpose of sample selection, a list of numbers of managers were obtained from HR department. After getting the list from HR department, the selection was carefully done through the criteria that all managers who have at least two years of experience are qualified to participate. Initially researcher contacted 80 HR managers, 58 of them agreed to respond.

3.2.2 Data Collection Instrument From Experts For The Preliminary Survey

Using the HR practices and its sub-dimensions from Table 3.1, the researcher developed the questionnaire for the preliminary survey, based on the Likert scale ranging from 1 to 3 (where 1 represents not important, 2 somewhat important and 3 important). Questionnaire was sent to HR managers of 10 Hotels to rate and identify the exclusion and inclusions of any dimensions of HR practices. Based on the feedback, some minor changes incorporated and questionnaire was then sent to experts through mail.

3.2.3 Criteria to Select Dimensions of HR Practices

For the selection of HRP dimensions, researcher computes the mean value of every dimension. This is done by the multiplying the percentage of the respondents of a category with its value and adding the resulting products. For instance, if 60% of the respondents rated variable A as not important, 30% somewhat important and 10% very important, then the mean value will be $1.5 = [(60\% \times 1) + (30\% \times 2) + (10\% \times 3)]$, where the values of 1,

2 and 3 represent “Not Important”, “Somewhat Important” and “Very Important” respectively. Mathematically, it can be written as;

$$MV = \%RNI * 1 + \%RSWI * 2 + \%RVI * 3$$

where; MV is the mean value; %RNI represents the percentage of the respondents who rated it as “not important” %RSWI represents the percentage of the respondents who rated it as “somewhat important”; %RVI represents the percentage of the respondents who rated it as “very important”.

After calculating the mean value of every dimension, then to select the relevant dimensions, a standard mean value is kept as the cut-off criteria. The average of the maximum and minimum mean value as the cut off criteria is chosen this entire procedure has been previously adopted by Tam and Tummala (2001) for the selection of the factors.

3.3 Conceptual Framework of HR Practices on Turnover Intentions

The updated version of conceptual framework appears in Figure 3.1 it shows relationship between HR practices and talent engagement and employee turnover intentions. In this analytical framework, researcher used the selected dimensions of HR practices. The selection of dimensions has been discussed in previously sections. This framework is guided and based on Social Exchange Theory and Self Determination Theory.

The framework illustrates the impact of HR practices on employee turnover intentions directly and as well as through mediating variables i.e. talent engagement (job engagement and organization engagement) and affective commitment. It explains three main relationships. Firstly, relationship which depicts the overall relationship of HR practices with employee turnover intentions. Secondly, relationship which depicts the overall HR practices and individual HR practice affecting employee turnover intentions

through mediating effect of talent engagement (job engagement and organization engagement). Thirdly, relationship which depicts the overall HR practices and individual HR practice affecting employee turnover intentions through mediating effect of affective commitment. The next section discussed all the variables in this framework in detail.

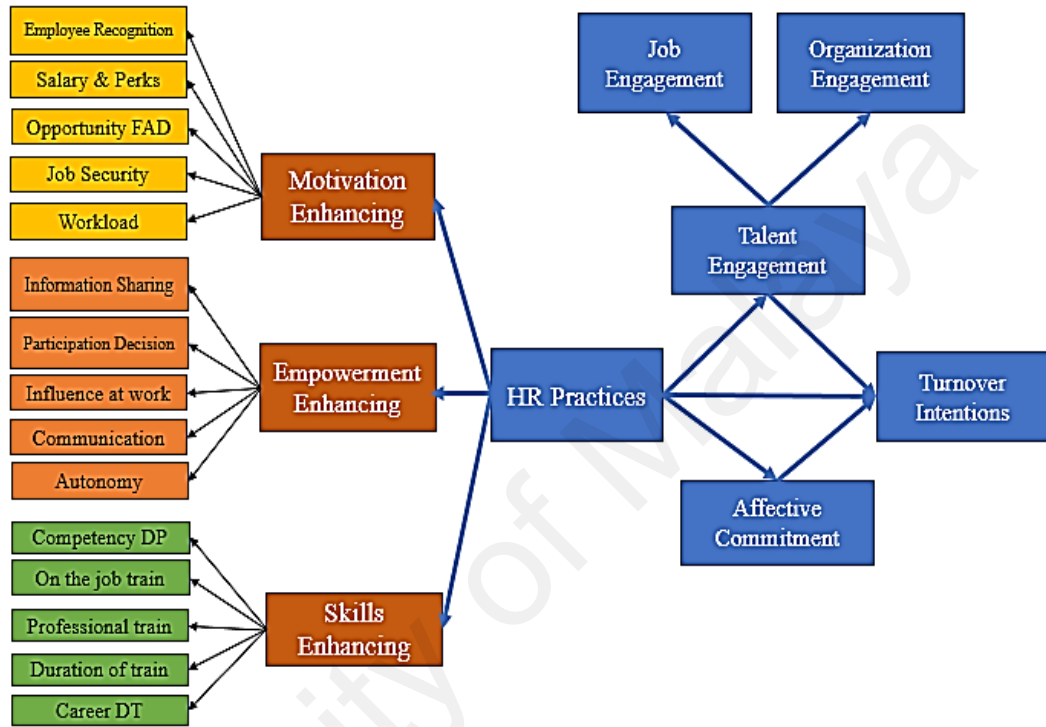


Figure 3.1: Conceptual Framework of the Study

3.3.1 Research Design

Research design is the plan, structure and strategy to carry out the study in order to get the answers for research questions which consists of whole scheme or pattern of the study (Kerlinger & Lee, 2000). In this study, the cross sectional survey research design is used. In order to analyze the association among the different variables such as institutions, organizations and communities, the survey research is used to get answers for non-experimental questions. There are many advantages of survey research. The first advantage is, with comparison to a big sample, it assists in collecting substantial representing information (Kerlinger, 1992). Secondly, for the purpose that sample is useful to generalize the results of a study, it makes sure that maximum unit of population

(Scandura & Williams, 2000). Additionally, literature suggests that study which collected information through survey is reliable as specification of instrument.

Collecting information regarding turnover intentions of employees is sensitive issue for employees. Furthermore, about HR practices, job engagement and organization engagement and affective commitment. So for data collection, the survey technique is more appropriate on such sensitive issue due to aforementioned constraint. In order to derive inferences from general results the survey technique for data collection from population through sample is appropriate (Creswell, 1994; Chisnall, 1992). Similarly, survey research is useful for big sample size (Hair et al., 2003). Moreover, data collection through research survey is easy to organize, less expensive and has quick response (Churchill, 1995; Sekaran, 2003; Zikmund, 2003).

On the other hand, Spector (1992) criticized this technique as its dependency on the provided details. Insufficient details, less control are among disadvantages of survey technique. In order to tackle the aforementioned drawbacks, Hair et al. (2003) recommendations have been incorporated.

3.3.2 Population and Sampling

The study focuses on middle and line managers, stratas were made of three-star, four-star and five-star hotels in Klang Valley, KL, Malaysia, registered under Malaysia Association Hotels (MAH, 2014). There are 135 hotels in Klang valley, KL, Malaysia in which three-star are 58, four-star are 35 and five-star are 42. In total 51 hotels were selected randomly and agreed to participate in the study. The number from each category has been taken based upon their proportion in the total population of hotels in Klang Valley. Out of 51 hotels, the number of three-stars hotels were 22, four-star were 13 and five-star were 16, based on proportion in population. Further, within each strata number of hotels were selected randomly from the directory of MAH 2014. While, number of

manager per hotel in each category was finalized after a survey of 15 hotels (5 from each category). Number of managers differ by three-star, four-star, and five-star hotels, where their number increases with star rating. On average the number of managers in each five-star hotels are 20, while in each four-star are 10 and in each three-star hotels are 5. This means that the number of managers in total participating three-star hotels are 110, in four-star 130, and in five-star hotels are 320, in total 560 managers.

Table 3.2: Number of Hotels

Hotels Star rating	Number of hotels	Sample of Hotels
3 star	58	22
4 star	35	13
5 star	42	16
Total	135	51

Source: Malaysia Association Hotels (MAH, 2014)

HR department distributed and collected the questionnaire from their respective managers. Different ways were used to pursue HR department to participate in this study. Letters, e-mails and follow up calls were made to explain the objectives of the research and its benefit. The filled questionnaires were collected from the HR department of hotels personally. The sample of letter can be seen in Appendix B.

Table 3.3: Population and Sampling of Hotels

Hotels Star rating	Number of hotels	Selected Hotels	Percentage
3 star	58	22	42
4 star	35	13	25
5 star	42	16	31
Total	135	51	100

Table 3.4: Sampling of Respondents

Hotels Star rating	Population of Managers	Sampling of Managers	Percentage
3	290	110	20
4	350	130	24

5	840	320	56
Total	1480	560	100

Table 3.5: Sampling of Respondents

Hotels Star rating	Questionnaire distributed	Questionnaire returned
3 star	112	91
4 star	135	95
5 star	313	239
Total	560	425

3.3.3 Construction of Data Collection Instrument

In social sciences, questionnaire is used widely for data collection. Keeping in view the nature and unavailability of data, this study developed a close-ended questionnaire (Appendix B). There are two major parts in the questionnaire; each part is further divided into sub-parts. Part-A covers the organization's demographic information such as hotel name, hotel star rating, and year established etc. Part-B of the questionnaire contains thirty-five quantitative questions related to six measures of Motivation enhancing practices. Part-C of questionnaire contains sixteen questions relevant to five Empowerment enhancing practices. Part-D of questionnaire contains twenty-three questions relevant to five Skills enhancing practices. Part-E of questionnaire contains eleven questions relevant to two talent engagement dimensions (job engagement and organization engagement). Part-F of questionnaire contains seven questions relevant to Affective commitment and eight questions relevant to turnover intentions.

3.3.4 Measurement of Variables

The identified dimensions of variables have been constructed on the basis of established definition in past literature and adopting measures of construct that have been validated by other studies. A total of 16 multidimensional constructs have been put to

represent HR Practices (motivation enhancing practices, empowerment enhancing practices and skill or training enhancing practices). All the items in Part-B, Part-C, Part-D, Part-E, Part-F have been measured by using five point Likert scale, where 1 representing strongly disagree to 5 for strongly agree. In Table 3.6, this study summarized the variables, dimension, number of measurement items and supporting literature for each variable.

Table 3.6: Measurement of Variables

Construct	Number of dimension	Number of items	Source(s)
Motivation Enhancing Practices	6	35	Tremblay et al. (1997), Gardner et al. (2011), Lawrence & Jordan (2009), Spector & Jex (1998), Akhtar et al. (2008), Isaksson, Hellgren & Pettersson (1998).
Empowerment Enhancing Practices	5	16	Lawler, Mohrman and Ledford (1992), Gardner et al. (2011), Spreitzer's (1995), Tremblay et al. (1997).
Skills Enhancing Practices	5	23	Tremblay et al. (1997), Kuvaas (2008), House's (1998), Akhtar et al. (2008), Gardner et al. (2011), Caplan et al. (1980), Wick and Leon (1993).
Talent Engagement	2	11	Saks (2006).
Affective Commitment	1	7	Meyer, Allen and Smith (1993).
Turnover Intentions	1	8	Farh et al. (1998); Kelloway et al. (1999).

3.3.5 Pre and Pilot Testing of Survey Questionnaire

The questionnaire was pretested by using three-fold techniques. First the questionnaires were sent to 30 human resource managers and two organizational development consultants working in hotel industry. After discussion and feedback, it helped in improving the appropriateness of questionnaire. Further in second stage that improved draft of questionnaire was sent to human resource managers to check for any irrelevant or ambiguous items. They were asked to comment and suggest if the questionnaire needs to be improved. Further, these professionals identified some points,

which were incorporated and questionnaire was further improved. In the third stage, based on their opinion, the questionnaire was sent to 10 hotels, in which there was no abnormality in the responses of the questionnaire and was deemed fit to use (Appendix D).

3.4 Methodology for Analyzing the Impact of HR Practices, Talent Engagement, Affective Commitment and Turnover Intentions Relationship

The objective of the research is to analyze the impact of HR practices on employee turnover intentions directly and through talent engagement and affective commitment. For this purpose, this study applies Statistical Package for the Social Science (SPSS) and Structural Equation Modeling (SEM).

3.4.1 Exploratory Factor Analysis (EFA)

All the dimensions that describe each of measures are first factor analyzed in order to define underlying structure among the variables before proceeding towards CFA. The independent variables of this study are subjected to exploratory factor analysis (EFA) through principle component analysis with varimax rotation to test their unidimensionality and as well as to select the structure of the components. Unidimensionality is essential to confirm that each measured variable relates to a single construct only. In unidimensionality construct, all cross loading are assumed to be zero, if not then validity of construct is lacking. According to Hair et al. (2006), unidimensionality measures must be present to ensure that there is a single underlying construct for each set of measured variable.

Principal component analysis is applied because it examines the total variance in the data (Malhotra, 2008). Furthermore, the author elaborated that the method of principle component analysis is important for prediction purpose as this method assists in summarizing the most of variance in minimum number of factors.

Communalities were analyzed in order to test the whether the variables meet the required level of explanations. This index shows the amount of variation in specific variable which is considered for factor solution. According to Hair et al. (2006) the accepted level is .50 for practical consideration.

Furthermore, a measure of sampling adequacy (MSA) is an index that is used to examine the appropriateness of the factor analysis in the study for a data. The acceptable value of MSA is .50, if value is lesser, then it means, it is not acceptable for factor analysis. The Kaiser-Meyer-Olkin (KMO) and a statistical test called Bartlett's test of sphericity, further reinforced the appropriateness of using factor analysis. Bartlett's test of sphericity is a test for overall significance of correlations within a correlation matrix (Hair et al., 2006). The Bartlett's test of sphericity must be significant at a significance value less than 0.05 (Leech et al., 2005). The acceptable KMO value should be greater than 0.7. While the eigenvalue shows the variation accounted for by one factor and it should be 1 or more (Hair et al., 1998). Details of EFA and CFA are further elaborated in chapter 4.

To analyze the HR practices on turnover intentions directly and through job engagement, organization engagement and affective commitment. SEM is used because SEM is a complete package of statistical techniques which is used to analyze the relationship among multiple variables simultaneously. The variables may be latent or observed constructs measured by multiple items. For SEM analysis two approaches have appeared namely component-based SEM and Covariance-based SEM. The first school developed around the concept by Karl Jorekog. It is the ability of Covariance-based SEM to check the validity of model being analyzed, if the sample size is bigger it works best, usually it requires 100 observations but the large number of observation are preferable

around 200. For analysis, mostly Maximum Likelihood Estimation (MLE) is used, however the ability of SEM is to apply other methods like Unweighted Least Squares (ULS), which depends on other conditions and normality of data. Component based, popular as PLS-SEM, have been developed around the concept by Herman Wold. There are two steps in this approach, first by Using the PLS algorithm, latent variables scores are computed and then for the estimating the Structural equation, the Ordinary Least Square (OLS) is applied on the LV scores. For small sample size Component-based SEM is best. The Component-based drawback is the inability of it to check the model validity. Having a sample size of 450, however, there are certain deficiencies in component-based SEM. In this research, the researcher used covariance based-SEM for analysis. Unless it specifies in the further discussion the term SEM will refer to Covariance based-Structural Equation Modelling.

3.4.2 Why Structural Equation Modelling?

SEM has appeared to be the best and powerful alternative because of the limitations in existing approaches for cause and effect analysis. Multiple linear regression analysis for an example, it has the ability to check and accommodate multiple dependent variables, the limitation is that, it is restrict in specifying the relationships between those variables. Additionally, a variable can only be independent or dependent variable simultaneously, not both, while SEM has the ability to put up both analytic situations at the same time (Awang, 2011).

The beauty of SEM is that, it generalizes and integrates two statistical approaches namely regression analysis and factor analysis. It combines econometric focus on prediction with a psychometric perspective on measurement. Using multiple observed variables as indicators of latent, unobserved concepts (Hoyle, 2012). Additionally, SEM

has the ability to cope with other issues of structural relationship among constructs and constructs measurement.

3.5 Steps in the SEM Analysis

Analysis in SEM is implemented in four main steps, namely, specification, estimation, evaluation, and interpretation and reporting (Hoyle, 2012). If the evaluated model is not fit, there is an additional step for model re-specification. Figure 3.2 explains each step and this methodology.

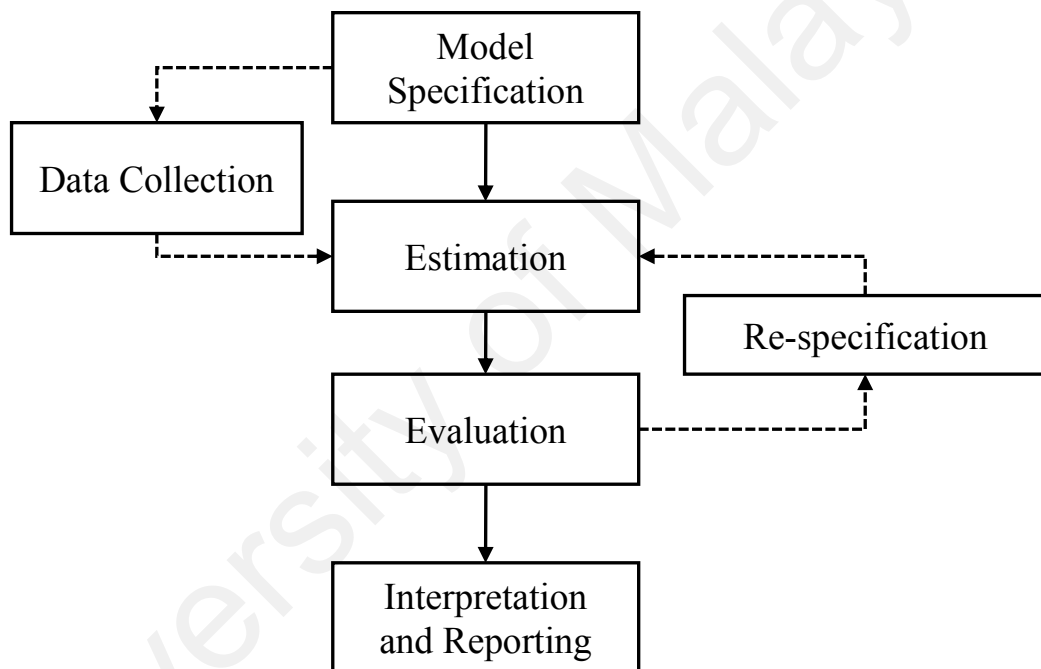


Figure 3.2: Steps in SEM analysis

3.5.1 Model Specification

Model specification is the first step in SEM analysis. The model is conceived from the past literature and the theory and other scholastic work and then specified in graphical form. It involves assigning the variables, their parameters' status and their relations in the model. In assigning, it involves to which variables to observe and which latent variables to include in the model. Soon after the decision of inclusion of latent and observed

constructs, then the researcher has to decide the nature and the relationships of the variables. Finally, parameters' status is specified in the model. Generally, parameters are fixed by the researcher through by setting specific value.

The study main objective is to find the impact of HR practices on employee turnover intentions. Whereas explained in previous section of this chapter, select bundle of these three HR practices was gauged by sixteen sub-dimensions of these variables.

The main objective is stripped in to three sub-objectives for the purpose of analysis. First, to find the relationship of bundle of HR practices with employee turnover intentions directly. Second, to investigate the effect of HR practices with employee turnover intentions through talent engagement. Thirdly, to analyze the impact of HR practices with employee turnover intentions through affective commitment. In this context, the researcher specified following models exhibited in Figure 3.3, and Figure 3.4. Researcher derived four hypotheses from model 1 and twelve hypotheses from model 2 (list of hypotheses appears in chapter 4).

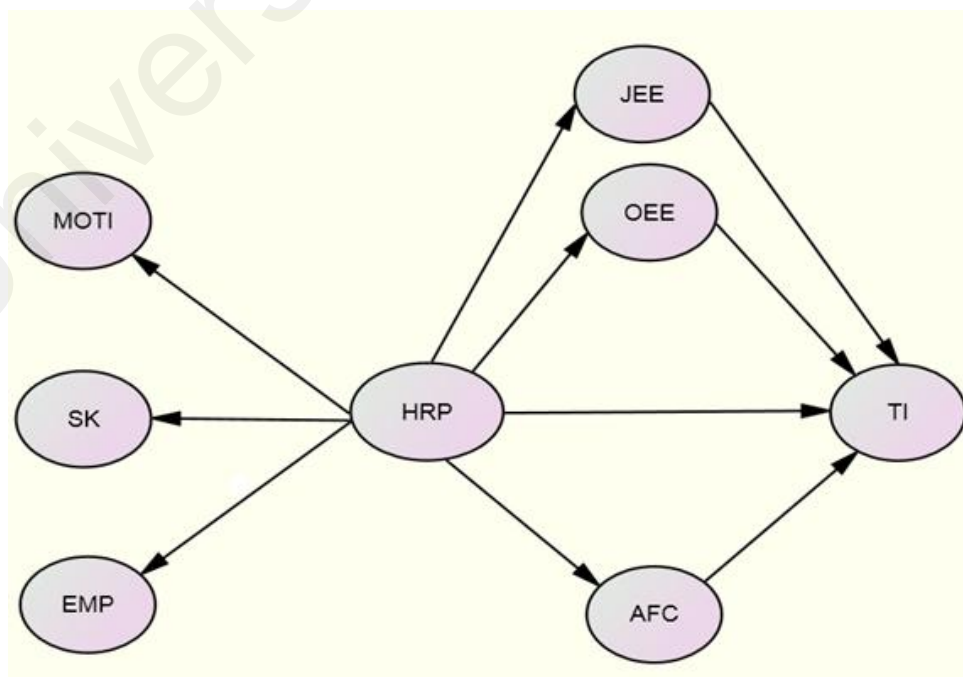


Figure 3.3: Model 1 Overall HR Practices and Turnover Intentions

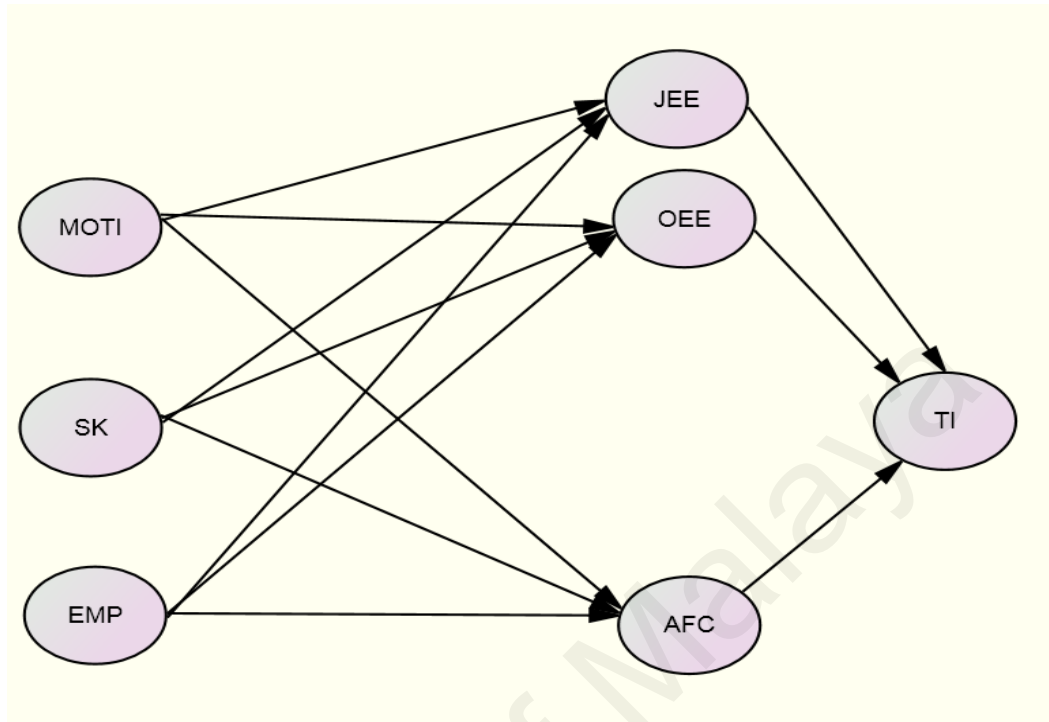


Figure 3.4: Model 2 Individual HR Practices and Turnover Intentions

The next step is to collect data for further analysis after specification. A discussion on variable construction, data collection instruments and sampling has been illustrated in section 3 of this chapter.

