

INTERVENING ROLE OF WORK SATISFACTION AND COMPANY COMMITMENT IN THE CONNECTION BETWEEN HRM PROCESSES AND INTENT OF EMPLOYEES TO QUIT

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ABSTRACT

Gen-Z population are characterized as being more independent and disdainful to authority figures than prior generation and therefore are identified to have lack of organisational identification. However, attrition rate is a huge concern for any organisations as high turnover reduces an organization's production and efficiency in industries. The present study conducted a research based on 385 employees who belongs to the Gen Z generation in their organizations to understand their turnover intention and role of company commitment; work satisfaction and HRM practices on that. The self-administered questionnaire gather quantitative data on the perception of gen Z employees and Partial-least-squares Structural Equation Modeling (PLS-SEM) analysis was carried out to understand the relationships. The study showed that HRM practices significantly and negatively influence the turnover intention of the employees. Further, the study demonstrated that work satisfaction significantly influences the intention to leave the organisation and moreover work satisfaction play the role as a significant mediator in the relationship between HRM practices and intention to quit. On the other hand, the mediating role of company commitment on the relationship between HRM practices and intention to quit showed significant impact

KEYWORDS: *Intention to Quit; Company Commitment; Work Satisfaction, HRM Practices.*

INTRODUCTION

An organisation has been shown to suffer a variety of negative consequences from high turnover rates, which are expensive financially (Ongori, 2007). High turnover reduces an organization's production and efficiency in industries where significant training of personnel is crucial for workers to perform well in their jobs (Kim et al., 2017). According to Grotto et al. (2017), the replacement cost for an employee range from 90%-200% of that employee's income. Throughout the training process for new staff, productivity is also impacted. Similar findings were made by Cloutier et al. (2015) who claimed that high turnover rates had an impact on other colleagues' morale in the company. Therefore, it is crucial that businesses concentrate on lowering employee turnover or maintaining workforce retention. Employee retention is crucial for the smooth operation of any organisation.

In the past 20 years, the Indian information technology (IT) sector, especially the software sector, has experienced tremendous expansion. Yet, the coronavirus disease of 2019 (COVID-19) pandemic was not without its problems. One such difficulty was the fall in profit margin brought on by a precipitous decline in export solutions, which provide a

sizeable portion of income (Malik & Velan, 2020). Another issue was the disturbing attrition rate, which often lags at around 22% (Ramaprasad et al., 2018; Simhan, 2020). The IT sector is labour, technological, and knowledge-based, yet it consistently struggles with a high attrition rate that poses serious problems for attracting and keeping personnel (Bhatnagar, 2007). Due to the massive intake of Generation-Z (Gen-Z) personnel during the COVID-19 outbreak, the workforce in the IT sector witnessed a swift change in environment, resulting in a multi-generational workplace atmosphere (Barhate & Dirani, 2022). Because of the disparities in values, interests, attitudes, and actions between generations, organizational leaders have had substantial difficulties in meeting employee aspirations (Livingstone, 2018; Márquez et al., 2022). Also, Gen-Z employees exceed all other generations, making it likely that they will exert more influence at the workplace (Chillakuri, 2020). This emphasis on understanding work outcomes highlights the necessity for researchers and practitioners to do so.

The term "Gen-Z" refers to people born after 1995 (Rue, 2018). Gen Zs are described as integrators of digital technology with practical, open-minded, and collaborative thinking. Gen-Z has been characterized as being more independent and disdainful to authority figures than prior generations (Burton et al., 2019). Prior research revealed that each generation has both positive and negative traits that affect job outcomes (Costanza et al., 2015). For instance, Gen Z's -extreme migratory behaviour shows a lack of organisational identification, indicating that the person does not place a high value on long-term devotion to organisations (Nichols, 2022). According to reports, these characteristics became more pronounced as a result of the increased rate of change (Batra, 2020) and the long-lasting effects of COVID-19 in the workplace (Kniffin et al., 2020) that exhibited negative influence on employee productivity (Becker et al., 2020; Mazumder et al., 2022). In a similar vein, Gen Z's reliance on institutional support may result from diminished self-autonomy since adolescence (Evans & Karl, 2022; Schroth, 2019). Such dependency may impede with managing task complexity, which is typical in the software industry (Reddy & Dawlinmaria, 2020), showing a lack of natural self-efficacy that could obstruct ongoing expertise and career progression (Bocciardi et al., 2017). Hence, working remotely amid an exceptional crisis without organisational assistance might make psychological anguish worse (Becker et al., 2020; Russo et al., 2021). Continuous psychological distress has been linked to decreased production (Bayraktar & Jiménez, 2020; Cummings & Worley, 2009) and a higher staff turnover (Nigam et al., 2011).