3.5.2 Model Estimation

Once model is specified and the relevant data is collected the next step is to analyze the model. SEM uses the Maximum Likelihood Estimation (MLE) to analyze the model. This approach provides unbiased results and is more efficient, provided the data has no issue of the multivariate normality. If data devoid the assumption of multivariate normality, other approaches for estimation can be used to analyze the structural model such as generalized least square (GLS), asymptotically distribution free (ADF) or weighted least square (WLS).

3.5.3 Model Evaluation

Model evaluation is done in two steps. In step one, for every latent construct measurement model is validated and in step-two, an appropriate structural model is formed in order to analyze the relationship, by combining measurement model to previously conceptualized relationships.

3.5.3.1 Validating The Measurement Models: Confirmatory Factor Analysis (CFA)

CFA is used to validate the measurement model for each construct. The main purpose of CFA is to establish the level to which set of measured items reflect the theoretical latent construct those items are designed for, which is construct validity. According to Hair et al. (2009) the main components namely discriminant validity, nomological validity, convergent validity and model goodness of fit for ascertaining the validity of construct. Moreover, the convergent validity is checked through Factor loading, Construct Reliability (CR) and Average Variance Extracted (AVE). Discriminate Validity is examined by comparing the AVE scores with correlation between two constructs. Whereas, model overall goodness of fit is examined through value of various indices. Literature on SEM recommends various indices to check the goodness of fit. As researchers are not an agreement on any single or composite indices to assess model fit (Maruyama, 1998) for this purpose researcher report multiple indices, which are frequently seen in scholastic work. According to Hair et al. (2006) to justify the results it is enough to report one incremental and one absolute index in addition to chi-square value and degree of freedom. Table 3.7 shows indices for measuring model fit. As noticed by Hair et al. (2006) sometime researchers ignore the theory in order to achieve better fit. The exercise of dropping number of construct to achieve fit is common, which sometime works in getting the good fit model but poorly specified model. Therefore, Hair et al. (2006) recommend factor loading as low as 0.50 is also acceptable.

Table 3.7: Measurement Indices

Index Name	Level of acceptance	Developed by
Chi-Square	$p > 0.05$	Hooper Coughlan and Mullen (2008), Cheung and Rensvold (2002)
Ratio Chi-Square/df	$CMIN/df < 5$	Marsh and Hocevar (1985)
Goodness of Fit Index (GFI)	$GFI > 0.90$	Bentler and Bonett (1980)
Comparative Fit Index (CFI)	$CFI > 0.90$	Bentler (1990)
Root Mean Square of Error approximation (RMSEA)	$RMSEA < 0.08$	Brown and Cudeck (1992)
Cronbach alpha	$CB\ alpha > 0.60$	Cronbach (1951)
Factor Loading	> 0.50	Hair et al. (2006)

3.5.3.2 Structural Model

To form structural model after measurement model validation, the measurement model is joined together according to the relationship from the theory, which previously conceptualized. This structural model not only tests structural relationships among variables and tests the theory but also examines the measurement relationships of indicators to constructs. In order to analyze the structural model, SEM uses Maximum Likelihood Estimation (MLE). This approach provides unbiased results and is more efficient, provided data holds the multivariate normality. If data voids the assumption of multivariate normality, other approaches for estimation can be used to analyze the structural model such as generalized least square (GLS), asymptotically distribution free (ADF) or weighted least square (WLS). For analysis, this research will use the maximum likelihood estimation (MLE). After getting results of ML estimation, first thing is to ascertain the fitness of overall model by analyzing the results of indices explained in

Table 3.7 it is essential to mention that if overall structural model lacks in goodness of fit, the results gained from the such model will be spurious.

3.5.4 Interpretation and Reporting

Obtaining the good model fit of structural model is not enough. To check and examine the relationships, the results of regression analysis (direct, indirect and total) is also very important. Results are used for testing the relationship among variables. Generally, the significance of sign, p-value and magnitude of beta coefficient is analyzed to test relationships. The appropriate value of p-value is less than or equal to 0.05 in social sciences.

3.6 Definition and Operationalization of Variables

In the preliminary survey, the researcher chooses three main HR practices and sixteen (16) sub-dimensions of HR practices. Before explaining the methodology, a brief elaboration of variable and their operationalization is essential. The proceeding sections explain variables of selected bundle of HR practices, employee turnover intentions and mediating variables and their way of operationalization.

Based on the literature and survey, this study has selected three variables to represent bundle of HR practices. Each of them is explained below.

3.6.1 Independent Variables: Motivation Enhancing Practices

The first prominent variable appears as a representative of HR practices, is motivation. As Mitchel (1982, p. 81) defined motivation as “those psychological process that cause arousal, direction and persistence of voluntary actions that are goal oriented.” Generally, types of motivation are two: intrinsic motivation and extrinsic motivation (Frey & Osterloh, 2002). It is considered an essential HR practices facet. Ample of empirical literature (e.g. Maertz & Griffeth, 2004; Richer et al., 2002; Bamberger & Meshoulam,

2000; MacDuffie, 1995) used it as indicator of HR Practices. So motivation enhancing practices are devised and designed to enhance the efforts and desirability of individuals to perform and achieve better (Gardner et al., 2011).

To gauge Motivation, its six dimensions are important. These are employee recognition, salary and perks, performance feedback, opportunities for advancement & development, work load, and job security.

3.6.1.1 Employee Recognition

It measures the degree of recognition or written recognition. Particularly, the use of different ways to recognize and appreciate employees in multiple tangible and intangible ways by their supervisors. Some of the items are for example, “in my work unit, employees receive written recognition from their supervisors.”

3.6.1.2 Salary and Perks

Salary is very important to attract and retain employee and it is considered to be very important in motivation enhancing practices. This study measures salary through collecting data by asking related questions to salary. For instance, presence of equitable salary, presence of salary that reflects standard of living and encourage better performance. Similarly, perks play an important role in effectiveness of motivation enhancing practices. Study measures perks by taking the data of employees to earn individual bonuses, group bonuses or pay raises for employees based on job performance.

3.6.1.3 Performance Feedback

In performance feedback, employee receives formal performance feedback on the job. Or it can be said that performance feedback is given to employees on their actual performance at workplace. Since this method is easy to perform and realistic so number of organizations use it. The study has quantified performance feedback through collecting

data by asking related questions to performance feedback e.g employees in this job regularly (at least once a year) receive a formal evaluation of their performance. Performance evaluation process is conducted at least once a year. The management has good communication with employees and frequently provides support and feedback on our work.

3.6.1.4 Opportunities for Advancement and Development

Opportunity for advancement and development refers to promotion to the higher position and attaining the career path by qualified employees. Data on opportunity for advancement and development is gathered by asking questions related to it, e.g. “qualified employees have the opportunity to be promoted to positions of greater pay and/or responsibility within the organization.” “Employees’ career aspirations within the organization are known by their immediate supervisors.”

3.6.1.5 Job Security

Job security refers to the feeling of secured and stays on the job by employees. In this research, study has measured it by asking questions related to it like, “Employees in the organization feel secured in their job” (or) “Employees can expect to stay in the organization for as long as they wish.”

3.6.1.6 Workload

It is very important to monitor the work load as it has direct link with motivation which leads to satisfaction and employee turnover intentions, this study has measured the workload through collecting data by asking questions related to workload. e.g “How often does your job leave you with little time to get things done?” “How often is there a great deal to be done?”

3.6.2 Empowerment Enhancing Practices

In academic literature, empowerment has been considered with diverse definition and multiple approaches (Heller et al., 1998). Empowerment discussed by Rappaport (1984) as to give authority in making decisions every day, workout and implementation of self-made judgments. To gauge empowerment enhancing practices, its five dimensions are important. These practices are participation in decision making, information sharing, and influence at work, communication and autonomy.

3.6.2.1 Information Sharing Practices

It refers to the information about organizational activities that employees are informed about what organization is doing. This study measures the information sharing by asking questions e.g. “Employees are regularly informed of future projects (e.g., new technologies, new major investments and acquisitions)”. “Employees are regularly informed about financial results.”

3.6.2.2 Participation in Decision Making

It depicts the role of employees in decision making process, they are empowered by allowing and participating them in decision making. In this research, it is operationalized by asking questions e.g. “Employees in this job are involved in formal participation processes such as quality-improvement groups, problem-solving groups, roundtable discussions, or suggestion systems” or “Employees’ opinion counts in departmental decision-making.”

3.6.2.3 Influence at Work

It illustrates how much the employee has a control and impact on his department and job. “How can employee influence the level of on-going work?” The study has measured it by asking questions like “Employees have a great deal of control over what happens in their department.”

3.6.2.4 Communication

Communication refers to the presences of formal communication process within an organization to inform employees about goals and objectives of the organization. This study has operationalized it by asking questions like “Employees in this job communicate with people in other departments to solve problems and meet deadlines”, or “Employees in this job receive formal organizational communication regarding operating performance.”

3.6.2.5 Autonomy

It refers to the freedom of will, self-rule, responsibility for one’s own behavior and the individual choice. Study has measured it by asking the question e.g. “Employees in work unit have much autonomy in project management”, “Employees are given great freedom for the organization of their work (e.g., work schedules).”

3.6.3 Skills Enhancing Practices

Skills enhancing practices are formed to advance the employees abilities, knowledge by developing skills of employees (Subramony, 2009). It is believed that skills enhancing practices impact on employees and studies show that investment in training practices may increase the perception of employees about their organization that they are valued by their organization as the organization invests in them so that they perform and contribute better which indicates the relatedness (Tannenbaum et al., 1991; Galunic & Anderson, 2000).

Skills enhancing practices or training may reduce confusion in role to be played and ultimately preparing them for future promotions, thus resulting in advanced competency (Pascale, 1985; Lincoln & Kalleberg, 1996).

To gauge skills enhancing practices or training practices, its five dimensions are important. Those practices are competence development practices, on the job training, professional training, duration of training and career development training.

3.6.3.1 Competence Development Practices

It refers to the improving of competency in employees by investing in them, by giving them opportunity to learn new and rotation of job to acquire new learning. Developing their skills and enabling them to apply their new skills in job. Questions such as “Employees can rotate jobs to develop their skills.” “Organization invests extensively in improving the levels of competency among the employees.”

3.6.3.2 On the Job Training

It depicts the training courses which are provided to improve the current job by doing the job simultaneously. Such training is given to improve the on-the-job performance and are conducted specific in-house which means in an organization. Data has been collected by asking the questions related to on the job training like “organization coaches employees to help them improve their on-the-job performance.” “Organization suggests training to improve employees’ ability to carry out their jobs.”

3.6.3.3 Professional Training

It refers to the professional development activities like coaching, training to enhance the skills of employees. Employees are offered with new specialized courses by sending them to other educational institutions and encouraged to get certification. Employees are offered new knowledge and skills which help the organization in a better way. Data has been collected by asking the questions related to professional training like “several professional development activities (e.g. coaching, training) are offered to employees to improve their skills and knowledge in the organization.”

3.6.3.4 Duration of Training

It refers to the time frame for the training sessions whether training sessions are provided on yearly basis. Study has measured it by asking questions e.g. “Employees in this job receive formal training at least once a year.”

3.6.3.5 Career Development Training

It refers to the career path of the employees that employees are given training for current and future need of an organization. Employees’ development by giving them the professional development training” and Employees are clear about their future career in the organization and career advancement in the next few years. Study has measured it by asking question like “Employees are clear about what their future career looks like”. “There are opportunities for career advancement in the next few years.”

3.7 Dependent Variable: Employee Turnover Intentions

3.7.1 Turnover Intentions

For the success and to have competitive edge in the market the organization needs the smooth running of operations and functions, in which human capital plays an important role as they have no completely replacement like technology which can be replaced fully. So employee turnover is the big problem which creates the disruption of operations, function and affairs of the organization.

Employee turnover or turnover denotes to employee movements which generate vacancies within an organization (Beach et al., 2003). The losing of skilled, qualified and capable employees are directly related to lose competitiveness and success (Miller, 2010). Data has been collected by asking the questions related to “I often think of quitting my present job.” “I intend to ask people about new job opportunities.”

3.8 Mediating Variable Talent Engagement

The importance of talent engagement is now being recognized globally. Talent is a major source for an organizational success as they are directly responsible for the organizational competitiveness in the market and to gain competitive advantage (Conaty & Charan, 2011).

Employees who are engaged are often found with intentions to stay and to continue work with the same organization and they demonstrate dedication to work (May, Gilson & Harter, 2004).

According to Saks (2006) talent engagement can be viewed from two perspective, first job engagement and second the organization engagement. In talent engaging process there is an impact of micro and macro perspective. So the more employees are engaged the more they are going to perform better. This research adopts the scale to measure Talent engagement in two perspectives developed by Saks (2006). Some of the items are:

3.8.1 Job Engagement

Questions such as “I really “throw” myself into my job.”, “Sometimes I am so into my job that I lose track of time.”

3.8.2 Organization Engagement

Questions such as “Being a member of this organization is very captivating” “I am really not into the “goings-on” in this organization.”

3.8.3 Mediating Variable Affective Commitment

Affective commitment is associated to emotional attachment to organization. Affective commitment represents the “identification with, involvement in and emotional attachment to the organization.” (Meyer & Allen, 1991; Allen & Meyer, 1990). Thus, employees having high affective commitment will stay as a member of an organization

because they want to be with organization. Furthermore, Meyer and Allen (1997) described the affective commitment as a “psychological bond” which exists between employee and employer. This study adopts the scale to measure affective commitment that is developed by Meyer et al. (1993). Some of the items are: “I would be very happy to spend the rest of my career with this organization.”

3.9 Summary

This chapter highlighted the method to select appropriate dimensions of HR practices and then delineate the sampling procedure to collect the data on selected practices and other variables. Analytical methodology for three major objectives have been explicated in proceeding sections along with a brief discussion on the variables used in the study and their operationalization. The first objective of the study is to analyze the impact of HR practices and its sub-dimensions on employee turnover intentions, and second objective of the study is to investigate the mediating role of talent engagement (job engagement and organization engagement) between HR practices and turnover intentions. Third objective of the study is to examine the mediating role of affective commitment between HR practices and turnover intentions. SPSS and structural equation modeling technique is applied for analysis.

CHAPTER 4: RESULTS AND DISCUSSION

4.1 Introduction

This chapter analyzes the relationship of human resource practices, direct and indirect (through talent engagement and affective commitment) with turnover intentions. The chapter starts with the explanation of selection of relevant dimensions of three HR practices then response rate and data preparation for analysis. Subsequent part of the chapter expounds instrument validity and reliability. Study has developed two major models. First model explains the overall effect (direct & indirect) of HR practices on turnover intentions. Whereas, second model delineates the effect (direct & indirect) of individual HR practices on turnover intentions. Further, validation of measurement model has been done, which is the pre-requisite for the SEM analysis. After validating the models, proceeding part briefly discusses results of two models. The model 1 results show that HR practices has impact on turnover intentions. Final part of the chapter discusses the results of model 2.

4.2 Selection of Relevant Dimensions

Before going into data collection, the researcher selected relevant sub-dimensions of three selected bundle of HR practices. As described in Chapter 3 researcher sent the questionnaire to 80 managers among which 58 responded. Researcher calculated the mean values of every dimension based on the method explained in section 3.2.3. Table 4.1, Table 4.2 and Table 4.3 below show the mean value of sub-dimensions. The cut-off rate for empowerment enhancing is $(2.15+1.11/2)=1.63$, for skills enhancing $(2.27+1.2/2)=1.73$, and for motivation enhancing is $(2.23+1.1/2)=1.66$. On the basis of cut off rate, this study selected five empowerment practices, six motivation practices, and five skills enhancing practices. Table 4.4 below exhibits the selected dimensions. On the basis of theses selected dimensions, this study developed a questionnaire for data collection. Details of which has already been discussed in Chapter 3, section 3.3.3. Based

on that questionnaire, researcher collected the data from hotels located in Klang Valley.

Below Table is the further data treatment and its analysis.

Table 4.1: Mean value of Dimensions of Motivation Enhancing Practices

Motivation Enhancing Practices	Mean Value
Job security	2.23
Opportunities for Advancement & Development	2.02
Workload	2.15
Performance feedback	2.11
Salary & perks	2.30
Employee recognition	2.05
Achievement goal orientation	1.62
Cooperative learning Method	1.60
Mastery orientation	1.59
Valuing of work	1.56
Self-efficacy	1.45
Free-choice persistence	1.43
Goal orientation and attribution	1.42
Motivating climate	1.23
Task interest	1.23
Create Learning Environment	1.20
Self-reported interest	1.19
Learning/Improvement focus	1.15
Outcome expectation	1.12
Free choice behavior	1.08
Grouping	1.07
Interesting work & appreciation	1.14

Cut-off mean value for motivation enhancing practices is 1.66

Table 4.2: Mean value of Dimensions of Empowerment Enhancing Practices

Empowerment Enhancing Practices	Mean Value
Communication	2.15
Influence at work	1.99
Autonomy	1.99
Participation in decision making	1.98
Information sharing	1.63
Proactive empowerment	1.61
Self-Controlled working groups	1.06
Structured but reactive empowerment decision	1.54
Facilitate improvements	1.45
Innovation and Change	1.39
Self-Management	1.38

Discretion over tasks	1.25
Identify and solve process problems	1.23
Delight customers by giving extra/unexpected services	1.23
Sharing roles	1.11
Perception of control	1.33
Grievances procedure	1.32

Cut-off mean value for empowerment enhancing practices is 1.63

Table 4.3: Mean value of Dimensions of Skills Enhancing Practices

Skills or training Enhancing Practices	Mean Value
Career development training	2.27
On the job-Training	2.01
Competence Development Practices	2.01
Professional training	1.95
Duration of training	1.73
Assigning trainee as a member of task force	1.68
Apprenticeship training	1.65
Documenting training records	1.63
In-house job-specific training	1.64
Soft skills	1.54
Interpersonal training	1.52
Different Role playing	1.34
Lectures	1.32
Designing annual training plans	1.23
Internet teaching	1.2
Group discussion	1.2

Cut-off mean value for skills enhancing practices is 1.73

After selection of these three HR practices now, Table 4.4 below portrays the selected dimensions of three bundles of HR practices.

Table 4.4: Selected Dimensions of HR Practices

A) Motivation Enhancing Practices	B) Empowerment Enhancing Practices	C) Skills Enhancing Practices
Employee Recognition	Information Sharing Practices	Competence Development Practices
Salary and perks	Participation in Decision Making	On the Job Training
Performance Feedback	Influence at Work	Professional Training
Opportunities for Advancement and Development	Communication	Duration of Training
Job Security	Autonomy	Career Development Training
Workload		

4.3 Preliminary Data Analysis

4.3.1 Response Rate

Since this study targeted hotels situated in Klang valley, a total of 560 questionnaires were distributed in such hotels. Among them 425 questionnaires were returned. Within these 425 questionnaires, 14 were excluded due to incompleteness. Table 4.5 below illustrates the response rate.

Table 4.5: Response Rate

-	Number of Questionnaire	Percentage
Questionnaire distributed	560	100
Questionnaire received	425	75
Incomplete questionnaire	10	Same Answers
non-usable questionnaire	4	More than 30% not answered

4.3.2 Missing Data

The issue of the missing data arises when respondents failed to respond properly by not responding to one or more items. Missing data up to 10% do not create any problem in results (Cohen & Cohen, 1983). Analysis of our data revealed that, in this study, the data has 5% missing observations. Among others, there are major two ways to treat such missing observations. First is to replace missing observations with mean whereas second is to delete incomplete response of such respondents. The researcher adopted the former and replaced the missing observations with mean.

4.3.3 Multivariate Normality Assumption

This step is important to make sure that statistical assumptions of multivariate analysis were not violated and such assumptions are multivariate outliers, multicollinearity, normality and linearity.

4.3.3.1 Detection of Outliers

In this study, AMOS 18 were used to detect the multivariate outliers (Hair et al., 2010). The results of Mahalanobis distance statistic revealed that 10 questionnaires effected because of multivariate outliers, so their identification and exclusion from data is essential.

It indicates the squared distance from Centre of a data set. AMOS generated a list of topmost one hundred observations, according to their Mahalanobis distances. Furthermore, AMOS also generates two additional statistics, which are: p1 and p2. The column of p1 indicates probability of any observation exceeding the squared Mahalanobis distance of that observation. Column of p1 indicates the probability.

4.3.3.2 Normality

Normality assumption is that the combination of variables and each variable are normally distributed (Tabachnick & Fidell, 2001). In order to test normality, this is done through normal probability plots and regression standardized residual histogram. A rational straight line on the normal probability plots and the curve on asymmetrical, bell shaped standardized residual histogram suggest the normal distribution (Pallant, 2005).

Figure 4.1 shows the normal probability plots and regression standardized residual histogram of independent and dependent variables respectively. Figure 4.2 shows, Asymmetrical, bell shaped curve on standardized residual histogram and a rational straight line on the normal P-P plot regression standardized residual histogram showed not any main deviation from normality for these variables. Furthermore, the normality test was also performed for these variables and found no violation.

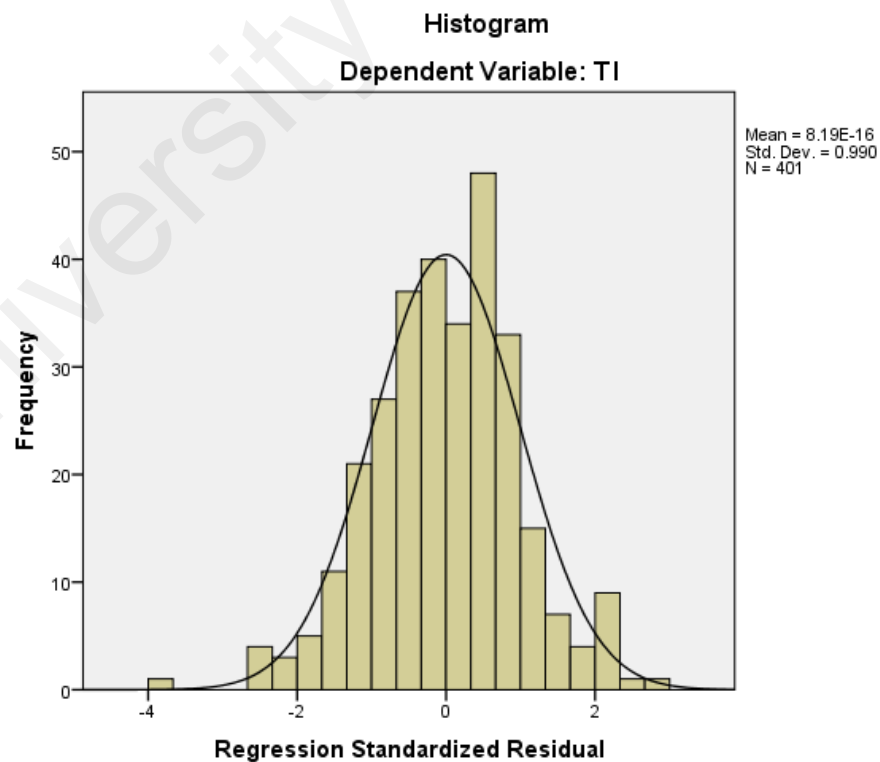


Figure 4.1: Regression Standardized Residual of Independent and Dependent Variables
Normal P-P Plot of Regression Standardized Residual

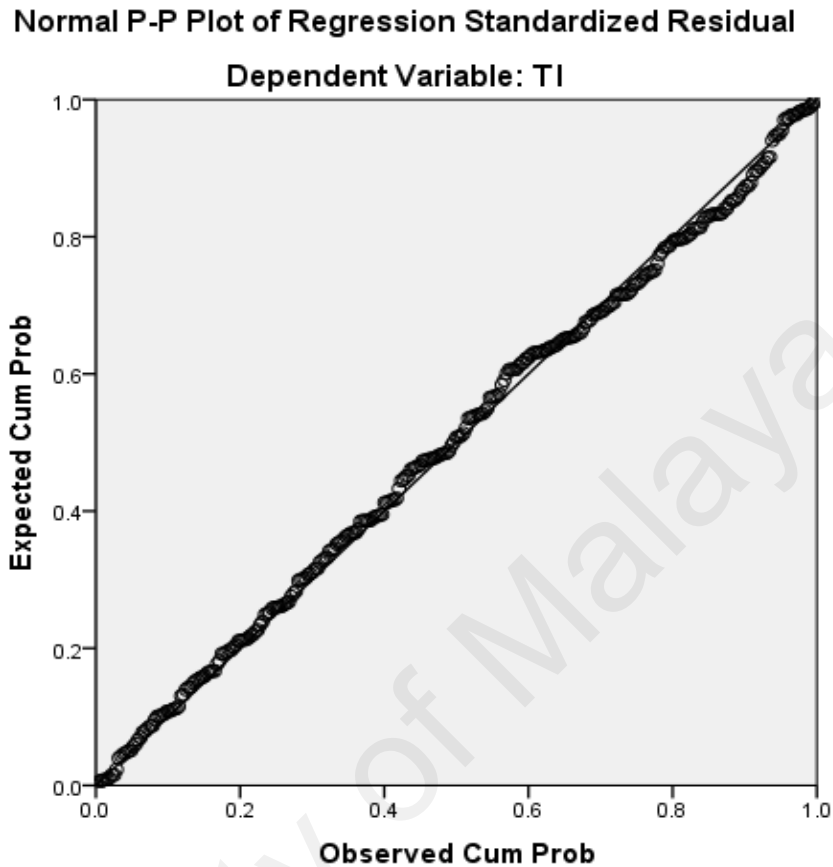


Figure 4.2: Normal P-P Plot of Regression Standardized Residual of Turnover Intentions

4.3.3.3 Linearity

In order to check the assumption of linearity violation, scatter plots were produced. This check whether relationship between two variables is linear or curvilinear relationship. Pallant (2005) advocated only linear relationship is acceptable for statistical analysis.

Figure 4.3 shows the scatter plot portraying the relationship between independent and dependent variables. There was no curvilinear relationship between them. Hence linearity assumption was not violated. Same was done for other variables and the results indicated no violation of assumption of linearity.

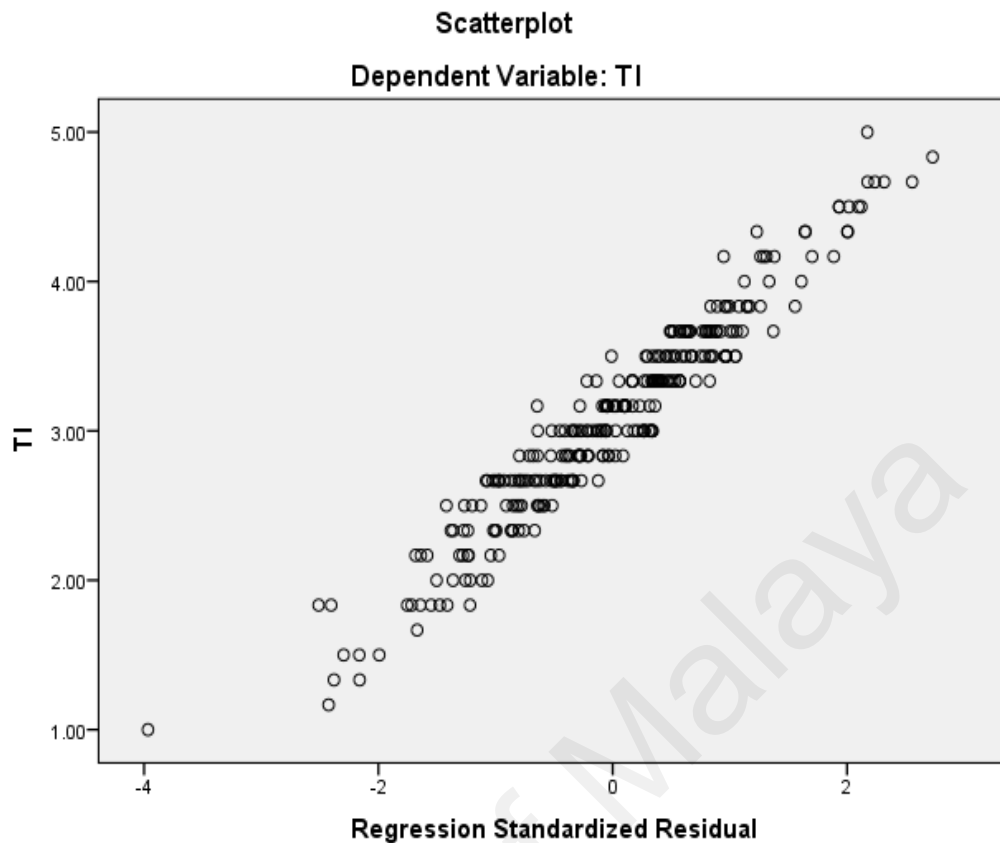


Figure 4.3: Regression Standardized Residual

4.3.3.4 Multicollinearity

Multicollinearity exists when the correlation is high among the independent variables (Hair et al., 2006). Furthermore, as postulated by Pallant (2005) multicollinearity exists when the correlation is $r=0.9$ or above among independent variables.

If multicollinearity exists among the independent variables, it is the direct violation of the assumption for structural equation modeling. In order to check the multicollinearity existence, SPSS performs the test called as “Collinearity diagnostics” where the values of Variance Inflation Factor (VIF) and Tolerance values are compared to thresholds values.

The tolerance value indicates the level to which variability of specified independent variable which is not explained by other independent variables in the model.

According to Field (2005) if the value of Tolerance is less than 0.10, it indicates the existences of multicollinearity problem. While Variance Inflation is the inverse of tolerance value. As described by Pallant (2005) if the value of Variance Inflation (VIF) exceeds 10, it suggests the existence of multicollinearity problem.

Table 4.6 shows the Variance Inflation (VIF) and Tolerance values of all variables involved in the study. Since all values of VIF is less than 10, there is no multicollinearity problem and support the assumption of multicollinearity is met. While the tolerance values were more than 0.10 which also support the assumption of multicollinearity is not violated.

Table 4.6: Multicollinearity Statistics among Independent Variables

Independent Construct		Collinearity Statistics	
		Tolerance	VIF
-	MOTI	.404	2.477
	SKILL	.319	3.132
	EM	.323	3.095
	JEE	.395	2.534
	OEE	.472	2.119
	AFC	.451	2.217

These steps are important to ensure that data are correctly entered, furthermore, to ensure that variables distribution is normal, in order to make the data free from outliers (Hair et al., 1998). Sometimes respondents just tick the same answer without reading the questions. Such responses can mislead the results, therefore their identification and exclusion from data is essential. Researcher carefully analyzed the data. Hence, a total of 401 observations was proceeded to analyze the models.

4.3.4 Respondents' Profile

Respondent profile is explained in the Table 4.7. The total observations are 401, all of the respondents are from the hotels located in Klang Valley. Majority of respondents are male (54%), and 46% are the females. The age of the mostly respondents is below 50 years old (84%). Above (49%) of the respondents are from the middle manager and rest of the managers belonged the line managers. (40%) percentage of the respondents have more than (5years) Working experience in the hotel industry of the respondents while (40) percentage of the respondents have more than (2years) working experience in the same hotel.

Table 4.7: Demographic Profile of Respondents

Demographics	No. of Respondents	Percentage
Gender		
Male	217	54
Female	184	46
Total	401	100
Age		
21-30	76	18
31-40	150	38
41-50	110	28
51-60	65	16
Total	401	100
Experience in Industry		
<5	161	40
5-10	135	34
>10	105	26
Total	401	100
Designation		
Senior Manager	65	16
Manager	131	33
Deputy Manager	115	28
Assistant Manager	90	23
Total	401	100

Likewise, the descriptive statistics of the data has been presented in Table 4.8. It shows the value of mean, maximum, minimum and standard deviation. As seen in this table, the highest mean is of the organization engagement and lowest is the turnover intentions and standard deviation shows how the data deviates from the mean.

Table 4.8: Descriptive Statistic

Variables	Mean	Maximum	Minimum	Number	SD
Motivation	3.50	5	1	401	.986
Skills	3.66	5	1	401	.794
Empowerment	3.48	5	1	401	.901
Affective Commitment	3.64	5	1	401	.880
Job Engagement	3.60	5	1	401	.728
Organization Engagement	3.75	5	1	401	.876
Turnover Intentions	3.07	5	1	401	.684

4.4 Factor Analysis

All the dimensions that describe each of measures were first factor analyzed in order to define underlying structure among the variables before continuing with CFA. The independent variables of this research were subjected to exploratory factor analysis (EFA) through principle component analysis with varimax rotation to test their unidimensionality and as well as to select the structure of the components. Unidimensionality is essential to confirm that each measured variable relates to a single construct only. In unidimensionality construct, all cross loadings are assumed to be zero, if not then validity of construct is lacking. According to Hair et al. (2006) unidimensionality measures must be present to ensure that there is a single underlying construct for each set of measured variable.

Principal component analysis is applied because it examines the total variance in the data (Malhotra, 2008). Furthermore, the author elaborates that the method of principle component analysis is important for prediction purpose as this method assists in summarizing the most of variance in minimum number of factors. The validity of these variables were supported in analysis as percentage of variance is more than 50 percent and so the factor loadings were also above .5. In social sciences, the acceptable minimum factor loadings criterion is $\pm.3$ to $\pm.4$ (Hair et al., 2006).

To check the whether variables meet acceptable levels of explanation, the communalities was also analyzed. Communalities indicate the average amount of variance among measured variables explained by measured models (Hair et al., 2006). The communalities index indicates the amount of variation in the particular variable which is taken for factor solution. Hair et al. (2006) advocated the acceptable level of practical consideration is .50. Table 4.9 below shows the communalities among the variables. The table showed that all variables had greater values than .50, which portrayed that variables had sufficient explanation. So in the factor analysis the variables met the acceptable level of explanation.

4.4.1 Summary of Communalities

Table 4.9: Summary of Communalities

Variables	Initial	Extraction
M_EmpRec	1.000	.786
M_SNP	1.000	.833
M_PerfFB	1.000	.784
M_OFAD	1.000	.696
M_JobSec	1.000	.736
M_WorkLD	1.000	.526
E_InfShar	1.000	.610
E_PDM	1.000	.650
E_InfluAW	1.000	.758
E_Comu	1.000	.640
E_Auto	1.000	.652
S_CDP	1.000	.550
S_OJT	1.000	.681
S_PT	1.000	.745
S_DT	1.000	.790
S_CDT	1.000	.689
Extraction Method: Principal Component Analysis.		

The Kaiser-Meyer-Olkin (KMO) or the measure of sampling adequacy for these independent variables was more than .50. This indicated that correlations between pair of variables can be explained by other variables (Malhotra, 2008). KMO is an index that was applied to check appropriateness of factor analysis in the study for a data. According to Malhotra (2008) the range is between 0.5 to 1.0.

By obtaining the values higher than 0.5, indicate that factor analysis is carried out appropriately in the study. Hence the obtained value of KMO is .936, which indicated that correlations are sufficient in data to substantiate the application of factor analysis. As postulated by Hair et al. (2006) in order to identify the interrelated sets of variables, the presence of some extent of multicollinearity is desirable as it is the objective of the analysis.

A statistical test Bartlett's test of sphericity is a test for overall significance of correlations within a correlation matrix (Hair et al., 2006). The Bartlett's test of sphericity must be significant at a significance value less than 0.05 (Leech et al., 2005). Table 4.10 shows that the variables generated a significant value at .000 which was < 0.05 . So according to Hair et al. (2006) it meant that there was sufficient existence of correlations among the variables to proceed further. Since the KMO measures were higher than .5 and by obtaining large and significant value of Bartlett's test of sphericity, the factorability was assumed for the data.

4.4.2 Summary of the KMO and Bartlett's Test Models

Table 4.10: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.936
Bartlett's Test of Sphericity	Approx. Chi-Square	3417.271
	df	120
	Sig.	.000

The Table 4.11 shows the Principal Component Analysis generated data into three factors which describes the majority of variation in latent construct. Rotation sums of squared loadings shown 25% of the variation has been explained by the factor 1, similar 22% by the second factor and 21% by third factor and the overall combined effect of all three factors caused 69% of variation in latent construct. These factors consist of items further explained in rotated component matrix section.

Table 4.11: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.822	55.139	55.139	8.822	55.139	55.139	4.150	25.938	25.938
2	1.372	8.576	63.715	1.372	8.576	63.715	3.530	22.062	48.000
3	.932	5.824	69.539	.932	5.824	69.539	3.446	21.539	69.539
4	.676	4.227	73.766						
5	.643	4.018	77.785						
6	.528	3.301	81.086						
7	.465	2.907	83.993						
8	.416	2.599	86.592						
9	.371	2.317	88.909						
10	.344	2.151	91.060						
11	.331	2.072	93.132						
12	.283	1.771	94.902						
13	.265	1.655	96.558						
14	.234	1.464	98.022						
15	.192	1.202	99.224						
16	.124	.776	100.000						

Extraction Method: Principal Component Analysis.

4.4.3 Rotated Component Matrix for HRP

Rotated component matrix refers to the matrix of factors that are loading for each variable onto each other as shown in Table 4.12. The rotation of Varimax was applied with Kaiser Normalization and extraction was done by principle component extraction.

Table 4.12: Rotated Component Matrix

	Component		
	1	2	3
M_EmpRec	.832		
M_SNP	.809		
M_PerfFB	.776		
M_OFAD	.743		
M_JobSec	.727		
M_WorkLD	.497		
E_InfShar		.479	
E_PDM		.745	
E_InfluAW		.753	
E_Comu		.822	
E_Auto		.752	
S_CDP			.602
S_OJT			.634
S_PT			.776
S_DT			.691
S_CDT			.708
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			

4.4.4 Rotated Component Matrix

Table 4.12 is demonstrating three components extracted from the multidimensional scale to measure the HR practices. Exploratory Factor Analysis (EFA) distributed the items into three factors. Each factor consists of multiple items, further these dimensions have been suggested name based on the nature of the items included in each component. Factor 1, consisted questions related to motivation enhancing ranging from .497 to .832 and causing 25% of rotated sum of variation. While Factor 2, contained items of empowerment enhancing ranging from .479 to .822, producing 22%. Third factor named skills enhancing as containing the items related to it and generating 21% variation.

4.5 Common Method Variance (CMV)

In order to test the common method biases, this study applied a single factor method for common variation (Podsakoff et al., 2003) shown in Table 4.13. To control and avoid the effect of CMV on reliability and validity of the data, the researcher used Harman's single factor method. This study computed the single factor method with the help of exploratory factor analysis by using SPSS.

In this study in exploratory factor analysis, all the constructs have emerged into a single factor to check the total variance explained in each construct. Furthermore, this method has produced the overall variance of 39% as in Table 4.13, which is less than the threshold of 50% of the common variation (Hair et al., 2006). This portrays that common method bias does not pose any threat to the validity of the study.

University of Malaya

4.5.1 Summary of Variance Explained

Table 4.13: Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.086	39.699	39.699	15.086	39.699	39.699
2	4.525	11.907	51.606			
3	1.796	4.727	56.333			
4	1.528	4.021	60.354			
5	1.424	3.747	64.102			
6	1.098	2.889	66.991			
7	.976	2.570	69.561			
8	.926	2.437	71.997			
9	.809	2.128	74.125			
10	.740	1.946	76.072			
11	.688	1.809	77.881			
12	.636	1.674	79.555			
13	.617	1.623	81.178			
14	.572	1.506	82.684			
15	.548	1.441	84.125			
16	.505	1.328	85.453			
17	.485	1.277	86.731			
18	.408	1.074	87.805			
19	.391	1.028	88.833			
20	.374	.983	89.817			
21	.366	.964	90.781			
22	.347	.914	91.694			
23	.318	.836	92.530			
24	.295	.775	93.306			
25	.267	.703	94.008			
26	.256	.675	94.683			
27	.244	.642	95.325			
28	.226	.595	95.919			
29	.211	.554	96.474			
30	.194	.510	96.984			
31	.185	.487	97.471			
32	.182	.479	97.949			
33	.167	.439	98.389			
34	.153	.401	98.790			
35	.135	.355	99.145			
36	.118	.310	99.456			
37	.113	.298	99.753			
38	.094	.247	100.000			

Extraction Method: Principal Component Analysis.

4.6 Construct Reliability

After analyzing the data, study ascertains the validity and reliability of constructs. According to Hair et al. (2006) construct validity can be ascertained by checking the convergent validity, discriminant validity and face validity of each construct.

4.6.1 Convergent Validity

It is examined through factor loading (FL), construct reliability (CR) and average variance extracted (AVE). For convergent reliability, the factor loading should be greater than 0.50, $CR > 0.7$, and $AVE > 0.5$ (Hair et al., 2009). Table 4.14 shows the results of factor loading, AVE and CR. Factor loading of all items range from 0.57 to 0.87. Values of CR range from 0.82 to 0.91 and values of AVE are greater than 0.50. Similarly, all constructs have a value of Cronbach's Alpha higher than 0.70, confirming the internal reliability of the constructs. Put together, the results confirm the convergent validity of a model.

4.6.2 Discriminant and Face Validity

The firm approach to establish the discriminant validity of the model is to compare the AVE values of each construct with the squared inter-constructs correlations related to that construct. For discriminant validity, these AVE estimates should be greater than the inter-construct squared correlations. Table 4.15 explains that the AVE values of all the constructs are greater than their squared inter-constructs correlations. This indicates that the constructs have appropriate discriminant validity. Face validity of the construct was ascertained by sending questionnaires to the experts of hotels industry.

Table 4.14: Construct Validity

Construct	Number of dimension	Factor Loading	AVE	CR	CB Alpha
Motivation	EmpRec	0.87	0.63	0.91	0.91
	SNP	0.89			
	PerfFB	0.86			
	OFAD	0.78			
	JobSec	0.78			
	WorkLD	0.63			
Empowerment	InforShar	0.64	0.58	0.87	0.88
	PDM	0.75			
	InfluAW	0.80			
	Comu	0.87			
	Auto	0.79			
Skills enhancing	CDP	0.74	0.60	0.88	0.87
	OJT	0.77			
	PT	0.85			
	DT	0.73			
	CDT	0.70			
Job Engagement	JE1	0.84	0.65	0.85	0.84
	JE3	0.71			
	JE5	0.87			
Organization Engagement	OE1	0.78	0.61	0.88	0.89
	OE2	0.85			
	OE3	0.87			
	OE4	0.82			
	OE6	0.63			
Affective Commitment	AC1	0.88	0.57	0.86	0.87
	AC2	0.86			
	AC3	0.71			
	AC4	0.55			
	AC7	0.54			
Turnover Intentions	TOI3	0.52	0.59	0.82	0.89
	TOI4	0.87			
	TOI5	0.83			
	TOI6	0.88			
	TOI7	0.86			
	TOI8	0.84			

Table 4.15: Comparison Correlations and Square Root AVE

-	AVE	Affective Commitment	Motivation	Empowerment	Skill	Job Engagement	Organization Engagement	Turnover Intentions
Affective Commitment	0.57	0.75						
Motivation	0.63	0.448	0.79					
Empowerment	0.58	0.518	0.504	0.76				
Skill	0.60	0.562	0.518	0.504	0.77			
Job Engagement	0.65	0.435	0.532	0.490	0.504	0.80		
Organization Engagement	0.61	0.547	0.313	0.462	0.448	0.336	0.78	
Turnover Intentions	0.59	-0.067	-0.032	-0.036	-0.057	-0.028	-0.136	0.76

**Bold values represent square root of AVE*

4.7 Goodness of Fit of individual Measurement Models (CFA)

SEM analysis is divided into two distinct stages. In first stage validation of each measurement model (Appendix C) is essential to proceed on second stage. In this study, a total of seven variables (3 independent, 3 mediating and 1 dependent). Therefore, researcher ascertains the goodness of fit of all seven constructs before joining them into model for analysis.

Starting from the construct of motivation, it has been measured by six items. The items were subject to Confirmatory Factor Analysis (CFA). The results of CFA revealed that one items have a factor loading less than 0.70. However, according to Hair et al. (2009) if factor loading is greater than 0.50 item can be included as part of construct. In this case, item has a factor loading greater than 0.50. Therefore, researcher does not remove from the construct. Hence factor loading of the final items ranged from 0.63 to 0.87. Goodness of Fit indices values [GFI=.960, CFI=.982; $\chi^2/df = 4.494$] in Table 4.16 are according to the required level, confirming that overall measurement model of motivation is appropriate.

Table 4.16: Fit Indices for Motivation Enhancing Practices

Items	GFI	CFI	RMSEA	χ^2/df
All items Moti 1 to 6	.960	.982	.033	4.494

Empowerment is the second construct, being measured by five items. Confirmatory Factor Analysis results depicted that the model has appropriate GFI and CFI score but higher value of RMSEA. After analyzing MI score, in Table 4.17 all the indices depicted that model is fit [GFI=.961; CFI=.970; $\chi^2/df=5.552$]. So items 1 to 5 were considered final. The factor loading of items ranges from 0.64 to 0.87.

Table 4.17: Fit Indices for Empowerment Enhancing Practices

Items	GFI	CFI	RMSEA	χ^2/df
All items Emp 1 to 5	.961	.970	.051	5.552

Next, skills enhancing construct was measured by five items and after Confirmatory Factor Analysis, Table 4.18 shows the goodness of fit indices results [GFI=.988; CFI=.984; $\chi^2/df=3.101$] validates model fitness.

Table 4.18: Fit Indices for Skills Enhancing Practices

Items	CFI	GFI	RMSEA	χ^2/df
All items Skills 1to 5	.988	.984	.050	3.101

The measurement model of job engagement had five items. However, after conducting Confirmatory Factor Analysis, the factor loading of item 2, and 4 were below 0.50, so researcher dropped the two items. The results of goodness of fit indices [GFI=.998; CFI=.711; $\chi^2/df=1.399$] (as shown in Table 4.19) showed that the model is appropriate. The factor loading ranged from 0.71 to 0.87.

Table 4.19: Fit Indices for Job Engagement

Items	GFI	CFI	RMSEA	χ^2/df
All items 05	.844	.908	.208	33.417
Removing JE2 (due to low factor loading)	.974	.961	.095	7.803
Removing JE4 (due to low factor loading)	.987	.971	.023	1.399

Likewise, measurement model of organization engagement had six items. Though the indices results [GFI=.899; CFI=.917; $\chi^2/df=16.21$] showed that model had appropriate goodness of fit, researcher removed item 5 due to very low factor loading. Hence, Table 4.20 shows below, final measurement results [GFI=.990; CFI=.994; $\chi^2/df=2.69$]

validated the model consisting of five items. The factor loading of items varied from 0.65 to 0.86.

Table 4.20: Fit Indices for Organization Engagement

Items	GFI	CFI	RMSEA	χ^2/df
All items	.899	.917	.225	16.21
Removing OE5 (due to low factor loading)	.950	.964	.075	2.691

Initially, affective commitment had seven items but after conducting confirmatory factor analysis, the factor loading of two items, the AC5 and AC6 were below 0.5, which researcher dropped. After removing, the appropriate results of all indices [GFI=.960; CFI=.969; $\chi^2/df=3.956$] as shown in Table 4.21. The factor loading of the items ranged from 0.65 to 0.74.

Table 4.21: Fit Indices for Affective Commitment

Items	CFI	GFI	RMSEA	χ^2/df
All items AC1 to AC7	0.891	0.882	.011	8.687
Removing AC 5	0.939	0.915	.085	5.635
Removing AC 6	0.960	0.969	.065	3.956

The measurement model of turnover intentions had initially eight items. To get goodness of fit researcher removed item-1 and item-2 because of its lowest factor loading (Table 4.22). After removing, the results [GFI=.969; CFI=.945; $\chi^2/df=4.599$] showed that model was appropriate. Factor loading of it ranged from 0.52 to 0.88.