Scientists have determined several factors including personal (age, sex, education, etc.), organisational (company size, salary, promotions, training, individual work attitudes, etc.), and social-economical aspects (transportation, home, living costs, health, educational facilities, etc.), to have an impact on employee turnover (Zhang & Zhang, 2016). These factors apply to all generations and are not only for millennials. Other researchers, on the other hand, identified factors like pay, facilities, career opportunities, supervision, relationships, work, employment flexibility, and location to have significant impact on millennial employee retention specially (Saragih et al., 2016). However, very less research has been carried out on this field to understand the factors which impact the Gen Z employee turnover.

Based on this disparity, the present study conducted research to find more factors that may have an impact on Gen Z turnover. In order to help organizations to deal with the millennial generation, the present research attempted to understand the additional characteristics that influence Gen Z turnover. Based on the research questions, the present study aims to identify other less studied variables which have significant impact on India's millennial employee turnover.

HYPOTHESIS DEVELOPMENT

- *Influence of HRM processes on the intent to quit*

There are plenty empirical evidences showing the relationship between HRM processes and employee's intention to quit. Based on social exchange theory, the "norm of reciprocity" feature describes the theoretical underpinning for the conceptualized negative association between HRM practices and employee intention to quit (Gouldner, 1960; Wu et al., 2006). By surveying 200 Malaysian organisations, Vui-Yee (2015) demonstrated that HR practices has significant mediating impact on the business strategy and the employee outcome including intention to quit. Further, Do et al. (2020) showed that when HR strategies are aligned with business strategies in organisations it shows a positive influence on operational and other outcomes of employees. Therefore, it is essential to understand the impact of HRM practices on the intent to quit of the Gen Z employees in Indian scenario. For this reason, the following hypothesis has been formulated

- *H1: HRM processes significantly influences the intent to quit*

Job satisfaction defines how pleased or content an employee is with their job (Judge et al., 2017). Work satisfaction is also used to refer to an individual's attitude towards their work (Kong et al., 2018). According to (Ng et al., 2012), the working conditions that the individual undergoes also has a significant impact on job satisfaction. Ivanović and Ivančević (2019) stated that there is a direct link between job satisfaction and turnover intention. Therefore, job satisfaction can be considered as a way to identify the likelihood of turnover. The survey conducted by Ivanovic and Ivancevic (2019) confirmed that millennials were most likely to quit their job when dissatisfied compared to other generational employees. This is supported by a study conducted by Ramli and Soelton (2019) in Indonesia where 159 millennials were studied. A majority of the participants showed willingness to quit their job if they could get an alternative job with a more satisfying environment. In addition, Hassan (2014) states that job satisfaction not only affects turnover intention but also affects effectiveness and productivity. Similar studies are seen that displays millennial turnover intention with job satisfaction (AbouAssi et al., 2019; Elian et al., 2020; Johnson & Onwuegbuzie, 2004; Ngotngamwong, 2019). The present study aims to analyse the mediating role of job satisfaction in the relationship between HRM processes and intent quit. Therefore, the following hypothesis has been formulated.

- *H2: Work satisfaction mediates the relationship between HRM processes and intent to quit*

Affective commitment is the employee's emotional bond and involvement with his or her employer or organization (Tews et al., 2013). Studies have shown that affective commitment is one of the major drivers of behaviour such as work performance or turnover intention by employees in organisations (Harrison et al., 2006; Meyer et al., 2002; Tews et al., 2013). Cesário and Magalhães (2016) found that employees satisfied with organizational practices show higher positive behaviour towards organizational outcomes and low turnover intentions. Earlier literature has shown considerable influence of affective commitment (Gatling et al., 2016), ineffective leadership (Mossholder et al., 2005) and salaries (Vandenberghe & Tremblay, 2008) in predicting intention to quit. Meyer et al. (2002) suggested that employees are tend to have low turnover intentions when their sense of belongingness and identification with their organization is strong. Thus, employees with strong affective commitment generally show low levels of turnover intentions and high levels of performance and satisfaction (Mathieu & Zajac, 1990; Meyer et al., 2002). Therefore, the mediating role of company commitment on the relationship between HRM processes and intent to quit are needed to be studied.