Table 4.22: Fit Indices for Turnover Intentions

Items	GFI	CFI	RMSEA	χ^2/df
All items TOI 1 to 8	.875	.906	.180	10.766
Removing TOI 1	.939	.915	.055	5.635
Removing TOI 2	.969	.945	.045	4.599

4.8 Result and Discussions

After ascertain the goodness of fit of all seven constructs, now this study develops two major models. In first model influence (direct and indirect) of overall HR practices on turnover intentions is estimated. Whereas in Model 2 effect of dimensions of HR practices on turnover intentions is estimated. This study proceeds by explaining the results of model 1.

4.8.1 Structural Model 1 (The Influence of the HR Practices on Turnover Intentions)

Figure 4.4 shows the Model 1 before analysis in AMOS setting.

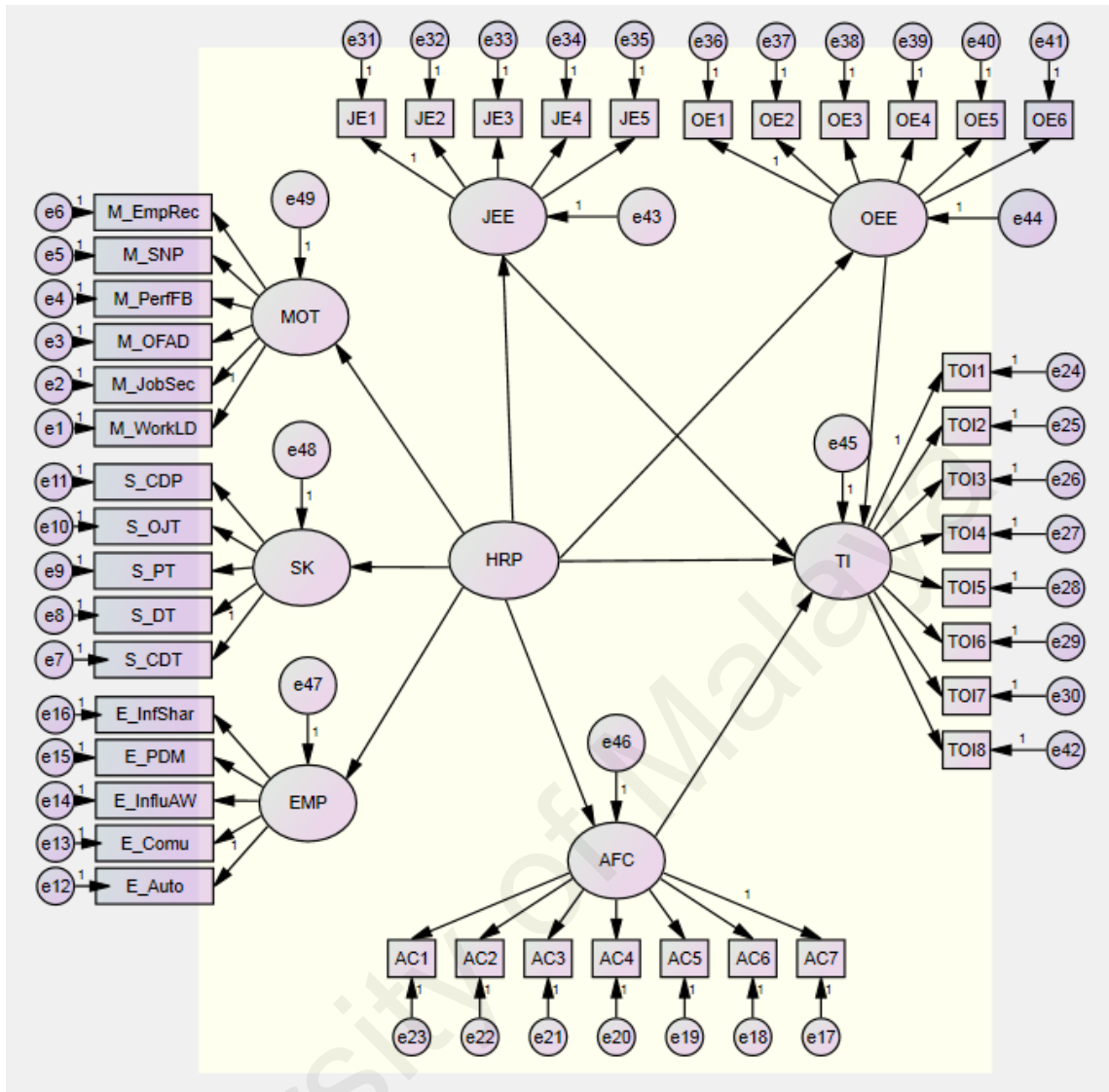


Figure 4.4: Model 1 in AMOS Setting

Keeping in view the objectives of the study, researcher adopted the approach of Preacher and Hayes (2008) to check mediating effect. In this approach mediating effect is checked in two stages. In first stage, the direct effect of independent on dependent variables is calculated and reported without the mediator. While in the second stage, the mediator is introduced in the model and calculated the direct effect and indirect effects. While to check the significance of indirect effect the bootstrapping is followed as literature also supports the use of bootstrapping to check the indirect effect significance (Lockwood & MacKinnon, 1998; Preacher & Hayes, 2008; Bollen & Stine, 1990; Shrout & Bolger, 2002). This study adopts such method to check the mediating effects.

A total of four hypotheses have been developed to test Model 1. Table 4.23 shows the hypotheses of model 1. Results of hypotheses testing are shown in Table 4.24 and 4.25.

In order to test the hypotheses of model 1, this study runs the model 1 four times. In first place model 1 shows the direct relation of HR practices with turnover intentions. The second time, the model 1 shows the mediating effect of job engagement between HR practices and turnover intentions, the third time, model 1 shows the mediating effect of organization engagement between HR practices and turnover intentions. Finally, the fourth-time Model 1 represents the mediating effect of affective commitment between HR practices and turnover intentions. This study has ascertained the goodness of fit of all models of Model 1. Tables 4.26, 4.27, 4.28, and 4.29 depict the results of model fitness. Results show that models have appropriate fitness and can be proceeded for analysis. Results of SEM analysis appear in Tables 4.24 and 4.25.

Hypotheses of model 1

Table 4.23: Hypotheses of Model 1

No	Hypotheses
H1a	There is negative relationship between HR practices and Turnover Intentions
H2a	Job engagement mediates the relationship between HR practices and Turnover Intentions
H3a	Organization engagement mediates the relationship between HR practices and Turnover Intentions
H4a	Affective commitment mediates the relationship between HR practices and Turnover Intentions

4.8.2 Result Summary of Direct Hypothesis Analysis Model 1

Table 4.24: Results Hypothesis Testing (HR-P & TOI)

No	Hypothesis	β	S.E	Standardized Estimates	C.R	P-Value	Decision
H1a	HRP \rightarrow TI	-0.137	0.049	-0.18	-2.765	0.006	Accept H1a

4.8.3 Result Summary of Mediation Analysis of Hypothesis of Model 1

The table 4.25 below, shows the mediation analysis of hypothesis for model 1

Table 4.25: Mediation Analysis (Indirect effects) of Model 1

No	Hypothesis	Direct without mediator	Sig	Direct with mediator	Sig	Indirect effect	P-value (bootstrap)	Mediation	Decision
H2a	HRP→JEE→TI	-0.18	-2.76 (0.006)	-.16	-2.12 (0.03)	-0.240	0.008	Partial Mediation	Accept H2a
H3a	HRP→OEE→TI	-0.18	-2.76 (0.006)	-.14	-2.00 (0.04)	-0.329	0.010	Partial Mediation	Accept H3a
H4a	HRP→AFC→TI	-.018	-2.76 (0.006)	-.16	-2.69 (0.007)	-0.403	0.006	Partial Mediation	Accept H4a

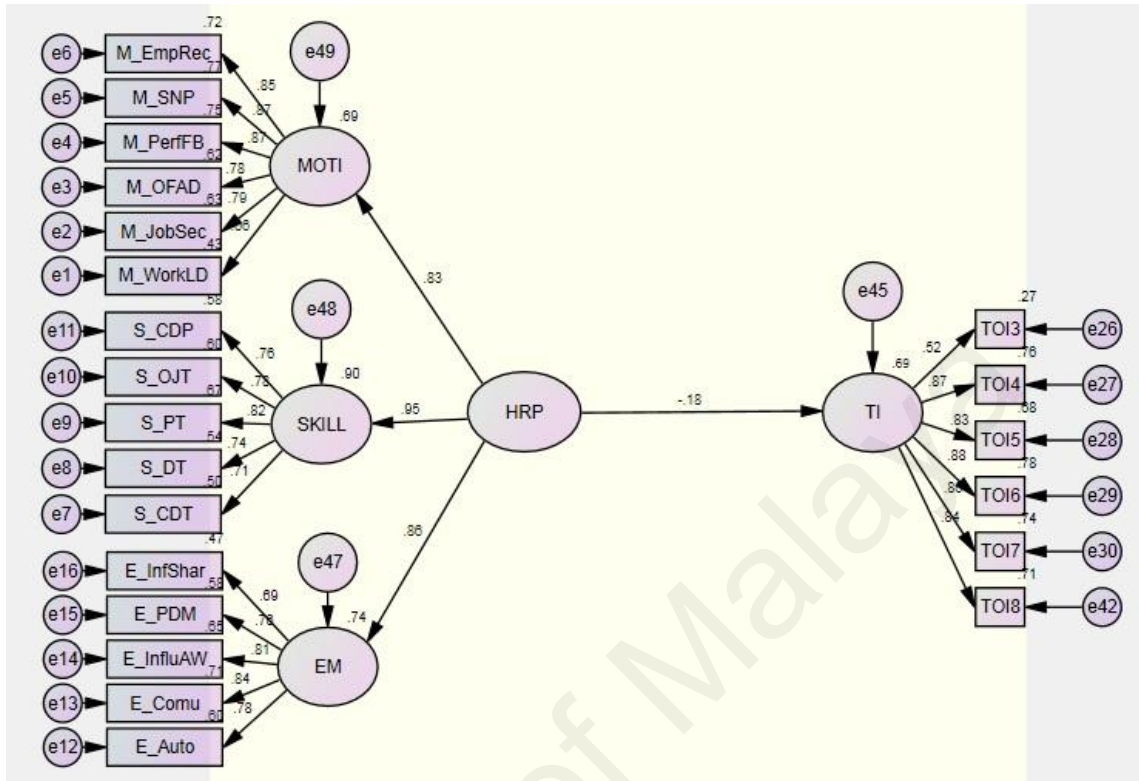


Figure 4.5: Direct effect of HR Practices on Turnover Intentions hypothesis 1a

Note: HRP= HR Practices (Moti= motivation enhancing, SKILL= skills enhancing, Em= Empowerment enhancing), TI= turnover intentions

Table 4.26: Goodness of Fit of Model of hypothesis 1a

Path	GFI	CFI	RMSEA	χ^2/df
HR Practices & Turnover Intentions	0.944	0.923	0.062	3.274

Hypothesis 1a: There is negative relationship between HR Practices and Turnover Intentions

The first objective of study is to investigate the relationship of HR practices on turnover intentions. To achieve this objective, this study proposes the hypothesis H1a. Figure 4.5 shows the results of structural model. Results portray the standardized path

coefficient value is -0.18; critical ratio is -2.765 and p-value is 0.006. This indicates enough empirical evidences of negative relationship of HR practices on turnover intentions. Coefficient value of HR practices is -0.18, which means that one unit change in HR practices will bring -0.18 change in turnover intentions. The negative significant impact of HR practices on turnover intentions has been discussed in empirical literature. The findings suggest that availability of such HR practices ensure the notion that organization cares for employees and support it which consequently translates in reducing turnover intentions. The different researchers are in agreement that HR practices are negatively related to the turnover intentions. This study finding is consistent to the following previous studies. Like, Hemdi & Nasuridin (2006) also found negative relation between development oriented HR practices such as training and development, performance appraisal, career development and turnover intentions. Furthermore, Kuvaas (2008) also found significant direct negative relation between perception of HR practices on turnover intentions. Another study conducted by Kuvaas and Dysvik (2010) also found the negative relationship between bundles of HR practices, which were consists of information sharing, empowerment and fair compensation on performance and turnover intentions. Similarly, the Khilji and Wang (2006) found a significant negative relationship between HR practices such as training and development, reward and compensation, job design and recruitment on employee turnover intention in Pakistani organizations. Similarly, in another study, the bundle of HR Practices comprised of working condition, training, job autonomy, supervisory support and found that job security, supervisor support and compensation were significantly and negatively related to turnover intentions (Joarder et al., 2011). The findings are consistent with another study conducted by Sun et al. (2007) they checked effectiveness of high performance HR practices on actual turnover and found that HR practices reduced turnover intentions significantly among Chinese hotel employees. Study by Cho et al. (2006) also found that three HR practices

were employed and resulted in reduced actual turnover rates in hotel industry. Guest et al. (2003) investigated relation between HR practices on turnover intentions and performances. Findings showed that the higher use of HR practices led to reduce turnover intentions. This study revealed about relationship between HR practices and turnover intentions but failed to showed association between HR practices and performance. A study conducted in USA by Allen et al. (2003) revealed that HR practices such as rewards, growth opportunities, participation in decision making lowered the turnover intentions and the actual turnover. Same was the finding of study carried out by Arthur (1994) that human resource policies and practices were useful in reducing turnover intentions. Moreover, another study conducted by Cheng and Brown (1998) in the Singapore and Australia found that HR Practices had a negative relation with employee turnover, and further suggested that it can be lowered by HR practices like selection, induction processes and recruitment. Consistent with the previous research, this study also found negative relation of HR practices on turnover intentions. This study confirms the acceptance of hypothesis H1a.

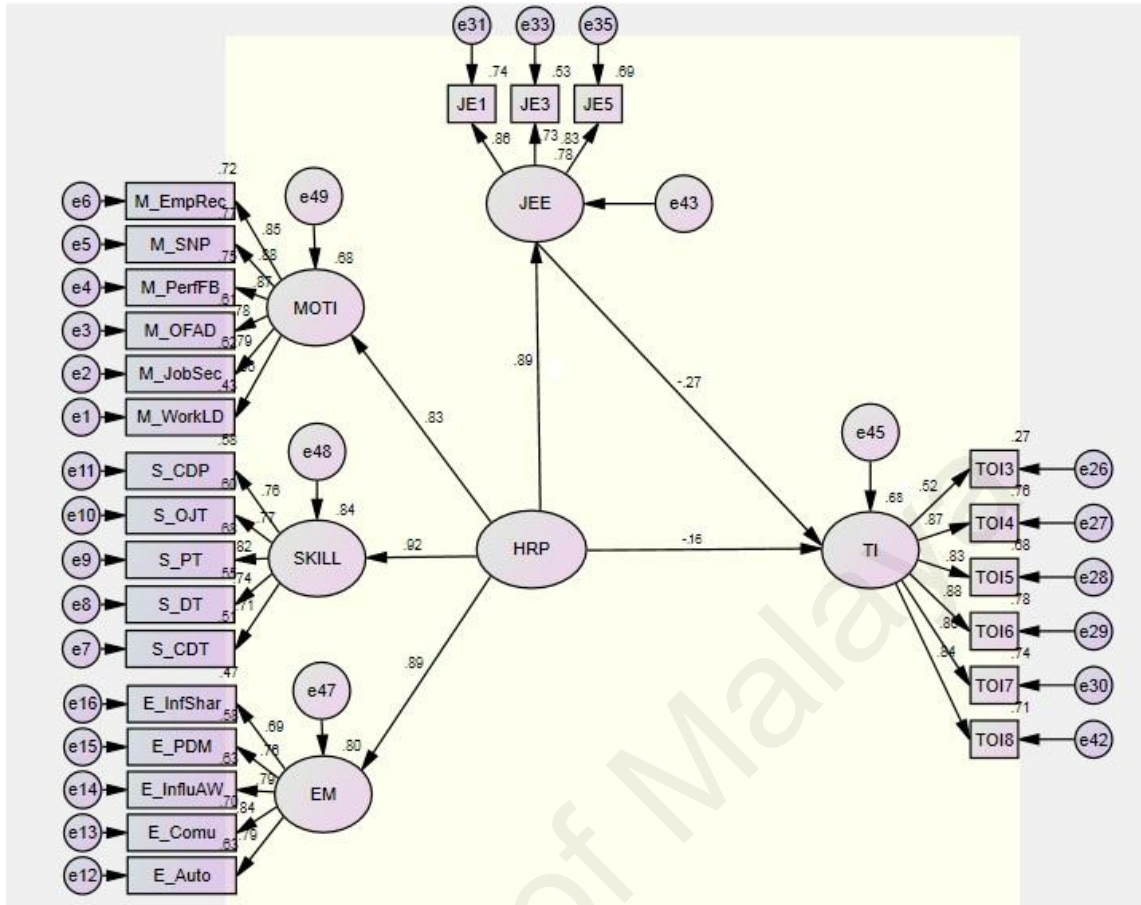


Figure 4.6: Mediation analysis for hypothesis 2a

Note: HRP= HR Practices (Moti= motivation enhancing, SKill= skills enhancing, Em= Empowerment enhancing), JEE= job engagement, TI= turnover intentions

Table 4.27: Goodness of Fit of Model 1 for testing mediation hypothesis 2a

Path	GFI	CFI	RMSEA	χ^2/df
HR Practices JEE & Turnover Intentions	0.935	0.910	0.072	4.572

Hypothesis-2a Job Engagement mediates the relationship between HR Practices and Turnover Intentions

Part (a) of second objective is to investigate the mediating relationship of job engagement between the HR practices and turnover intentions. To achieve this objective, the study proposes the hypothesis H2a which states that job engagement mediates the

relationship between the HR practices and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path $HRP \rightarrow JEE \rightarrow TI$. Figure 4.5, illustrates that direct effect of HR practices on turnover intentions without entering the job engagement in the model was -0.18 with t-value (-2.76) and p-value 0.006 which indicates the significant direct effect of HR practices on turnover intentions. In the next step, the mediating variable the job engagement was entered into the model and direct effect of $HRP \rightarrow TI$ was tested. The path coefficient was -0.16 with p value 0.03. Thus, the direct effect of HR practices on turnover intentions was significant after entering the job engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path $HRP \rightarrow JEE \rightarrow TI$ in Figure 4.6, so both the indirect and total effect were calculated for this purpose. Table 4.25, illustrates the indirect effects of 'HR practices' on 'Turnover intentions' through 'job engagement' was -0.240. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-value. The p-value of indirect path was 0.008 and this value is less than 0.05. So the hypothesis H2a is accepted. Hence, 'job engagement' mediates the relationship between the 'HR practices' and 'turnover intentions'. Since the direct effect of 'HR practices' on turnover intentions was significant when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.25 shows the mediation analysis.

Value of job engagement coefficients exhibits its statistical significant mediating role in the relationship of HR practices and turnover intentions. Negative sign portrays that increasing job engagement through HR practices can reduce the turnover intentions in hotel industry. However, the value of estimate is low. Number of research studies found the mediating effect of job engagement between HR practices and turnover intentions (Salanova & Schaufeli, 2008; Salanova et al., 2005; Schaufeli & Bakker, 2004). In the

same context, Attridge (2009) and Watson Wyatt (2003, 2005, 2007) also found a positive relationship between HR practices and job engagement. Extending which Yalabil, et al. (2013) concluded that job engagement significantly mediates the relationship between HR practices and turnover intentions.

One of the interesting study in this aspect was conducted by Ang et al. (2013). They found that HR practices such as performance management, cultural diversity, training, participation in decision making, and equal employment opportunity had a significant positive effect on commitment, while employee engagement and job satisfaction mediated the relationship. Taking differently, study conducted in UK by Alfes et al. (2013) investigated the relation between employee perceptions of HR practices and behavioral outcomes. They found a significant direct negative relationship of HR practices and turnover intentions. Moreover, they found the mediating effect of employee engagement between HR practices and turnover intentions. They concluded that mediating role of engagement is important in predicting turnover intentions of employees. Similarly, Chughtai (2013) conducted a study in Pakistan and found that HR practices with five dimensions (competence development, pay structure, recognition, empowerment and work life policies) enhanced the employee engagement and further it reduced the turnover intentions. Additionally, employees' engagement also found a mediator between HR practices and turnover intentions. This study concluded that set of HR practices triggered the employee engagement which eventually reduced turnover intentions. Therefore, organizations need to engage its employees by granting them such HR practices which elevate employees' engagement and also provide meaningful work. Another, a study conducted by Saks (2006) found the mediating role of job engagement between such HR practices (rewards and recognition, perceived organizational support, perceived supervisor support, procedural justice and distributive justice) and intentions to quit. Saks (2006) further argued that when employees have a feeling that organization

cares and supports their employees then employees try to reciprocate the organization by showing more engagement towards it. In addition, employees constantly view the set of HR practices in place, because HR practices influence job outcomes indirectly through engagement. Lack of proper HR practices can cause disengagement, that is why, appropriate set of HR practices are considered to be an important predictor of engagement. By comparing this study results with empirical literature, it can be inferred that these are grossly consistent with the theory and reinforce the mediating role of job engagement on relationship of HR practices and turnover intentions

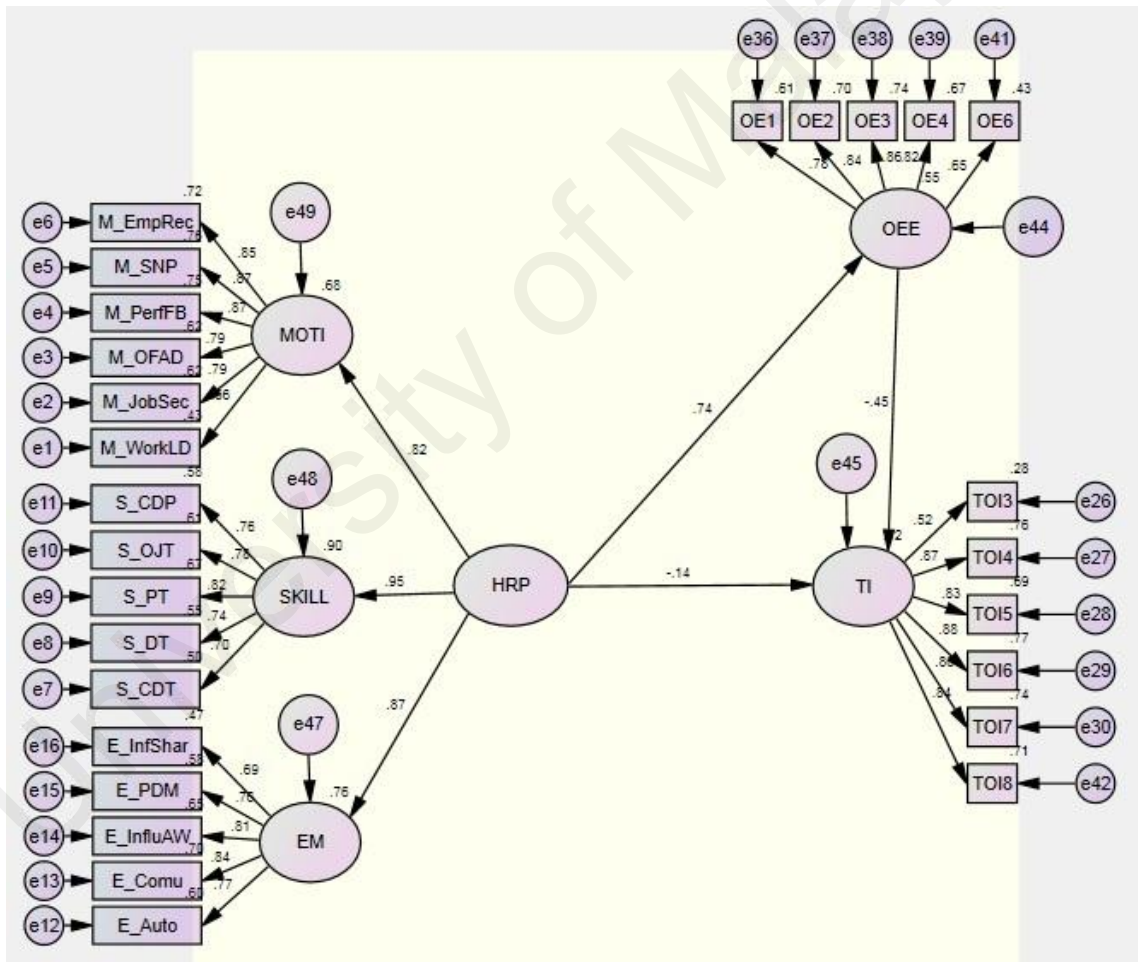


Figure 4.7: Mediation analysis for hypothesis 3a

Note HRP= HR Practices (Moti= motivation enhancing, SKILL= skills enhancing, Em= Empowerment enhancing), OEE= organization engagement, TI= turnover intentions.

Table 4.28: Goodness of Fit of Model 1 for testing mediation hypothesis 3a

Path	GFI	CFI	RMSEA	χ^2/df
HR Practices OEE & Turnover Intentions	0.923	0.912	0.052	5.382

Hypothesis-3a Organization Engagement mediates the relationship between HR Practices and Turnover Intentions

Second objective of study is to investigate the mediating role of talent engagement which is further divided into two parts. Part (b) of second objective is to examine the mediating relationship of organization engagement between the HR practices and turnover intentions. To achieve this objective, the study proposes the hypothesis H3a which states that organization engagement mediates relationship between the HR practices and turnover intentions. In order to test this hypothesis, the study adopted the Preacher and Hayes (2008) approach as mentioned above. In order to calculate the indirect effects of the path $HRP \rightarrow OEE \rightarrow TI$. Figure 4.5 illustrates that direct effect of HR practices on turnover intentions without entering organization engagement in the model was -0.18 with t-value (-2.76) and p-value 0.006 which indicates the significant direct effect of HR practices on turnover intentions. In the next step, the mediating variable of organization engagement was entered into the model and direct effect of $HRP \rightarrow TI$ was tested. The path coefficient was -0.14 with p-value 0.04. Thus, the direct effect of HR practices on turnover intentions was significant after entering the organization engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path $HRP \rightarrow OEE \rightarrow TI$, in figure 4.7, so both the indirect and total effect were calculated for this purpose. Table 4.25 illustrates the indirect effects of 'HR practices' on 'Turnover intentions' through 'organization engagement' was -0.329. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-value. The p-

value of indirect path was 0.010 and this value is less than 0.05. So the hypothesis H3a is accepted. Hence, 'organization engagement' mediates relationship between the 'HR practices' and 'turnover intentions'. Since the direct effect of 'HR practices' on turnover intentions was significant when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.25 shows the mediation analysis.

Empirical studies have shown the association between level of engagement and HR practices. As advocated by Macey and Schneider (2008) engaged employees fully invest themselves in job and their roles. Moreover, engagement leads to identification with organization which consequently lead to reduce turnover intentions and (Rich et al., 2010; Koyuncu et al., 2006). Finding of this study is consistent with other studies. Similar relationship has been illustrated by Schaufeli and Bakker (2004). Their findings revealed that organizational engagement mediated the relationship between job resources and turnover intention. This is also consistent with previous other studies like Koyuncu et al. (2006), Halbesleben and Wheeler (2008). Similarly, Saks (2006) viewed engagement in two ways, first as role specific to one's job and the second is role towards organization. The results of his studies demonstrated that both job and organizational engagements were distinct but related constructs. He found the mediating role of organization engagement between such HR practices (rewards and recognition, perceived organizational support, perceived supervisor support, procedural justice and distributive justice) and intentions to quit. Likewise, Alfes et al. (2013) tested a developed model by relating HR practices, employee engagement and turnover intentions. They also concluded mediating relationship of organization engagement between the HR practices and turnover intentions. Concisely, heap of empirical work revealed that engagement mediates relationship between HR practices and positive outcomes for individuals and organizations.

Moreover, empirical studies have investigated the relation of HR practices such as performance feedback (Schaufeli & Bakker, 2004), task variety (Salanova & Schaufeli, 2008), and training opportunities (Salanova et al., 2005), had positively related to employee engagement and further found that HR practices had significant positive direct effect on engagement and also mediating relationship between HR practices and turnover intentions (Schaufeli & Bakker, 2004).

In the same context, Koyunc et al. (2006) investigated the work engagement and found that work life experiences such as rewards, recognition, value fit and control predicted work engagement. Furthermore, they described that engagement predicted intention to stay, job satisfaction outcomes. On the same conception, Juhdi et al. (2013) investigated the mediating role of organizational engagement and organizational commitment on HR practices and turnover intentions. HR practices consisted of person job fit, performance appraisal, career management and job control). The study conducted in Malaysia in various sectors and found that all HR practices had significant effect on organizational engagement and organizational commitment. They found the partial mediating effects of organizational engagement and organizational commitment on the relationship between set of HR practices and turnover intentions. They argued that when employees are provided with positive and meaningful work environment by organization then employees in return tend to display positive outcomes in form of higher level of organizational engagement. In a nutshell, mediating effect of organizational engagement is second highest stronger and found to be a statistically significant. Hence, this study results support the previous empirical researches and conclude that HR practice play an important role in building sense of engagement which reduces turnover intentions.

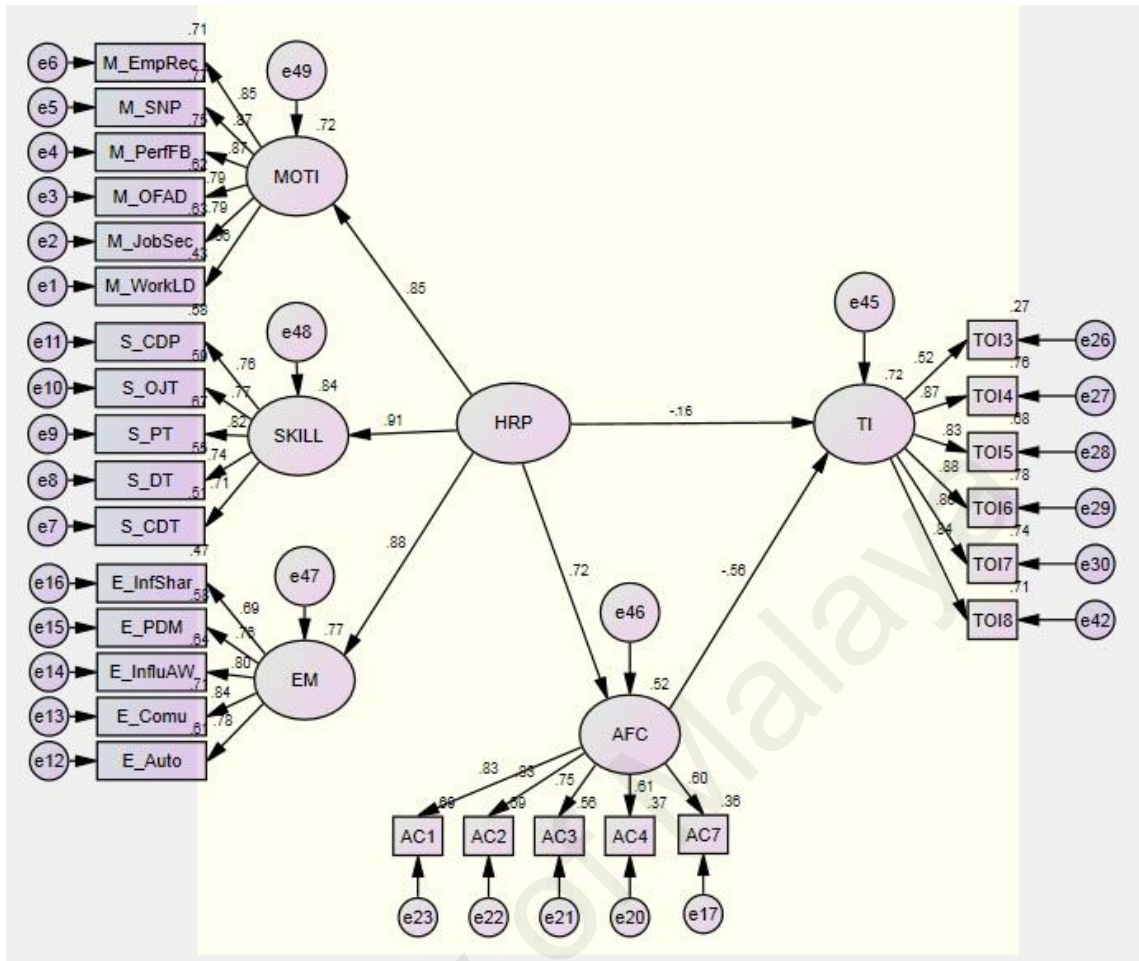


Figure 4.8: Mediation analyses for hypothesis 4a.

Note: HRP= HR Practices (Moti= motivation enhancing, SKill= skills enhancing, Em= Empowerment enhancing), AFC= affective commitment, TI= turnover intentions.

Table 4.29: Goodness of Fit of Model 1 for testing mediation hypothesis 4a

Path	GFI	CFI	RMSEA	χ^2/df
HR Practices, AFC & Turnover Intentions	0.901	0.946	0.065	3.257

Hypothesis-4a Affective Commitment mediates the relationship between HR Practices and Turnover Intentions.

The third objective of the study is to investigate the mediating relationship of affective commitment between the HR practices and turnover intentions. To achieve this objective the study proposes the hypothesis H4a which states that affective commitment mediates

the relationship between the HR practices and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path $HR \rightarrow AFC \rightarrow TI$. Figure 4.5 illustrates that the direct effect of HR practices on turnover intentions without entering the affective commitment in the model was -0.18 with t-value (-2.76) and p-value 0.006 which indicates the significant direct effect of HR practices on turnover intentions. In the next step, the mediating variable the affective commitment was entered into the model and direct effect of $HRP \rightarrow TI$ was tested. The path coefficient was -0.16 with p-value 0.007. Thus, the direct effect of HR practices on turnover intentions was significant after entering the affective commitment in the model. The next step of mediation analysis was to calculate the indirect effect of path $HRP \rightarrow AC \rightarrow TI$, in figure 4.8, so both the indirect and total effect were calculated for this purpose. Table 4.25, illustrates the indirect effects of 'HR practices' on 'Turnover intentions' through 'affective commitment' was -0.403. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-value. The p-value of indirect path was 0.006 and this value is less than 0.05. So the hypothesis H4a is accepted. Hence, 'affective commitment' mediates the relationship between the 'HR practices' and 'turnover intentions'. Since the direct effect of 'HR practices' on turnover intentions was significant when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.25 shows the mediation analysis.

Affective commitment indicates the personal attachment to the organization which leads to the acceptance of organizational goals and objectives (Meyer, Allen & Smith, 1993). Literature shows that bundle or individual HR practices results in increasing employee's level of attachment to the organization (Gould-Williams, 2003; Meyer & Smith, 2000; Gaertner & Nollen, 1989). Furthermore, HR practices build a sense of an organizational support towards employees (Guzzo & Noonan, 1994).

Results of this study shows the acceptance of hypothesis H4a, in Table 4.25 confirm ascertaining the mediating role of affective commitment between HR practices and turnover intentions. Its coefficient and indirect value show that it has strong effect as compare to job engagement and organization engagement on turnover intentions. Joarder et al. (2011) conducted a study in order to investigate the impact of six HR practices (job security, compensation, job autonomy, working condition, training and development, supervisory support) on turnover intentions directly and through affective commitment. They advocated that employees having positive attitude of organization, helps in building a sense of belongingness towards organization and remains with the organization. They found a significant mediation effect of affective commitment between HR practices and turnover intentions and argued that affective commitment played vital role in reducing turnover intentions. In the same context, another study conducted by Jhudi et al. (2013) investigated the mediating effect of engagement and organizational commitment between HR practices and turnover intentions. Their findings suggested that organizational commitment significantly mediated the relationship of HR practices and turnover intentions. Similarly, the same finding of another study by Ashar et al. (2013) which showed that affective commitment had positive relation with HR practices and significant negative relation on turnover intentions. Moreover, the study by Lamba and Choudhary (2013) which investigated the impact of set of five HR practices on organization commitment and revealed that compensation, job security, and job performance had significant effect on affective commitment. They advocated that such practices boosted the affective commitment and which increased the employees' loyalty with the organization. Similarly, another study conducted by Nawaz and Pangil (2016) investigated the mediating role of affective commitment between six HR practices and turnover intentions and found that affective commitment significantly mediated the relationship between HR practices and turnover intentions. They advocated that the

presence of proper HR practices enhanced the attachment of employees towards organization which resulted in lowering down the turnover intentions. In the same context, another study by Rubel and Kee (2015) also examined the HR practices in service sector and focusing the role of nurses. They investigated the mediating relationship of commitment between HR practices and turnover intentions and found that commitment mediated the relationship between HR practices and turnover intentions significantly. Further they revealed that availability of HR practices led to reduction in turnover intentions.

So it can be inferred that affective commitment found to be a stronger mediator as compare to two other mediators. Hence, organization may use affective commitment more actively in order to reduce turnover intentions. These results are consistent with the theory and reinforce the mediating role of affective commitment in relationship of HR practices and turnover intentions.

4.8.4 Results of the Model 2 (Dimensions of the HR Practices & Turnover intentions)

As Model 1 explicates the impact of overall HR practices on turnover intentions, it is not possible to deduce from this model 1 that how individual HR practices influence turnover intentions. For that purpose, this study has developed model 2. Figure 4.9 shows the model 2 before analysis.

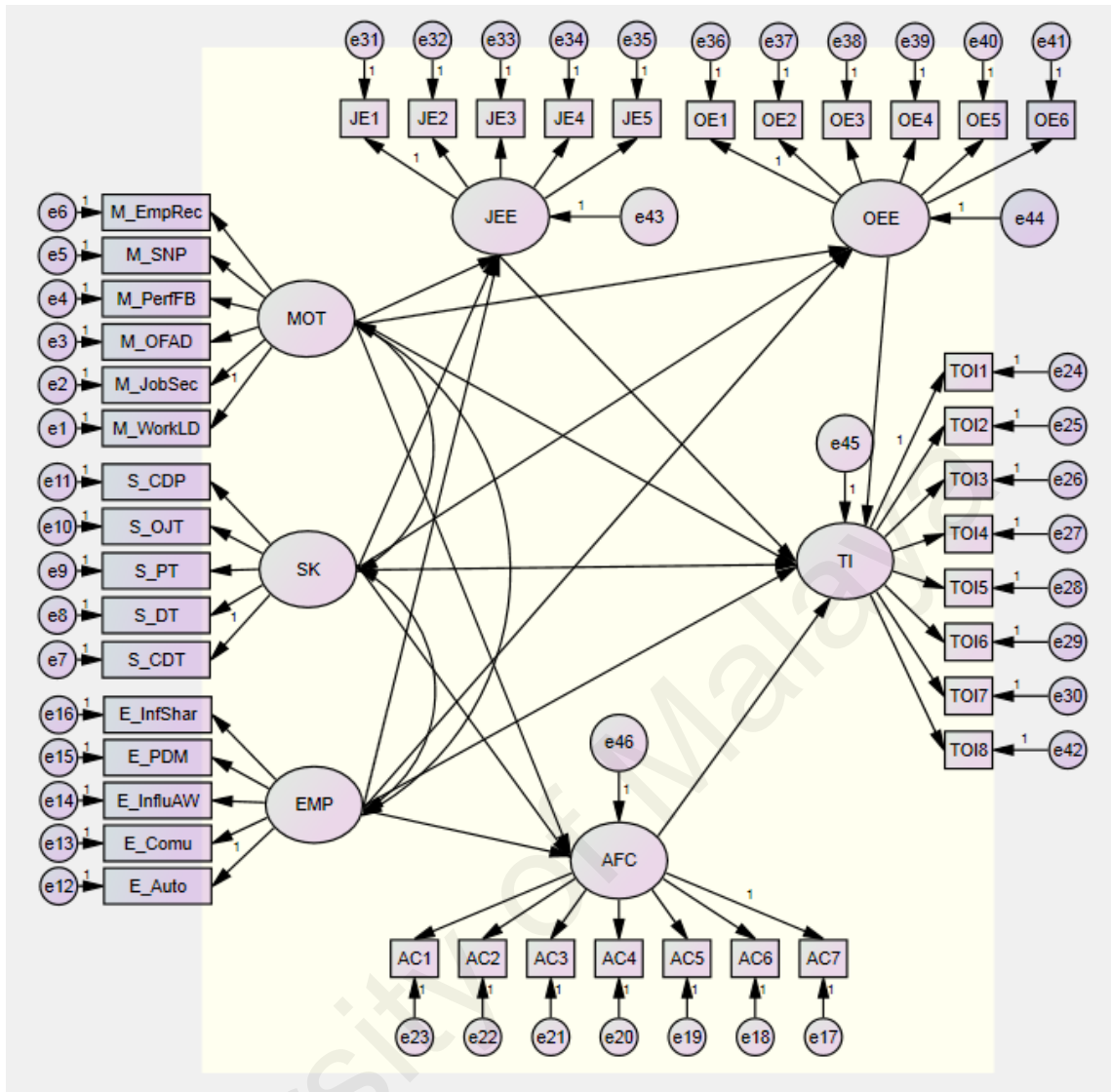


Figure 4.9: Model 2 in AMOS setting

As mentioned above, this study has adopted the approach of Preacher and Hayes (2008) to check for mediating effect. In this approach, mediating effect is checked in two stages and the same procedure is applied to estimate the model 2.

Keeping in view the fourth objective of the study, which is to determine appropriate HR practices or bundles of HR practices in reducing turnover intentions directly and indirectly. For this purpose, this study has developed a total of 12 hypotheses to test Model 2. Table 4.30 shows the hypothesis of model 2. Results of hypotheses testing in Tables 4.31 and 4.32.

In order to test the hypotheses of model 2, this study runs the model 2 four times. In first time, model 2 shows the direct relation of motivation, skills and empowerment enhancing practices with turnover intentions. The second time, the model 2 shows the mediating effect of job engagement between motivation, skills and empowerment enhancing practices and turnover intentions, the third time, model 2 shows the mediating effect of organization engagement between motivation, skills and empowerment enhancing practices and turnover intentions. Finally, the fourth-time Model 2 portrays the mediating effect of affective commitment between motivation, skills and empowerment enhancing practices and turnover intentions. This study has ascertained the goodness of fit for all models. Tables 4.33, 4.34, 4.35, and 4.36, depict the results of model fitness. Results show that models have appropriate fitness and can be proceeded for analysis. Results of SEM analysis appear in Tables 4.31 and 4.32.

Table 4.30: Hypothesis of Model 2

No	Hypotheses of model 2
1b	There is negative relationship between motivation enhancing practices and turnover intentions.
2b	There is negative relationship between empowerment enhancing practices and turnover intentions.
3b	There is negative relationship between skills enhancing practices and turnover intentions.
4b	Job engagement mediates the relationship between motivation enhancing practices and Turnover Intentions
5b	Organization engagement mediates the relationship between motivation enhancing practices and Turnover Intentions
6b	Affective commitment mediates the relationship between motivation enhancing practices and Turnover Intentions
7b	Job engagement mediates the relationship between empowerment enhancing practices and Turnover Intentions
8b	Organization engagement mediates the relationship between empowerment enhancing practices and Turnover Intentions
9b	Affective commitment mediates the relationship between empowerment enhancing practices and Turnover Intentions
10b	Job engagement mediates the relationship between skills enhancing practices and Turnover Intentions

11b	Organization engagement mediates the relationship between skills enhancing practices and Turnover Intentions
12b	Affective commitment mediates the relationship between skills enhancing practices and Turnover Intentions

4.8.5 Result Summary of Direct Hypothesis of Model 2

Results in Table 4.31 depicts the direct relation of motivation, skills and empowerment enhancing practices and turnover intentions with their standardized beta values (β) values C.R and p-values.

Table 4.31: Hypothesis Testing of Model 2 (Dimensions of HR-P & TOI)

Hypothesis	Path	β	S.E	Standardized Estimates	C.R	P-Value	Decision
H1b	Moti→TI	-0.156	0.071	-0.22	-6.903	0.003	Accept H1b
H2b	Em→TI	-0.212	0.71	-0.42	-2.971	0.003	Accept H2b
H3b	Skill→TI	0.103	0.041	0.18	2.505	0.05	Reject H3b

Till now, the Table above showed the direct effect of individual HR practice on turnover intentions while the proceeding Table 4.32 shows the mediation effect of individual practices on turnover intentions in the model 2.

4.8.6 Results Summary of Meditation Analysis of Model 2

Table 4.32: Mediation Analysis (Indirect effects) of Model 2

No	Hypothesis	Direct without mediator	Sig	Direct with mediator	Sig	Indirect effect	P-value (bootstrap)	Mediation	Decision
H4b	Mot → JEE → TI	-.22	-6.903 (0.003)	-.18	-2.075 (0.03)	-0.038	0.008	Partial Mediation	Accept H4b
H5b	Mot → OEE → TI	-.22	-6.903 (0.003)	-.20	-2.109 (0.03)	-0.070	0.007	Partial Mediation	Accept H5b
H6b	Mot → AFC → TI	-.22	-6.903 (0.003)	-.18	-2.232 (0.02)	-0.156	0.006	Partial Mediation	Accept H6b
H7b	EM → JEE → TI	-.42	-2.971 (0.003)	-.24	-2.751 (0.05)	-0.102	0.007	Partial Mediation	Accept H7b
H8b	EM → OEE → TI	-.42	-2.971 (0.003)	-.29	-2.162 (0.04)	-0.131	0.01	Partial Mediation	Accept H8b
H9b	EM → AFC → TI	-.42	-2.971 (0.003)	-.17	-2.075 (0.03)	-0.250	0.004	Partial Mediation	Accept H9b
H10b	SK → JEE → TI	.18	2.505 (0.05)	.11	2.190 (0.48)	-0.069	0.147	No Mediation	Reject H10b
H11b	SK → OEE → TI	.18	2.505 (0.05)	.18	2.061 (0.03)	-0.170	0.006	Partial Mediation	Accept H11b
H12b	SK → AFC → TI	.18	2.505 (0.05)	.13	2.581 (0.01)	-0.104	0.001	Partial Mediation	Accept H12b

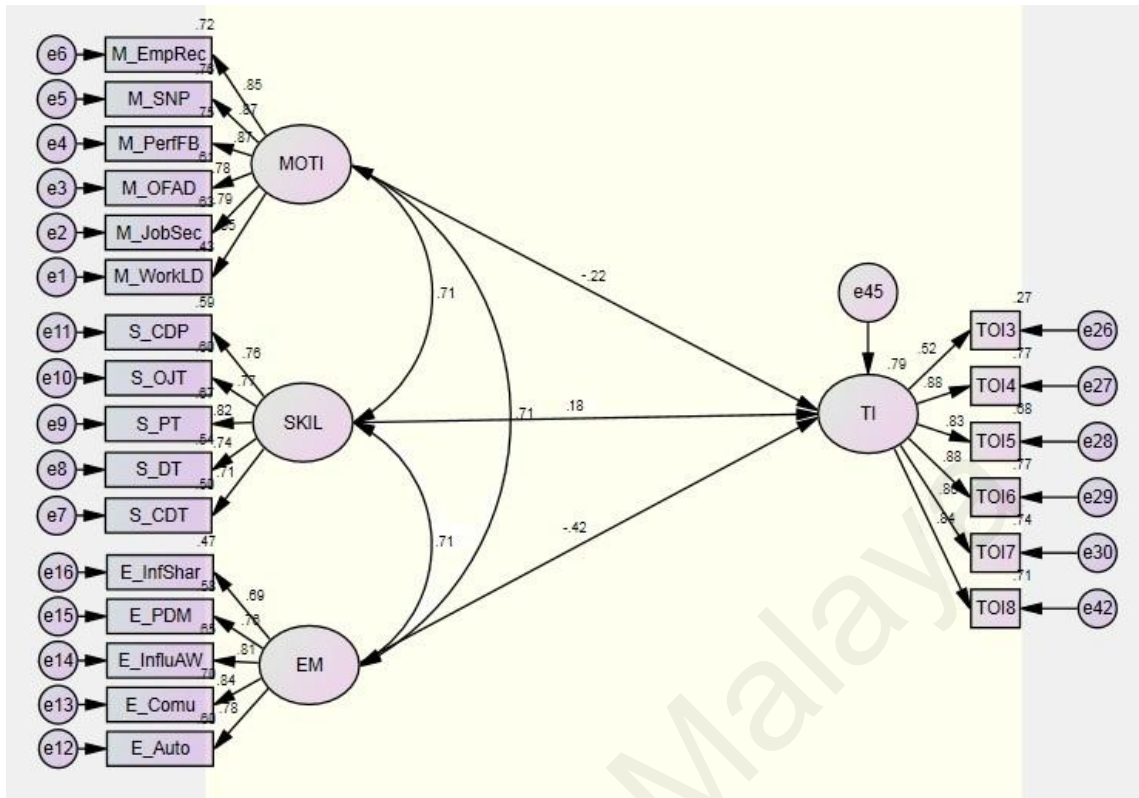


Figure 4.10: Direct effect of Motivation, Skills and Empowerment on Turnover Intentions 1b, 2b & 3b

Note: MOTI = Motivation enhancing, SKILL= skills enhancing, EM= Empowerment enhancing and TI= turnover intentions.