- *H3: Company commitment mediates the relationship between HRM processes and intent to quit*

The Conceptual Framework is Presented In Figure: 1

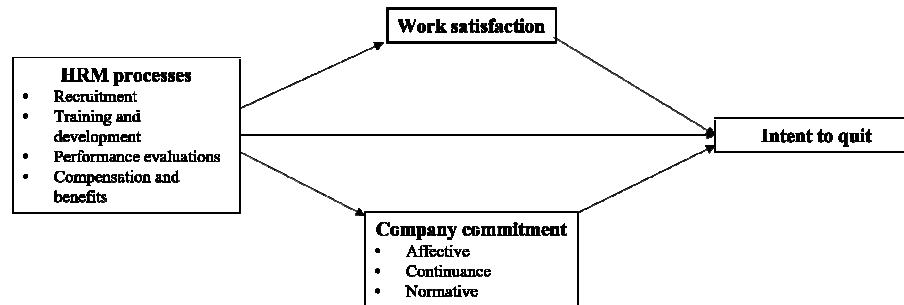


Figure 1: Conceptual model for the present study.

METHODOLOGY

Study Design

In the present research, a quantitative and descriptive research approach was applied to identify various factors which have significant impact on India's Gen Z employee turnover. In addition to that, purposive and quota sampling under non-probability-based sampling method were conducted to arrive at a sample size of 385 employees who belongs to the Gen Z generation in their organizations.

Instrument

Close-ended structured questionnaire was prepared to gather quantitative data on the perception of Gen Z employees regarding their HRM processes, intention to quit, company commitment and work satisfaction. The first part of the questionnaire consists of the various demographic information of the employees such as age, gender, education level, length of services, and income level. In the later parts, question item consisting of statements were provided and the response were recorded in Likert scale. The next part was based on the questions regarding company commitment of the participants. Questions formulated in this part were adopted from (Allen & Meyer, 1990) where all the three components such as affective, normative and continuance were addressed. Questions related to intention to quit were taken from (Roodt, 2004) with a 5-point Likert scale where the answers vary between never to very often. Question items related to job satisfaction of the participants were adopted from Macdonald and MacIntyre (2008). The last section consists of question items on HRM processes where components like recruitment, training and development, performance basis, compensation and benefits were asked (Tessema & Soeters, 2007).

Statistical Analysis

The demographic information was calculated by percentage and frequency. Partial-least-squares Structural Equation Modeling (PLS-SEM) analysis was adopted for the present study. It was used to test the proposed hypothesis. In terms of the measurement model, outer loadings of the items and average variance extracted (AVE) (Appendix A1) were checked to establish the convergent validity. For determining the discriminant validity, measures such as Fornell-Larcker criterion (Appendix A2) and Heterotrait-Monotrait criterion (Appendix A3) were studied. In terms of the structural model, the path coefficients and the coefficient of determination (R^2) were measured. Finally, a p value with less than 0.05 was considered

statistically significant.

RESULTS

The demographic characteristics of participants is presented in Table 1. Out of 385 participants, male employees (59.7%) in the age group of 24-28 years (75.1%) were predominant. Most of them were graduate (76.6%) and have a professional experience of less than 3 years (84.2%). Majority of them have an income level of 20,000 to 50,000 INR per month (62.1%).

The construct validity, reliability of the model is provided in Appendix (Table A1). The internal consistency or the reliability of a set of items under each construct or latent variable was evaluated using composite reliability (CR) and Cronbach's alpha. The cut-off value for both composite reliability (CR) and Cronbach's alpha are determined as 0.7 which suggests a reliable nature of all items under each construct (Hair & Risher, 2018; Sarstedt et al., 2022). All the variables in the present study showed higher CR and Cronbach's alpha values than the threshold values and therefore can be considered as reliable. Additionally, average variance extracted (AVE) values were utilized to get the convergent validity of the latent variables. AVE can be conceptualised as the grand mean value of the squared loadings of a set of indicators and the value greater than 0.5 for each construct are characterised as a good convergent validity (Hair & Risher, 2018). The amount of multicollinearity is measured using variance inflation factor (VIF) values. VIF values in a range between 1 to 5 recommends a moderate collinearity (Daoud, 2017). With the purpose of establishing the discriminant validity, the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio was examined. In terms of the Fornell-Larcker criterion, the square root of AVE for each variable should surpass the correlation of latent variables which is satisfied in the present study (Appendix A3). Another criterion for discriminant validity, Heterotrait-Monotrait Ratio should be lower than <0.90 to satisfy the criteria (Henseler et al., 2015). In the present study, all the variables showed HTMT ratio less than 0.90.