Table 4.33: Goodness of Fit of Model 2 direct hypotheses. 1b, 2b, 3b

Path	GFI	CFI	RMSEA	χ^2/df
Moti, SK, & Em, & TI	0.923	0.954	0.042	4.362

Hypothesis-1b There is negative relationship between Motivation Enhancing Practices and Turnover Intentions.

In order to investigate the individual relationship of motivation on turnover intentions. For this the study proposes the hypothesis H1b. Figure 4.10 indicates the results of structural model. Results illustrates that path coefficient value was -0.22; critical ratio was -6.903 and p value was 0.003. The results of hypothesis 1b illustrates that motivation

has significant negative influence on turnover intentions. Coefficient value of motivation was -0.22, which means that one unit change in motivation will bring -0.22 change in turnover intentions. This coefficient value of -0.22 exhibits its substantial influence on turnover intentions. The negative significant impact of motivation on turnover intentions has been discussed in empirical literature. The different researchers are in agreement that HR practices negatively related to the turnover intentions.

The findings of this study are consistent with other studies conducted to investigate the effect of motivation enhancing practices on turnover intentions (Gardner et al., 2007; Pare et al., 2001; Sajjad et al., 2013). Similarly, Pare et al. (2001) found a significant negative association between motivation and turnover intentions. Consistent with the findings of Gardner et al. (2007) which illustrated that motivation enhancing practices have significant negative relationship with turnover intentions. Same is the finding of another study, which further elaborated that motivation is considered as a trigger to cause particular direction and behavior (Sajjad et al., 2013). Results of their study indicated that motivation leads to reduce the turnover intentions. Their studies were consistent with Schuler and Huber (1993) and Schuler (1997) who also found motivation enhancing (appraisal, compensation and safety and health) had negative relationship with turnover intentions. Likewise, Dysvik and Kuvass (2010) investigated the direct relationship of motivation and turnover intentions and found the negative relationship between them. They indicated that motivation serve as a mechanism to reduce turnover intentions as motivated employees display discretionary efforts towards an organization. Guest (1997) noted that motivation enhancing practices (appraisal, rewards, and job security) had negative relationship with turnover intentions. A study conducted by Tahir et al. (2011) in the banking sector of Pakistan investigated the intrinsic and extrinsic motivation factors. They found a positive relationship of motivation with retention and employee engagement. They highlighted the motivational factors and importance of motivational

mechanism which were considered vital in achieving the organizational goals. They emphasized that availability of motivational factors led to retention and better work performance. Maroudas et al. (2008) found that motivation enhancing practices had negative relationship with turnover intentions. Such motivation enhancing practices direct, shape and motivate the behavioral outcomes of employees which result in better organizational performance and reduces turnover intentions. Summarizing the discussion in light of extent scholastic work, it is inferred that motivation enhancing practices can be a source of reducing turnover intentions. This study results confirm hypothesis H1b in case of Malaysian hotel industry.

Hypothesis-2b: There is negative relationship between Empowerment Enhancing Practices and Turnover Intentions.

As exhibited in Table 4.31, this study results portray that standardized path coefficient value of empowerment was -0.42; critical ratio was -2.971 and p value was 0.003, which confirms acceptance of hypothesis H2b and the significant negative influence of empowerment on turnover intentions. Its coefficient value depicts that a unit improvement in empowerment will lead to reduce -0.42 units change in turnover intentions. Findings are consistent with the findings of Gardner et al. (2011). They investigated empowerment enhancing practices and the also found a significant negative relation between empowerment and turnover intentions. Further, key findings of Pare and Tremblay (2007) illustrated that empowerment enhancing practices had higher impact on turnover intentions while the motivational enhancing such as recognition and competency development had less impact on turnover intentions. In the same way, Zhang and Agarwal (2009) exhibited that empowerment practice such as information sharing and reward had negative significant relation with turnover intentions. They concluded that organization that use empowerment as sharing information with employees reduced turnover

intentions as employees considered themselves as part of the organization. Similarly, Moynihan and Landuyt (2008) investigated empowerment relationship with turnover intentions in state government employees, used a sample size of 34, 668 and found a significant negative relation between empowerment and turnover intentions. Findings of another study also indicated that empowerment had a significant negative relation with turnover intentions (Yang & Lee, 2009). Other studies also examined and found that empowerment practices reduced turnover intentions (Arthur, 1994; Grissom, 2012). Likewise, Sparrowe (1994) also investigated the empowerment relationship with turnover intentions and found a negative relationship between them. Similarly, study carried out by Erturk and Vurgum (2015) also indicated a significant negative relationship between empowerment and turnover intentions. Furthermore, several other studies also mentioned that empowerment remains an important factor in reducing turnover intentions of employees (Kim & Stoner, 2005; Seibert et al., 2011; Griffeth et al., 2000). Likewise, study by Islam et al. (2014) in the Malaysian banking and insurance industry also found a negative association between empowerment and turnover intentions of employees. They argued that organization can reduce employees' turnover intentions by providing learning culture and empowering employees. In a nutshell, the direct effect of empowerment enhancing practices are stronger than skills and motivation enhancing practices on turnover intentions of employees. This study results conclude a strong and significant negative influence of empowerment enhancing practices on turnover intentions and are grossly consistent with previous empirical work.

Hypothesis-3b: There is negative relationship between Skills Enhancing Practices and Turnover Intentions.

Results in Table 4.31 show rejection of H3b, while illustrating the direct positive relationship between skills enhancing and turnover intentions. Results portray that path

coefficient value was 0.18; critical ratio was 2.505 and p-value was 0.05. This indicates enough empirical evidences of direct positive relationship of skills enhancing on turnover intentions, which depicts that one-unit of change in skills enhancing will lead to 0.18 unit change in turnover intentions but the effect is positive. A study conducted by Subramony (2009) revealed that skills were unrelated to retention. Results are consistent with the findings of Tharenou et al. (2007) showing positive relationship of skills with turnover intentions. Another study by Green et al. (2000) advocated that organizations that invest hugely in training practices usually have higher employee turnover because the skilled personnel may get better pay and position and are head haunted by other organizations. Same are the views of the Kalleberg and Rognes (2000) illustrated that there is a positive association between employee's development and employees' turnover. Investment in employees building skills makes employees to be more competitive and equipped with new skills and knowledge which makes facilitate them to take on new jobs and requirements (Rothwell & Kazanas, 1989). Studies Batt et al. (2002) and Shaw et al. (1998) investigated the relationship of training practices on turnover intentions and found no significant relationship between them. Likewise, study conducted by Gardner et al. (2011) found that skills enhancing practices had positive relationship with turnover intentions. To them skill enhancement improved employees' abilities to get job in other organizations. Further, employees themselves think that after possessing the competitive skill level, they should move to other organization where they can better cash their skills (Haines et al., 2010; Way, 2002; Oldroyd & Morris, 2012).

On the other hand, Bartlett (2001) argued that availability of training practices enhance employees feeling of being valued and results in increased commitment and lower down the turnover intentions. Same is evident by another study which advocated that training practices are implemented to build long term relationship of employees with organization which in turn reduce turnover intentions (Samuel & Chipunza, 2009; Costen & Salazar,

2011; Choi & Dickson, 2009). Similarly, Anis et al. (2011) found that compensation after receiving training practices led to employees' retention. Putting together, in case of hotel industry, skills enhance practices can raise the turnover intentions directly, however their indirect influence on turnover intentions; through affective commitment and talent engagement; needs to be carefully analyzed. Because it may have negative influence on turnover intentions through indirect. In such case, magnitude of positive and negative impacts are needed to be compared to reach on conclusion.

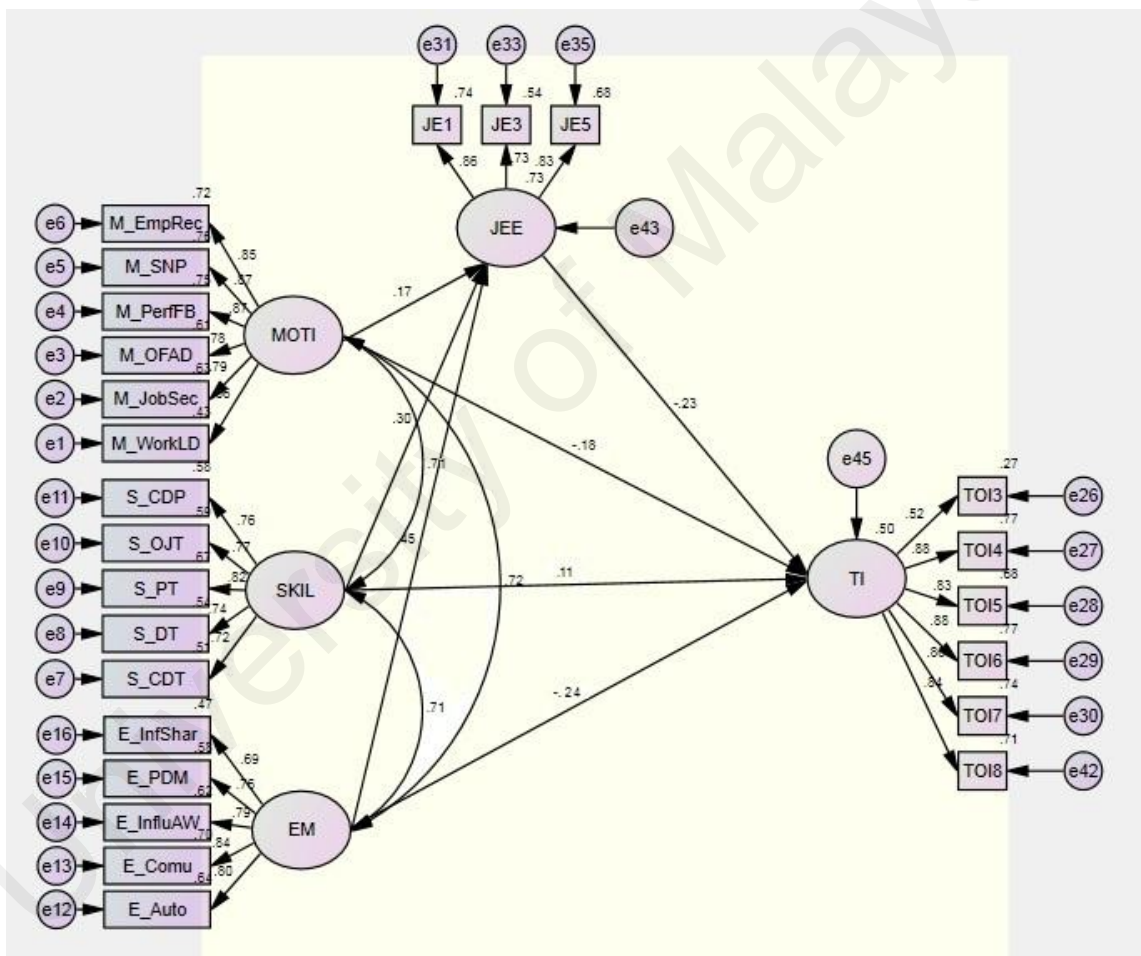


Figure 4.11: Mediation analysis for hypothesis 4b, 7b, & 10b.

Note: MOTI = Motivation enhancing, SKILL= skills enhancing, EM= Empowerment enhancing, JEE= job engagement, TI= turnover intentions.

Table 4.34: Goodness of Fit of Model 2 for testing mediation hypothesis 4b, 7b, &10b

Path	GFI	CFI	RMSEA	χ^2/df
Moti, SK, & Emp, JEE, & TI	0.956	0.932	0.057	5.263

Hypothesis-4b Job Engagement mediates the relationship between Motivation Enhancing Practices and Turnover Intentions.

To investigate the mediating role of job engagement between motivation enhancing and turnover intentions the study proposes the hypothesis H4b which depicts that job engagement mediates the relationship between the HR practices and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path MOT→JEE→TI. Figure 4.10 portrays that the direct effect of motivation on turnover intentions without entering the job engagement in the model was -.22 with t-value (-6.903) and p-value 0.003 which indicates the significant direct effect of motivation on turnover intentions. In the next step, the mediating variable job engagement was entered into the model and direct effect of MOT→ TI was tested. The path coefficient was -0.18 with p-value 0.03. Thus, the direct effect of motivation on turnover intentions was significant after entering the job engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path MOT→JEE→TI, in Figure 4.11, so both the indirect and total effect were calculated for this purpose. Table 4.32 illustrates the indirect effects of ‘motivation’ on ‘Turnover intentions’ through ‘job engagement’ was -0.038. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iteration to test the p-values. The p-value of indirect path was 0.008 and this value is less than 0.05. Results shows accept H4b while illustrating that job engagement mediates the relationship between motivation and turnover intentions. So the hypothesis H4b is accepted. Since the direct effect of ‘motivation’ on turnover intentions was significant

when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.32 shows the mediation analysis.

Finding of the study is inconsistent with findings of Saks (2006) investigated set of HR practices which consisted motivational practices as well (rewards and recognition, perceived organizational support, perceived supervisor support, procedural justice and distributive justice) and intentions to quit. Saks (2006) found a non-significant mediating effect of job engagement between motivation enhancing practices (reward and recognition) and turnover intentions. However, this study results are consistent with Karatepe (2013) found that job engagement acts as a mediator between reward practice (motivational practice) and job performance and which ultimately resulted in lowering the turnover intentions. Likewise, Kumar (2012) argued that motivation is the driver of employee engagement. He further argued that motivated employees displayed high level of engagement towards organization and go put extra efforts in achieving organizational goals. Similarly, Tahir et al. (2011) advocated that there was a positive relationship of motivation with retention and employee engagement. Employees with positive psychological state of mind and with positive self-efficacy were more involved, engaged and energized in their work (Maslach & Leiter, 1997). Past studies described that motivational factors or the job resources which include performance feedback, supervisor support, autonomy, co-worker support are positively linked to engagement (Korunka et al., 2009; Bakker & Demerouti, 2007, 2008). Furthermore, two motivational roles of job resources are intrinsically and extrinsically (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2008). Intrinsically, they advance individual's growth, need for autonomy, belongingness and learning while extrinsically, existence of motivational factors led them to gain and compete for difficult task and work. Hence, if employees are given motivational factors then they are likely to be more engaged (Demerouti et al., 2001). Another study by Salanova and Schaufeli (2008) revealed that engagement mediated the

relationship of job resources (i.e. feedback, job control) and proactive behavior. On the same note, Chughtai (2013) investigated the mediating role of engagement and found that engagement mediated the relationship between motivation and turnover intentions. He further revealed that motivation helped in triggering employee engagement and it was in accordance with previous researches as well. However, the magnitude is very low but statistically significant which demonstrates that job engagement mediates the relationship between motivation enhancing practices and turnover intentions.

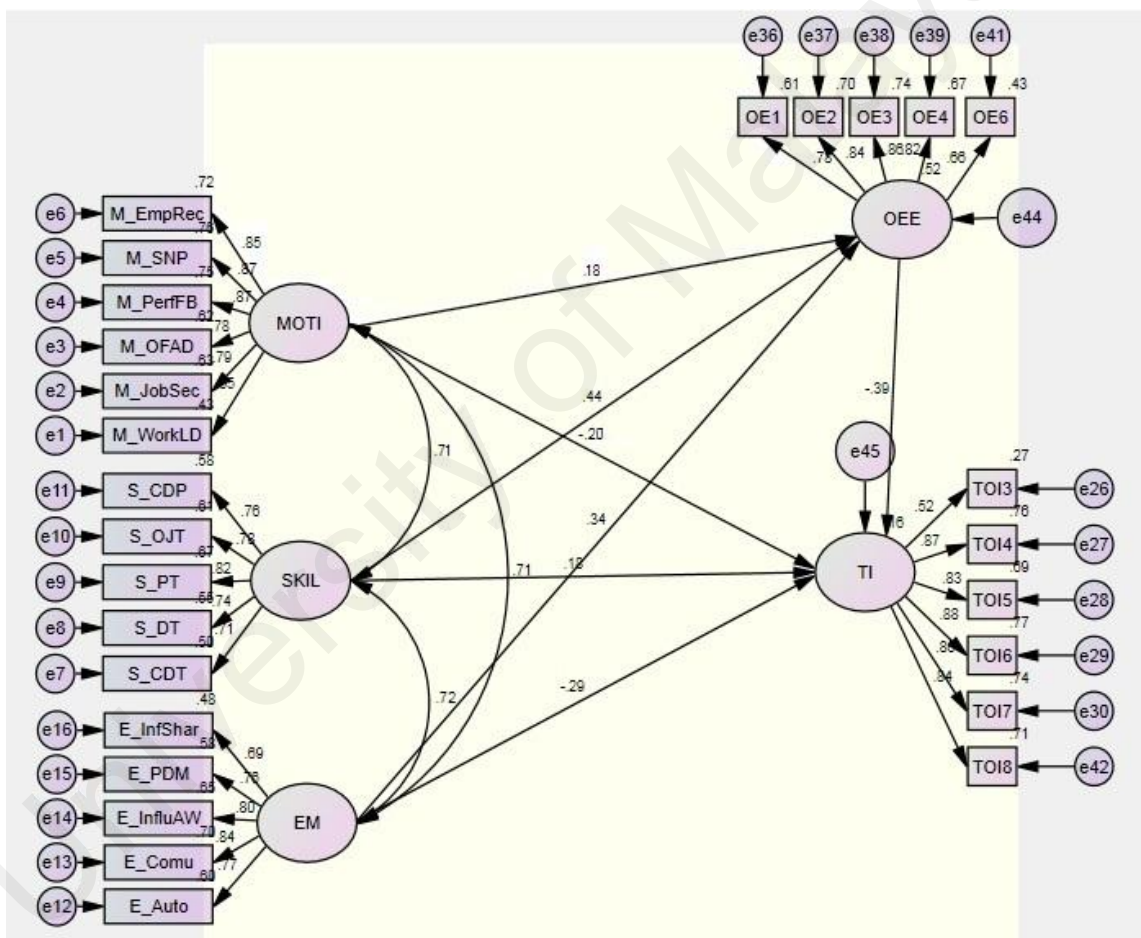


Figure 4.12: Mediation analysis for hypothesis 5b,8b and 11b

Note: MOTI = Motivation enhancing, SKILL= skills enhancing, EM= Empowerment enhancing, OEE= organization engagement, TI= turnover intentions.

Table 4.35: Goodness of Fit of Model 2 for testing mediation hypothesis 5b, 8b, & 11b

Path	GFI	CFI	RMSEA	χ^2/df
Moti, SK, & Em, OEE, & TI	0.956	0.912	0.050	3.345

Hypothesis-5b Organization Engagement mediates the relationship between Motivation Enhancing Practices and Turnover Intentions.

To investigate the mediating role organization engagement between motivation enhancing and turnover intentions the study proposes the hypothesis H5b. To test this hypothesis, the study calculated the indirect effects of the path MOT→OE→TI. Figure 4.10, shows that the direct effect of motivation on turnover intentions without entering the organization engagement in the model was -.22 with t-value (-6.903) and p-value 0.003 which indicates the significant direct effect of motivation on turnover intentions. In the next step, the mediating variable organization engagement was entered into the model and direct effect of MOT→TI was tested. The path coefficient was -0.20 with p-value 0.03. Thus, the direct effect of motivation on turnover intentions was significant after entering the organization engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path MOT→OE→TI, in Figure 4.12, so both the indirect and total effect were calculated for this purpose. Table 4.32, illustrates the indirect effects of ‘motivation’ on ‘Turnover intentions’ through ‘organization engagement’ was -0.070. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.007 and this value is less than 0.05. Results show accept H5b, while illustrating that organization engagement mediates the relationship between motivation and turnover intentions. Since the direct effect of ‘motivation’ on turnover intentions was significant when calculated

with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.32 shows the mediation analysis.

The results are in line with the study of Saks (2006) who also found a mediating relationship of organization engagement between motivational practices and turnover intentions. Based on Social Exchange Theory, engagement is believed to be enhanced, when organization invests on employees by providing appreciative and positive work environment, trust and value, so that employees get indication that they are being trusted and valued by organization (Saks, 2006; Alfes et al., 2010; Rich et al., 2010). Moreover, organizational engagement has been rarely studied in the academic literature (Saks, 2006) it could be explored because organizational engagement plays important role in reducing turnover intentions. Likewise, Juhdi et al. (2013) examined the mediating effect of organization engagement between motivation and turnover intentions and found a significant mediating effect of between motivation and turnover intentions. They further argued that HR practices made the job more meaningful and fulfilling for employees which resulted in high level of organizational engagement and consequently reduced turnover intentions. Moreover, Higgs (2007) argued that to elevate the organizational engagement, the role of motivational practices such as rewards and financial benefits is very important which in turn reduces turnover intentions. In addition, he mentioned that organization can enhance engagement by providing growth and development opportunities which make employees engaged and engrossed in their job activities. Same is the evident by another study, Lockwood (2007) advocated that HR practices such as opportunities for development, rewards and compensation influence the organizational engagement. Likewise, Schaufeli and Bakker (2004) investigated the mediating role of organization engagement between job resources (performance feedback, peer support and proper coaching/training). They found the mediating role of organizational engagement between such practices and turnover intentions. They mentioned that such practices were

able to cultivate the employees' engagement captivated them in ongoing activities of organization which in turn reduced turnover intentions. Furthermore, Memon et al. (2015) argued that pay structure (motivation enhancing practice) play an important role in enhancing the employees' engagement and which ultimate reduced turnover intentions. They further advocated that when employees are motivated, attached and engaged in their job and organization they intend to remain part of the organization. Hence, the results of the study confirm the mediation and statistically significant role of organization engagement but the value is low. So in a nutshell, this study results are consistent with previous research studies.

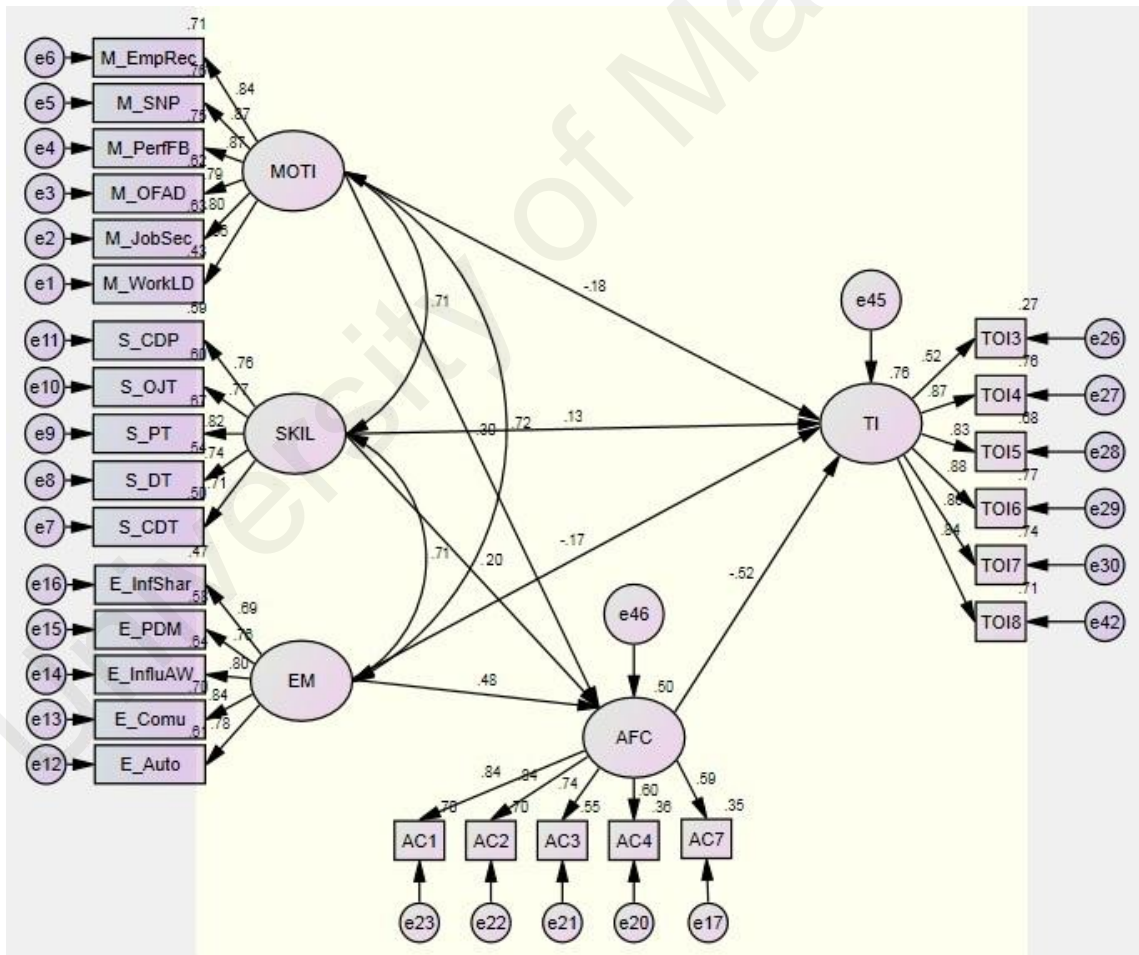


Figure 4.13: Mediation analysis for hypothesis 6b, 9b and 12b

Note: MOTI = Motivation enhancing, SKILL= skills enhancing, Em= Empowerment enhancing, AFC= affective commitment TI= turnover intentions.

Table 4.36: Goodness of Fit of Model 2 for testing mediation hypothesis 6b, 9b, & 12b

Path	GFI	CFI	RMSEA	χ^2/df
Moti, SK, & Em, AFC, & TI	0.951	0.933	0.068	4.561

Hypothesis-6b Affective Commitment mediates the relationship between Motivation Enhancing Practices and Turnover Intentions.

Results show acceptance of H6b illustrating that affective commitment mediates the relationship between motivation and turnover intentions. To check the mediating role of Affective commitment between motivation enhancing and turnover intentions the study proposes the hypothesis H6b. To test this hypothesis, the study calculated the indirect effects of the path MOT→AC→TI. Figure 4.10, illustrates that the direct effect of motivation on turnover intentions without entering the affective commitment in the model was -.22 with t-value (-6.903) and p-value 0.003 which indicates the significant direct effect of motivation on turnover intentions. In the next step, the mediating variable affective commitment was entered into the model and direct effect of MOT→TI was tested. The path coefficient was -0.18 with p-value 0.02. Thus, the direct effect of motivation on turnover intentions was significant after entering the affective commitment in the model. The next step of mediation analysis was to calculate the indirect effect of path MOT→AC→TI, in Figure 4.13, so both the indirect and total effect were calculated for this purpose. Table 4.32 illustrates the indirect effects of ‘motivation’ on ‘Turnover intentions’ through ‘affective commitment’ was -0.156. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.006 and this value is less than 0.05. Results show acceptance of H6b, while illustrating that affective commitment mediates the relationship between motivation and turnover intentions. Since the direct effect of ‘motivation’ on turnover

intentions was significant when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.32 shows the mediation analysis.

Findings are consistent with following studies like Joarder et al. (2011) also found a mediating relationship of affective commitment between motivation enhancing practices (job security, compensation, supervisor support and working condition) and turnover intentions. They illustrated that such HR practices build the attachment and belongingness of employees towards the organization and then employees are more likely to stay with the organization for a longer period. Another study conducted by Galletta et al. (2011) found a mediating role of affective commitment between motivation and turnover intentions. They advocated that intrinsically motivated employees develop a feeling of belongingness and a sense of identification with organization which consequently reduce the turnover intentions. Similarly, another study by Richer et al. (2002) conducted a study to investigate the indirect effect of motivation on turnover intentions through affective commitment and found a significant mediating role of affective commitment between motivation and turnover intentions. Likewise, study by Dysvik and Kuvaas (2010) also found a negative relation between motivation at work place and turnover intentions. Similarly, the study by Thatcher et al. (2006) investigated the mediating effect of commitment between motivation and turnover intentions. They highlighted that commitment mediated the relationship between motivation and turnover intentions. In the same context, Pare et al. (2001) investigated the mediating role of affective commitment between four HR practices and turnover intentions. They found a mediating role of affective commitment between HR practices and turnover intentions. Their results demonstrated that magnitude of affective commitment is high and statistically significant. It can be inferred that affective commitment was a strong mediator between motivation

enhancing practices and turnover intentions as compare to job engagement and organization engagement.

Hypothesis-7b Job Engagement mediates the relationship between Empowerment Enhancing Practices and Turnover Intentions.

In order to investigate the mediating role of job engagement between empowerment enhancing and turnover intentions the study proposes the hypothesis H7b which depicts that job engagement mediates the relationship between the empowerment and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path EMP→JE→TI. Figure 4.10, illustrates that the direct effect of empowerment on turnover intentions without entering the job engagement in the model was -.42 with t-value (-2.97) and p-value 0.003 which indicates the significant direct effect of empowerment on turnover intentions. In the next step, the mediating variable job engagement was entered into the model and direct effect of EMP→ TI was tested. The path coefficient was -0.24 with p-value 0.05. Thus, the direct effect of empowerment on turnover intentions was significant after entering the job engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path EMP→JE→TI, in Figure 4.11, so both the indirect and total effect were calculated for this purpose. Table 4.32 illustrates the indirect effects of 'empowerment' on 'Turnover intentions' through 'job engagement' was -0.102. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.007 and this value is less than 0.05. Results shows acceptance of H7b while illustrating that job engagement mediates the relationship between empowerment and turnover intentions. So the hypothesis H7b is accepted. Since the direct effect of 'empowerment' on turnover intentions was significant when calculated with mediator, so this means the mediation is

partial mediation as suggested by Baron and Kenny (1986) the Table 4.32 shows the mediation analysis.

Since extent literature has mixed evidences about job engagement role in empowerment and turnover intentions relationship, our results support its relationship. Study conducted in South Africa by De Klerk and Stander (2014) found the mediating role of job engagement between empowerment and turnover intentions. They advocated that engaged employees led organization to gain competitive advantage. They mentioned that organization must focus on empowering employees and develop employees' engagement which will in turn lead to employees' retention. They concluded that when employees feel their inputs are valued and contributing in an organization, their level of engagement increase. Another study by Sattar et al. (2015) investigated the mediating role of engagement between empowerment and turnover intentions and found a significant mediating relationship of engagement between empowerment and turnover intentions. Studies conducted by De Villiers and Stander (2011) and Bhatnagar (2012) investigated the empowerment impact on turnover intentions and found that engaged employees were more inclined to stay and less inclined to quit the organization. They further illustrated that empowered employees experienced their work contribution were meaningful which further enhanced employees' engagement with work. The same conclusion has been materialized by Bux and Tay (2010). They found a mediating relationship of job engagement between empowerment and turnover intentions. They argued that empowerment led to lift the level of job engagement which resulted in lower intentions to quit. Kahn (1992) has noted that engagement could lead to two types of outcome be at individual level or at the organizational level. According to him it is through engagement that "people employ and express themselves physical and, cognitively and emotionally during role performance" (Kahn, 1990). Saks (2006) also found the mediating role of job engagement between empowerment and turnover

intentions. Results of this study show statistically significant and confirm the indirect effect of job engagement between empowerment enhancing practices and turnover intentions.

Hypothesis-8b Organization Engagement mediates the relationship between Empowerment Enhancing Practices and Turnover Intentions.

To investigate the mediating role of organization engagement between empowerment enhancing and turnover intentions the study proposes the hypothesis H8b which depicts that organization engagement mediates the relationship between the empowerment and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path $EMP \rightarrow OEE \rightarrow TI$. Figure 4.10, illustrates that the direct effect of empowerment on turnover intentions without entering the organization engagement in the model was -.42 with t-value (-2.971) and p-value 0.003 which indicates the significant direct effect of empowerment on turnover intentions. In the next step, the mediating variable organization engagement was entered into the model and direct effect of $EMP \rightarrow TI$ was tested. The path coefficient was -0.29 with p-value 0.04. Thus, the direct effect of empowerment on turnover intentions was significant after entering the organization engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path $EMP \rightarrow OEE \rightarrow TI$, in Figure 4.12. So both the indirect and total effect were calculated for this purpose. Table 4.32 displays the indirect effects of 'empowerment' on 'Turnover intentions' through 'organization engagement' was -0.131. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.01 and this value is less than 0.05. Results shows acceptance of H8b while illustrating that organization engagement mediates the relationship between empowerment and turnover intentions. So the hypothesis H8b is accepted. Since the direct

effect of 'empowerment' on turnover intentions was significant when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.32 shows the mediation analysis.

Results are aligned with the findings of Van Schalkwyk et al. (2010) they also found mediating relationship of organizational engagement between empowerment and turnover intentions. They argued that empowerment (delegation of authority, information sharing, self-directed decision making) practices entails empowered employees. They further advocated that empowerment is the indicator of reducing turnover intentions and increase the level of employees' engagement. Another study conducted by Bux and Tay (2010) who found a mediating relationship of organizational engagement between empowerment and turnover intentions. They mentioned that empowerment stimulates the engagement and which results in better retentions of employees. Moreover, they advocated that highly engaged employees are less likely to have intentions to quit. Likewise, May et al. (2004) found that empowered employees were generally engaged. They further mentioned that engaged employees' bond with organization were stronger and which reduced the tendency of leaving the organization. Another study by Spence et al. (2009) showed that engagement mediated significantly between empowerment and work effectiveness. Likewise, Sonnentag (2003) organizational engagement does mediate the relationship between antecedents variables and outcomes. Another study advocated that there was a positive relationship between empowerment and engagement (Stander & Rothmann, 2010) while Andrew and Sofian (2012) showed the mediating relationship of engagement between empowerment and turnover intentions. They argued that empowerment is important in enhancing engagement and lead to reduce turnover intentions. They mentioned that engaged employees not only perform better but also strong intentions to remain with the organization. Likewise, another study by Noordin and Jusoff (2009) investigated the mediating role of engagement between empowerment

and turnover intentions and found a significant mediating relationship between empowerment and turnover intentions. In addition, Sonnentag (2003) found a negative relationship between engagement and turnover intentions. Similarly, Beukes (2015) also found a mediating relationship of organization engagement between empowerment and turnover intentions. Likewise, Maslach et al. (2001) conducted a study and found a significant mediating effect between empowerment and intention to stay as organizational engagement is strongly influenced by organizational characteristics such as empowerment. Hence, the results of this study display a statistically significance and confirms the mediating role of organization engagement between empowerment enhancing practices and turnover intentions.

Hypothesis-9b Affective Commitment mediates the relationship between Empowerment Enhancing Practices and Turnover Intentions.

Results shows acceptance of H9b, while illustrating that affective commitment mediates the relationship between empowerment enhancing and turnover intentions. To check the mediating role of affective commitment between empowerment enhancing and turnover intentions the study proposes the hypothesis H9b. To test this hypothesis, the study calculated the indirect effects of the path $EMP \rightarrow AFC \rightarrow TI$. Figure 4.10 exhibits that the direct effect of empowerment on turnover intentions without entering the affective commitment in the model was -.42 with t-value (-2.971) and p-value 0.003 which indicates the significant direct effect of empowerment on turnover intentions. In the next step, the mediating variable affective commitment was entered into the model and direct effect of $EMP \rightarrow TI$ was tested. The path coefficient was -0.17 with p-value 0.03. Thus, the direct effect of empowerment on turnover intentions was significant after entering the affective commitment in the model. The next step of mediation analysis was to calculate the indirect effect of path $EMP \rightarrow AFC \rightarrow TI$, in Figure 4.13. So both the

indirect and total effect were calculated for this purpose. Table 4.32, illustrates the indirect effects of 'empowerment' on 'Turnover intentions' through 'affective commitment' was -0.250. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.004 and this value is less than 0.05. Results shows acceptance of H9b, while illustrating that affective commitment mediates the relationship between empowerment and turnover intentions. Since the direct effect of 'empowerment' on turnover intentions was significant when calculated with a mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) the Table 4.32 shows the mediation analysis.

Findings of this study are in line with studies like Gardner et al. (2011) also found affective commitment a mediating relationship of empowerment and turnover intentions. They argued that affective commitment is a strong bond with the organization, empowerment enhancing practices enhance this bond further which in turn reduce turnover intentions. Likewise, Yang and Lee (2009) also advocated that empowerment was negatively related to turnover intentions and confirmed the mediating role of commitment between empowerment and turnover intentions. They argued that empowerment builds a strong sense of belongingness to the organization and such emotional attachment reduce the turnover intentions. This is also consistent with the opinion of Fook et al. (2011). Similarly, Shaw et al. (1998) and Batt et al. (2002) found a mediating relationship of affective commitment between empowerment and turnover intentions. They advocated that organizations must develop commitment in order to reduce turnover intentions. The higher the employees' commitment the lower the employees' intentions to quit. Likewise, the study by Tremblay et al. (2007) found a mediating role of commitment between HR practices and turnover intentions. Similarly, Humborstad and Perry (2011) found a mediating relationship of organizational

commitment between empowerment practices and turnover intentions. They stressed on the role of empowerment practices on building a sense of employees' commitment towards the organization which in turn reduce turnover intentions. Furthermore, Gardner et al. (2007) also found affective commitment a mediating relationship of empowerment and turnover intentions. Moreover, they mentioned that committed employees are more likely to stay with the organization for a longer period because they want to stay with the organization and such sense can be fostered by empowerment practices. Results of this study concludes a statistically significant mediating role of affective commitment and has a strong mediator between empowerment enhancing practices and turnover intentions as compared to job engagement and organization engagement.

Hypothesis-10b Job Engagement mediates the relationship between Skills Enhancing Practices and Turnover Intentions.

To investigate the mediating role of job engagement between skills enhancing and turnover intentions the study proposes the hypothesis H10b which depicts that job engagement mediates the relationship between the skills and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path $SK \rightarrow JEE \rightarrow TI$. Figure 4.10 shows that the direct effect of skills on turnover intentions without entering the job engagement in the model was .18 with t-value (2.505) and p-value 0.05 which indicates the significant direct effect of skills on turnover intentions. In the next step, the mediating variable job engagement was entered into the model and direct effect of $SK \rightarrow TI$ was tested. The path coefficient was 0.11 with p-value 0.48. Thus, the direct effect of skills on turnover intentions was significant after entering the job engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path $SK \rightarrow JEE \rightarrow TI$, as in Figure 4.11. So both the indirect and total effect were calculated for this purpose. Table 4.32, illustrates the indirect effects of 'skills' on 'turnover intentions'

through 'job engagement' was -0.069. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.147. Results shows H10b is rejected, while illustrating that job engagement does not mediate the relationship between skills and turnover intentions. So the hypothesis H10b is rejected. This means the no mediation exists between the relationship of skill and turnover intentions as suggested by Baron and Kenny (1986) the Table 4.32 shows the mediation analysis.

Furthermore, job engagement with relation to skills enhancing and turnover intentions are rarely studied in academic literature, some of the studies which are conducted, in this regard, this study finding are inconsistent with the previous studies which found mediating role of work engagement between job resources (skills enhancing practices) and performance/turnover intentions (Demerouti et al., 2001; Schaufeli et al., 2006; Bakker et al., 2004). The inconsistent findings of this study because of several reasons like by providing skills enhancing the employees become more valuable, more competent and skilled which may get them better opportunities which in turn makes them less loyal to the job and results in higher turnover intentions. Some of the literature supports the notion that by providing skills enhancing may increase the turnover intentions (Oldroyd & Morris, 2012; Ways, 2002; Haines et al., 2010). Furthermore, Green et al. (2000) mentioned that investment in building skills practices actually results in higher turnover intentions. They concluded that skills they acquired in the current organization can easily be used to get new job in other organization with better pay and privileges. Same is evident by Kalleberg and Rognes (2000) advocated that skills enhancement had positive relation with turnover intentions. Hence, it can be inferred that skills enhancing practices can increase employees' organizational engagement but not necessarily the job engagement. As shown in this study organizational engagement played a role in reducing

turnover intentions but job engagement were found not to have any role in reducing turnover intentions. The indirect effect is statistically insignificant, the results concludes that skills enhancing practices do not have an indirect effect on the relationship between skills enhancing and turnover intentions. Hypothesis 10b is rejected.

Hypothesis-11b: Organization Engagement mediates the relationship between Skills Enhancing Practices and Turnover Intentions.

In order to investigate the mediating role of organization engagement between skills enhancing and turnover intentions the study proposes the hypothesis H11b which depicts that organization engagement mediates the relationship between the skills and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path $SK \rightarrow OEE \rightarrow TI$. Figure 4.10 illustrates that the direct effect of skills on turnover intentions without entering the organization engagement in the model was .18 with t-value (2.505) and p-value 0.05 which indicates the significant direct effect of skills on turnover intentions. In the next step, the mediating variable organization engagement was entered into the model and direct effect of $SK \rightarrow TI$ was tested. The path coefficient was 0.18 with p-value 0.03. Thus, the direct effect of skill on turnover intentions was significant after entering the organization engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path $SK \rightarrow OEE \rightarrow TI$, in Figure 4.12. So both the indirect and total effect were calculated for this purpose. Table 4.32, reveals the indirect effects of 'skills' on 'turnover intentions' through 'organization engagement' was -0.170. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.006. Results shows acceptance of H11b while illustrating that organization engagement mediates the relationship between skills and turnover intentions. The hypothesis H11b is accepted.

Since the direct effect of 'skills' on turnover intentions is significant when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) Table 4.32 shows the mediation analysis.

Consistency of the results can be ascertained in light of the study conducted by Chughtai (2013). He investigated the impact of five HR practices (competence development, pay structure, recognition, empowerment, work life policies) on turnover intentions and mediating role of employee engagement between them. He found a mediating relationship of engagement between such skill enhancing practice and turnover intentions. He concluded that provision of competence development practices (skills enhancing practices) send a signal to employees that they are important and being valued by their organization. Another study conducted by Juhdi et al. (2013) also found a mediating relationship of engagement between skills and turnover intentions. They illustrated that HR practices such as training, career development, job control, performance appraisal and compensation led to positive work experience which developed the organizational engagement which in turn reduced turnover intentions. Furthermore, Vance (2006) advocated that engaged employees were five times less likely to quit the organization. Same are the views of Harter et al. (2002) found a negative association between engagement and turnover intentions. Likewise, another study by Memon et al. (2015) illustrated the mediating role of engagement between person job fit and turnover intentions. They argued that skills are necessary for the person to fit in job and requirements. In the same context, another study investigated a mediating role of organizational engagement and found a significant mediating role of organizational engagement between job resources and turnover intentions. Schaufeli & Bakker (2004). They refer to job resources as investment in skills buildings. Similarly, Bhattacharya et al. (2009) found a mediating relationship of organizational engagement between skills and turnover intentions. They advocated that evidently when employees are attached,

involve and engaged in their jobs and organization then there are less chances to quit. Findings of the study confirms the hypothesis and further suggests that value of coefficient and indirect effect show very low magnitude but statistically significant. This portrays that organizational engagement mediated the relationship between skills enhancing practices and turnover intentions.

Hypothesis-12b Affective Commitment mediates the relationship between Skills Enhancing Practices and Turnover Intentions

In order to investigate the mediating role of affective commitment between skills enhancing and turnover intentions the study proposes the hypothesis H12b which depicts that affective commitment mediates the relationship between the skills and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path $SK \rightarrow AFC \rightarrow TI$. Figure 4.10 illustrates that the direct effect of skills on turnover intentions without entering the affective commitment in the model was .18 with t-value (2.505) and p-value 0.05 which indicates the significant direct effect of skills on turnover intentions. In the next step, the mediating variable affective commitment was entered into the model and direct effect of $SK \rightarrow TI$ was tested. The path coefficient was 0.13 with p-value 0.01. Thus, the direct effect of skills on turnover intentions was significant after entering the affective commitment in the model. The next step of mediation analysis was to calculate the indirect effect of path $SK \rightarrow AFC \rightarrow TI$, in Figure 4.13. So, both the indirect and total effect were calculated for this purpose. Table 4.32, illustrates the indirect effects of 'skill' on 'Turnover intentions' through 'affective commitment' was -0.104. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008) with 1000 iterations to test the p-values. The p-value of indirect path was 0.001. Results shows acceptance of H12b while illustrating that affective commitment mediates the relationship between skills and

turnover intentions. The hypothesis H12b is accepted. Since the direct effect of 'skills' on turnover intentions was significant when calculated with mediator, so this means the mediation is partial mediation as suggested by Baron and Kenny (1986) Table 4.32 shows the mediation analysis.

The study findings are consistent with the previously studies, Agarwala (2003) argued that commitment had a mediating effect on the relationship between HR practices (skills enhancing) and turnover intentions. Similarly, Meyer and Smith (2000) investigated the impact of career development practices on commitment, and they found a personal development as a best predictor of affective commitment. Likewise, Setti et al. (2015) argued that developing and managing employees' skills increase the employability and are valued by employees. In line with other studies by Carmeli and Weisberg (2006) and Chew et al. (2005) advocated that the employees with high commitment will inclined to stay with the organization, moreover they illustrated the mediating relationship of commitment between HR practices and turnover intentions. On the other hand, Gardner et al. (2011) found no significant effect of affective commitment on the relationship of skills enhancing and turnover intentions. While, Paul and Anantharaman (2004) investigated the relationship of HR practices (career development, comprehensive training, pay and promotion) with employees' commitment and found a significant positive relationship. Similarly, McElroy et al. (2001) argued that organization's investment in training practices develop and build employees market value which show that organization is committed to develop their employees which ultimately build organizational commitment. Similarly, Gould-William (2003) also found a positive impact of HR practices (training, job variety, team working, participation in decision making, communication, pay and promotion and reduce status) on employees' commitment. In the same way, another study by Curtis and Wright (2001) found a significant positive relationship of HR practices such as training opportunities, career

development, benefits, pay and flexible work options with employees' commitment and overall performance of the organization. Same are the views of Gaertner and Nollen (1989) they advocated that training practices build a positive relationship of employees' with organization which results in better retentions. Further, they argued that when employees have such feelings then they put extra efforts to improve organizational effectiveness. Newman et al. (2011) investigated that the impact of training on turnover intentions through affective commitment. They found that training increases the affective commitment of employees which in-turn reduce turnover intentions. They collected data from 347 employees working in five different multinational companies in Chinese service sector. They further argued that availability of training programs give a signal to employees' that they are assets for an organization that is why organization invests in them.

Same is evident by another study conducted by Kyndt et al. (2009) argued that skills enhancing through training programs may send a signal to employees that organization care for employees' development and support their employees which lead to high level of commitment with organization and results in retention. In a nutshell, the affective commitment found to be a strong mediator as compare to job engagement and organization engagement. The size and magnitude demonstrate high value and statistically significant. Thus, results conclude the mediating effect of affective commitment between skills enhancing practices and turnover intentions. The hypothesis 12b is confirmed.

4.9 Summary

This chapter begins with the analysis of preliminary data (data coding, screening and data normality as it is a basic assumption of SEM), then descriptive statistics are reported after that validation of the measurement models, which is pre requisite for analysis

through SEM. The validation of the measurement model for all dependent variables and mediating variables were done by checking the good-of-fit indices values, squared multiple correlation and factor loading. Two major models were drawn for further analysis. Model 1 characterized the impact of overall HR practices on turnover intentions, directly and indirectly through talent engagement (job engagement & organization engagement), and affective commitment. Model 2 was more comprehensive, explaining the relationship of each of the HR practices with turnover intentions through talent engagement (job engagement & organization engagement), and affective commitment. The standard SEM approach was used in analyzing the both models through AMOS software. Model 1 results showed that HR practices had a significant and direct impact on turnover intentions and talent engagement mediated the relationship between HR practices and turnover intentions Model 2 results showed that talent engagement (job engagement & organization engagement) mediated the relationship between motivation enhancing practices and turnover intentions. Similarly, talent engagement mediated the relationship between empowerment enhancing practices and turnover intentions. However, interesting finding is that job engagement did not mediated the relationship between skills enhancing practices and turnover intentions, while organizational engagement mediated the relationship between skills enhancing practices and turnover intentions. The affective commitment found to be strong and also mediated the relationship between HR practices and turnover intentions.

4.9.1 Summary of Hypothesis Model 1

Table 4.37: Hypothesis of Model 1

No	Research Hypothesis	Decision
H1a	There is a negative relationship between HR Practices and Turnover Intentions	Accept H1a
H2a	Job engagement mediates the relationship between HR Practices and Turnover Intentions	Accept H2a
H3a	Organization engagement mediates the relationship between HR Practices and Turnover Intentions	Accept H3a
H4a	Affective commitment mediates the relationship between HR Practices and Turnover Intentions	Accept H4a

4.9.2 Summary of Hypothesis Model 2

Table 4.38: Hypothesis of Model 2

No	Research Hypothesis	Decision
H1b	There is a negative relationship between motivation enhancing practices and turnover intentions.	Accept H1b
H2b	There is a negative relationship between empowerment enhancing practices and turnover intentions.	Accept H2b
H3b	There is a negative relationship between skills enhancing practices and turnover intentions.	Reject H3b
H4b	Job engagement mediates the relationship between motivation enhancing practices and Turnover Intentions	Accept H4b
H5b	Organization engagement mediates the relationship between motivation enhancing practices and Turnover Intentions	Accept H5b
H6b	Affective commitment mediates the relationship between motivation enhancing practices and Turnover Intentions	Accept H6b
H7b	Job engagement mediates the relationship between empowerment enhancing practices and Turnover Intentions	Accept H7b
H8b	Organization engagement mediates the relationship between empowerment enhancing practices and Turnover Intentions	Accept H8b
H9b	Affective commitment mediates the relationship between empowerment enhancing practices and Turnover Intentions	Accept H9b
H10b	Job engagement mediates the relationship between skills enhancing practices and Turnover Intentions	Reject H10b
H11b	Organization engagement mediates the relationship between skills enhancing practices and Turnover Intentions	Accept H11b
H12b	Affective commitment mediates the relationship between skills enhancing practices and Turnover Intentions	Accept H12b

CHAPTER 5: CONCLUSION, IMPLICATIONS AND LIMITATIONS

5.1 Conclusion

This chapter discusses the conclusion, implication, limitations and the research findings of the study. This study focuses on the role of HR practices on employee turnover intentions in the hotel industry of Malaysia. This study has developed a model which describes the direct and indirect relationships between the HR practices, talent engagement, affective commitment and turnover intentions. This study has main four major objectives. First, to investigate the effectiveness of HR practices in reducing turnover intentions. Second, to examine the effect of HR practices on turnover intentions through role of talent engagement. Third, to analyze the mediating role of affective commitment between HR practices and turnover intentions. Fourth, to prescribe appropriate HR practices or bundles of HR practices to reduce turnover intentions.

The study collected data from 560 managers (middle and line managers) of Malaysian hotels through a close-ended questionnaire. Through structural equation modeling (SEM), this study tests the direct and indirect (through talent engagement and affective commitment) relationship of human resource practices (the overall effect and by their individual HR practice) on employee turnover intentions.

To find the direction of relationships, this study applied correlation which can be seen in Table 4.15, which shows that all the independent variables (motivation, empowerment and skills) have negative correlation with dependent variable (turnover intentions). Further, job engagement, organization engagement and affective commitment have also negative correlation with turnover intentions. The highest correlation is found in organization engagement, empowerment enhancing followed by the affective commitment, job engagement, motivation enhancing and skills enhancing details can be seen in Table 4.15. To investigate the strength of the relationships, the structural equation

modelling (SEM) is applied. In (SEM), the standardized path coefficient shows the strength of the relationships that how much change of one unit in independent variable will bring change in dependent variable. The first objective of the study was to determine the relationship between HR practices and turnover intentions. Results in Table 4.24 portray that standardized path coefficient value of overall HR practices was $-.18$ with CR value -2.765 and p-value 0.006 , findings of the study confirmed that overall HR practices have negative influence on turnover intentions. Moreover, the in-depth analysis to investigate the individual HR practices effect on turnover intentions, the results of standardized path coefficient values revealed that individual HR practices (motivation and empowerment) also have negative influence on turnover intentions except skills enhancing practices. The Table 4.24, Table 4.25, Table 4.31 and Table 4.32 portray the standardized path coefficient values of direct effects and indirect effects. The results in Table 4.31 portray that standardized path coefficient value of empowerment enhancing practices is highest which is -42% with CR value -2.971 and p-value 0.003 , followed by motivation enhancing which is -22% with CR value -6.903 and p-value 0.003 and the lowest standardized path coefficient value is the skills enhancing which is 18% with CR value 2.505 and p-value 0.05 . The results of standardized path coefficient values show significant negative effect of individual HR practices (motivation and empowerment) on turnover intentions except skills enhancing practices. However, the strongest individual HR practice is the empowerment enhancing practices which is -44% followed by motivation enhancing practices -22% while the lowest is the skills enhancing which is 18% and also positive effect on turnover intentions. Further, the second objective of the study was to examine the mediating role of talent engagement (job engagement and organization engagement) between HR practices and turnover intentions. The standardized indirect effect of organization engagement through overall HR practices on turnover intentions was $-.329$ with p-value 0.010 , partially mediated the relationship

between HR practices and turnover intentions. For the in-depth analysis, the individual HR practices indirect effects on turnover intentions through organization engagement was investigated. The results revealed the standardized indirect effects of organization engagement through empowerment on turnover intentions was $-.131$ with p -value 0.010 , while through motivation was $-.070$ with p -value 0.007 and through skills enhancing was $-.170$ with p -value 0.006 . Results confirmed the partial mediation of organization engagement between the relationships. Similarly, to investigate the overall HR practices indirect effect on turnover intentions, the results revealed the standardized indirect effect of job engagement on turnover intentions was $-.240$ with p -value 0.008 . For in depth analysis, to investigate the individual HR practices indirect effects on turnover intentions, the results revealed that the standardized indirect effects of job engagement on turnover intentions through empowerment was $-.102$ with p -value 0.007 , while through motivation was $-.038$ with p -value 0.008 and through skills enhancing however, did not mediate the relationship as the P -value was insignificant $-.069$ with P -value 0.147 . The third objective of the study was to analyze the mediating role of affective commitment between HR practices and turnover intentions. Further, the standardized indirect effect of affective commitment on turnover intentions through overall HR practices was $-.403$ with p -value 0.006 . However, for in depth analysis, the standardized indirect effect of individual HR practices on turnover intentions was investigated and the results revealed that the standardized indirect effects of affective commitment on turnover intentions through empowerment was $-.250$ with p -value 0.004 , while through motivation was $-.156$ with p -value 0.006 and through skills enhancing was $-.104$ with p -value 0.001 , partially mediated the relationships. The above standardized indirect effects of affective commitment, organization engagement and job engagement show that affective commitment is the strongest mediator, followed by organization engagement and lowest mediation is found in the job engagement. The fourth objective of the study was to determine the appropriate

individual HR practice or bundle of HR practices in reducing turnover intention. This objective of the study is achieved by in depth analysis of individual HR practices effects on turnover intentions can be seen in Figure 4.9 and details of results are shown in Table 4.31. The findings of in depth analysis of the study revealed that empowerment enhancing practices have the highest negative influence on turnover intentions, followed by motivation enhancing. While interestingly, the skills enhancing practices have positive and lowest influence on turnover intentions. These findings are consistent with empirical studies. For example, Khilji and Wang (2006) found that human resource practices are main factors which can boost employee performances and turnover intentions. They found that organizations which practice these human resource practices can lower down the employee turnover intentions. Similarly, Kuvaas (2008) found a significant direct negative relationship between HR practices and turnover intention. On the other hand, Gardner et al. (2007) advocates that human resource practices (Skills enhancing practices) increase the turnover intentions. However, majority of empirical works (Joarder et al., 2011; Sun et al., 2007; Guest et al., 2003; Cheng, & Brown, 1998) maintain the notion that HR practices reduces the turnover intentions. Similarly, Saks (2006) asserted the mediating role of talent engagement (job engagement and organization engagement) between human resource practices and turnover intentions. Further, Joarder et al. (2011) advocates that affective commitment plays a mediating role between human resource practices and turnover intentions. As the research questions, research objectives and hypothesis of this study are guided by the Social Exchange Theory and Self Determination Theory. The findings of this study reconfirmed the notion of Social Exchange Theory and Self Determination Theory which posits that motivation, empowerment and skills practices enhance the engagement and affective commitment which in turn reduce the turnover intentions of employees. In a nutshell, results portray that such three HR practices effects job engagement, organization engagement and

affective commitment positively and the negative indirect effects of job engagement, organization engagement and affective commitment on turnover intentions confirm that it reduces turnover intentions as they are negatively related to each other.

5.2 Implications

This study focused on three HR practices and further identified sixteen dimensions of these three human resource practices which are most relevant to the hotel industry of Malaysia. Further, analysis reveals that in order to reduce employee turnover intentions, it needs a careful consideration and attentions from individual hotels.

5.2.1 Managerial (Practical) Implications

From the results, there are some practical implications. It is useful to HR practitioners who strive hard to develop such practices which lead to retain the talent in organization and motivate them. Organizations use HR practices in order to improve employee willingness to put more efforts for attaining the organization objectives.

The hotel managers and practitioners should acknowledge the role of HR practices and specifically the difference between job engagement and organizational engagement which is important to win the war of talent (Beechler & Woodward, 2009). The findings of Saks (2006) showed that job engagement and organizational engagement are related but two different constructs, however, the management of the organization ignores it.

The results of this study show that HR practices are found to be positively related to talent engagement (job engagement and organization engagement) and statistically significant. It infers that Malaysian hotels need to engage talent in order to achieve the competitive advantage. For that they should focus on the HR practices mainly motivation, empowerment and skills enhancing. Results show that these improve the perception of employees that organization supports them. As advocated by Saks (2006) when

employees feel that they are supported by the organization and their concerns are considered, they reciprocate with high level of engagement.

In this study, researcher chose five empowerment enhancing practices. These five practices are selected based on scientific method explained in Chapter 3. The findings of this study confirmed that empowerment enhancing practices have negative significant direct effect on turnover intentions and significant indirect effects through talent engagement and affective commitment. This implies that increased empowerment enhancing practices will result in higher level of engagement and which in turn will reduce turnover intentions. The results show that influence of empowerment enhancing practice is stronger as compared to motivation enhancing and skills enhancing practices. Results show that empowerment enhancing practices have strong negative relationship with turnover intentions as compared to two other practices. Empowerment enhancing practices effect is also high on turnover intentions through job engagement, organization engagement and affective commitment. The path coefficient value of empowerment practice is high. The strong mediation effect of job and organization engagement suggest that it is the best mechanism through which empowerment enhancing practices can trigger the employees work effectiveness and feeling towards job and organization.

It implies that the management of hotels should emphasize on empowerment enhancing practice. In the hotel industry, “empowerment is essentially about pushing responsibility and decision-making down the organization to those employees closest to the customers.” (Jones & Davies, 1991, p.212). Different studies (Gardner et al., 2007; Tremblay et al., 1997), have shown the importance of the empowerment enhancing practices. Further within empowerment, there are further dimensions which needs to be considered and given priority. Employees who are involved in decision making processes are in better position to influence their workplace environment (Daniels & Bailey, 1999).

Moreover, organizations that empower their employees in decision making, sharing information and give them autonomy at workplace result in the high level of engagement (Arthur, 1994; Meyer and Herscovitch, 2001). Likewise, empowerment enhancing practices also play an important role in promoting engagement level which in turn enhance the employees' intentions to stay. When employees are empowered then they feel more control and competent and meaningful in their work.

This shows that top management needs to emphasize on employees' engagement with respect to their job and organization engagement and support it with proper empowerment practices to build an engaged workforce, which has already become prime focus of many organization (Macleod & Clarke, 2009; Truss et al., 2013). Moreover, top management must be careful of the role of empowerment in promoting engagement and its effect on organization effectiveness and employees' retentions. In the same way, it is mentioned by Schaufeli et al. (2006) that if employees are empowered, they feel more fulfilled in their job and experience the absorption while performing their work. Similarly, this implies that management of hotels should establish and promote such a positive organizational climate which consists of open door policy and two-way communication practice as notes by Bowen & Ostroff (2004) that HR practices serve as communication devices.

Likewise, this study selected six motivation enhancing practices following the same method as mentioned above. The findings of this study confirmed that motivation enhancing practices have negative significant direct effect on turnover intentions and significant indirect effects through talent engagement and affective commitment. This implies that motivation enhancing practices also play very vital role in the lowering employee turnover. Employees' motivation requires a systematic approach. The standardized direct effect of motivation is -22% which is the half of the empowerment

enhancing practices which is -42%, which implies that hotel management should implement such motivation enhancing practices with full concentration and attention. In order to keep motivating employees, hotels management should conduct surveys on a regular basis, which may guide the organization in right direction to understand what employees expect from their job and motivate them. Therefore, employees' input should be valued and incorporated. In the same light, employee recognition, salary and perks play an important role in shaping employees' behavior. Hence, it can be utilized as a motivational factor. Moreover, excessive workload leads to negative effect on psychological and physical wellbeing of employees (Bohle & Quinlan, 2001). Hotel management should pay proper attention and remedial action to excessive workload, and use the motivation as major tool to help and overcome the excessive workload pressure on employees. Similarly, motivating enhancing practices stimulate engagement. Availability of such practices will elevate and drive engagement. Hotels management should implement identified dimensions of motivation enhancing practices properly as results portrayed that motivation enhancing practices effect is lower than empowerment, it indicates that proper attention from hotels management.

There are numerous HR practices available, some hotels use the single HR practices to get maximum output from employees and some hotels practice bundle of HR practices, the scholars and practitioners agree that there is no best fit of HR practices or bundle of HR practices. In order to motivate employees, management should not restrict to one specific motivational factor but must utilize diverse motivational factors. Kovach (1987) also argued that no universal standard for motivational factors applicable for all organizations to implement. So the search for best fit of HR practices is still on-going. These hotels, which are practicing single or few HR practices, should consider the bundle of HR practices and within bundle the selection of appropriate HR practices play an important role.

Interesting findings of the study appears in the case of skills enhancing practice are quite different. Skills enhancing practice found to have direct positive impact on turnover intentions with standardized path coefficient value of 18% with P-value 0.05. Furthermore, the skills enhancing practices impact through organization engagement and affective commitment also found to be very less. In this context, before implementing skills enhancing practices such practices should be reviewed with carefully. Furthermore, the top management should replace and redesign the traditional system of skills enhancing practices to specific job related skills enhancing practices. The insignificant effect of job engagement between skills enhancing and turnover intentions implies that there is a difference in actual skills the employees possess and required skills to perform the job-related activities. Such skills enhancing practices which are aligned with job should be implemented and that will enhance their engagement with job and may influence their creativity while performing their job. Results of this study has proven that employee's skills are not relevant with job which clearly indicates the selection of skills enhancing with more careful attention. Moreover, the top management should provide the clear, consistent, and predictable future roles to their employees. Moreover, possessing right skills are needed to perform a job leads to employees need fulfillment which make them more engaged in job activities and reduce turnover intentions.

If skills enhancing practices are chosen without careful thoughts can be counter-productive as results highlight not all skills enhancing practices reduce turnover intentions. Different studies have shown that skills enhancing practices can have positive direct effect on turnover intentions (Gardner et al., 2011; Way, 2002; Haines et al., 2010; Moynihan & Pandey, 2007). Hotels should develop the skills enhancing practices which are specifically company oriented. For instance, hotels can train their employees with such software which can only be used within this organization. Since the nature and roles of managers are dynamic and keeps on changing. The constant re-evolution of generic

and specific skills requirements and their relative roles should be considered. Employees who acquired new skills, top management should promote them to new positions, so that they do not look for outside to other organization for career development. The general training can have adverse impact on employees' retention. Therefore, hotels should focus on trainings which promote the skills only implantable in that particular organization, in order to retain employees and gain competitive advantage (Yamashita & Uenoyama, 2006).

Furthermore, to promote engagement hotels management should view engagement with respect to job and organization engagement as this study also has proven that both dimensions are different from each other. This indicates that hotel management should introduce intervention strategies to promote engagement. The intervention strategies can be in the form of equipping talents with required competency and by providing meaningful work to them. Moreover, management should consider the engagement as cultural and broad organizational strategy (Frank et al., 2004). Engagement should be integrated with HR practices and strategically implanted across processes and systems (Albrecht et al., 2015). Work engagement broadens and effects the employees' modes of thinking and responses (Salanova & Schaufeli, 2008). Moreover, this implies that engagement should be seen as a mechanism which build and strengthen the relationship between organization and its employees.

Furthermore, results reveal that affective commitment has strongest indirect effect on turnover intentions. It infers that hotels management should provide an environment which leads to development of emotional attachment to the organization. In addition, hotel management should implement HR practices to build and foster the affective commitment. Training practices enhance the affective commitment as employees consider it as investment of an organization in order to equip employees with new skills

and knowledge (Jose Chambel & Castanheira, 2012). Hence, an effective strategy to promote affective commitment can be by providing learning and supportive climate to employees, further by providing the right skills to the employees that are relevant to the job may also increase their emotional attachment to the organization as employees consider it as organizational support and care.

Until now researcher discussed what should be done by hotels in order to gain competitive advantage by retaining their talent. Furthermore, it is also important to show how it should be done. The management of hotels should implement the following things. Some of the hotels, particularly in three star hotels, do not have proper HR department it is also observed that some of the five star hotels are without proper organized HR department. They place the recruitment and selection and other HR activities under the administration to carry out. Human resource department plays very vital role in any organizations as it is a specialized field and requires the expertise to manage employees properly. A study conducted in Greece also emphasized on establishing proper human resource department in hotels (Stavrinoudis & Livadioti, 2010). Same is evident by another study conducted in hotel industry of Sweden, they advocated that human resource department is important and often not well developed to introduce new HR practices and manage human resource properly (Young-Theelin & Boluk, 2012).

In order to implement HR practices properly, hotels must establish the HR department consisting of all essential sections like training and development, performance appraisal, recruitment and selection and performance feedback. With only recruitment and selection department it is harder to implement HR practices. Furthermore, after establishing these three focuses it is vital to build a close coordination among all these three departments. If recruitment and selection performing excellently then there is lesser need for engaging employees because automatically performance appraisal scans the right employees for

the organization. Similarly, the training and development programs will build employee's capabilities and their skills to perform their current and future job properly. Having said that these practices are important and should be carried out with proper implementation, it still depends on few things like financial stability, investment plan of the company and return on investment plan (Lucas et al., 2004; Mabey & Salaman, 1995; Becker & Walash, 1991). In order to retain the talented employees, top management could develop and manage formal monitoring programs and also conduct proper training need analysis (TNA).

5.2.2 Contribution of this Study to the Academic Literature

This study has contributed to the existing literature on the given relationship of HR practices and turnover intentions. There is a lack of empirical research on turnover intentions among the hotels managers, so this is one of the key contribution of this study, conducting an empirical research on turnover intentions of the hotels managers (which are consider as locus of talent). There are several contributions which are as follows:

The first contribution of this study is that it offers in-depth analysis into the mediating role of job engagement, organization engagement and affective commitment in the relationship between the three selected bundle of HR practices (motivation enhancing, empowerment enhancing and skills enhancing practices) and turnover intentions. This study investigated the role of job engagement, organization engagement and affective commitment as a mediator in the said relationship. Past studies have provided explanations regarding relationships among different HR practices, engagement, affective commitment and turnover intentions. This study has taken the engagement in two dimensions i.e. job engagement, organization engagement and further affective commitment as mediators. Very few studies have taken engagement in two dimensions, especially as a mediator. Findings showed the mediating role of engagement and affective

commitment between selected bundle of HR practices (motivation enhancing, empowerment enhancing and skills enhancing practices) and turnover intentions, which is a major contribution of this study. This study also supports the findings of Arthur (1994) and Way (2002) which found a mediating role of commitment between HR practices and turnover intentions.

Second major contribution of this study is in classifying and developing of three bundles of HR practices (motivation enhancing, empowerment enhancing and skills enhancing practices), which are comprised of further several factors (Appendix A). Existing literature does not examine the different HR practices in terms of this specific bundle of HR practices such as motivation enhancing practices (employee recognition, salary and perks, performance feedback, opportunities for advancement and development, job security and workload), empowerment enhancing practices (information sharing, participation in decision making, influence at work, communication and autonomy) and skills enhancing practices (competence development practices, on-the-job training, professional training, duration of the training, career development training). The combination of the bundle of HR practices may have better effects on organization and individual related outcomes (Subramony, 2009; Khilji, 2002, Gardner et al., 2011). Therefore, classification of specific bundle of HR practices (motivation enhancing, empowerment enhancing and skills enhancing practices) support the notion to manage and promote employees through bundle of HR practice. Synergistic effects of bundle of HR practices are better predictor of outcomes than the individual HR practice. Moreover, this adds value to the existing body of knowledge.

The third contribution of the study is that it focused on managerial level turnover intentions in the hotels industry in Malaysia. Very few studies have focused on managerial level turnover intentions in hotels. Past studies have focused on general

employee turnover i.e. the front level employees'. Hence, this empirical study has focused on the managerial level which is considered as the locus of talent; adds value to the existing literature on managerial level rather than general employee turnover.

Finally, the fourth contribution of the study is that it provides literature on the local context. In addition to empirical progress in the existing knowledge, this study provides the application of this proposed model in hotels in Malaysia.

5.2.3 Limitation of the Study

Due to time and budget constraints, this study possesses several limitations. The study is focused on three-star, four-star and five-star hotels in Klang Valley of Kuala Lumpur, Malaysia with limited sample size and sampling procedure. This limitation can affect the generalizability of the results. However, results with larger sample size and different sampling strategy may offer different results from the current study. Although the concept of three HR practices (motivation, empowerment and skills enhancing) were tapped through multidimensional scale but during analysis it was used as unidimensional constructs to avoid statistical and operational complexities. This presents another limitation on the generalizability of the results. Similarly, by including the other one-star and two-star hotels in this study may improve results and importance of the study. Similarly, this study is focused on line and middle level of managers as the locus of talent. It was done with the assumption that talent is mainly concentrated at this level. However, other categories of employees can also come under the talent pool. Furthermore, this study is cross-sectional as data has been collected from hotels at single point of time which has its limitations as compared to a longitudinal study. Another limitation of the study is that data has been collected from the hospitality industry, findings of this study cannot be generalized to all other industries. Similarly, other factors can influence turnover intentions, for example the international and economic conditions of the country.

5.2.4 Future Research and Recommendations

Future research can focus on other levels of categories for instance the junior level employees and can take them as a locus of talent. Nevertheless, for a better validation, future research can be conducted with increased sample size and can extend it to other states of Malaysia. Although the concept is multidimensional but due to constraints mentioned in previous section this study used the concept as unidimensional. This opens avenue for future research to use the three dimension of HR practices for future research and also take into an account the multidimensionality of the motivation, empowerment and skills enhancing constructs. Similarly, researchers can include other HR practices to investigate the impact on turnover intentions. Moreover, the researcher recommends to consider the longitudinal data on these HR practices to have in-depth analysis of HR practices over time. The same conceptual framework can be tested in other service sectors like education, hospitals.

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