PLS bootstrapping was performed with 385 samples and 5000 repetitions to get the path coefficients and the significance level for the proposed model (Table 2). Considering the T-statistic, t-value greater than 1.96 are considered to be significant. In the present study, HRM process significantly contribute towards the intention to quit for the Gen Z employees (t-value = 2.114, $p < 0.05$). HRM process significantly contribute towards the work satisfaction (t-value = 52.534, $p < 0.001$) and company commitment (t-value = 35.789, $p < 0.001$) of Gen Z employees. Company commitment do have significant impact on the intent to quit (t-value = 4.082, $p < 0.001$), and work satisfaction have significant impact on the intention to quit (t-value = 2.255, $p < 0.05$). Work satisfaction mediates significantly between HRM processes and intent to quit (t-value = 2.232, $p < 0.05$) (Table 3). Moreover, company commitment mediates significantly between HRM processes and intent to quit (t-value = 4.062, $p < 0.001$) (Table 3).

Furthermore, model summary and predictive relevance table (Appendix A5) showed the requisite indices of structural model. The Stone-Geisser's Q2 value of 0.30, a measure of predictive relevance, is suggestive of medium degree of predictive relevance. The Q2 value of 0.02, 0.15 and 0.35 acclaims a small, medium and high effect size, respectively (Garson, 2016).

The f^2 values 'effect size' indicate the influence of exogenous constructs on the endogenous constructs (Appendix Table A6). The f^2 values of 0.02, 0.15 and 0.35 recommends a small, medium and large effect size, respectively. HRM processes have very small effect on intention to quit ($f^2 = 0.017$). HRM process has significant large

impact on the work satisfaction, but work satisfaction has small impact on the intent to quit ($f^2 = 0.031$). HRM processes have very low impact on company commitment ($f^2 = 0.011$) and company commitment also has small impact on the intent to quit ($f^2 = 0.056$).

DISCUSSIONS

Turnover intention among employees is of considerable concern for an organisation as it remarkably impact the organization's production and efficiency in industries. Further, turnover intention or higher attrition rate influence the morale of other colleagues in the company. The present study was focussed to understand the perception of Gen Z employees regarding HRM practices, organizational commitment and job satisfaction in Indian scenario. HRM practices have displayed significant impact on the relation between business strategies and intention to quit (Vui-Yee, 2015). The present study suggests that HRM practices significantly and negatively influence the turnover intention of the Gen Z population. This is in line with the existing studies where majority of the studies concluded with a negative relationship between HRM practices and intention to quit.

Furthermore, the present study introduced mediating factors such as work satisfaction and organizational commitment between HRM practices and intent to quit. Earlier researchers showed that employees specially Gen Z showed higher turnover intention with lowered job satisfaction (Ivanovic & Ivancevic, 2019; Ramli & Soelton, 2019). Furthermore, Zamanan et al. (2020) by investigating faculty employees in Kuwait suggested that HRM practices and employee's satisfaction both have negative impacts on the intention to quit. In addition, their study indicated that employee's satisfaction partially mediates the relationship between HRM practices and turnover intention. The present study on a similar note showed that HRM practices have significant positive impact on work satisfaction for Gen Z population. Furthermore, the present study demonstrates that work satisfaction significantly and negatively influence the intention to leave the organisation. Therefore, the hypothesis on the mediating role of work satisfaction on the relationship between HRM practices and intent to quit was accepted.

Past studies also extensively worked on the organizational commitment to understand the intention of quitting employment. Gatling et al. (2016) by examining the interns on hospitality sectors suggested that authentic leadership style of managers in the organisation positively influence the organizational commitment and further organizational commitment have significant mediating effect on the relationship between HR practices and turnover intention. Ababneh (2020) also explored the mediating effect of organizational commitment on the relationship between HRM practices and intention to quit. They postulated that affective commitment towards organisation is a significant mediator for university employees. Similar to these studies, Gen Z population also demonstrated statistically significant mediating impact of company commitment on the relationship between HRM processes and intent to quit. Therefore, the hypothesis regarding the mediating role of organizational commitment can be accepted.

LIMITATIONS AND RECOMMENDATIONS

The present study does have certain limitations. Firstly, the research was based on cross-sectional study on the Gen Z population from India. The long-term behavioural change of this population with increasing work experience has not been studied in the present research. These studies were carried out on a small sample base and for generalization of the findings more samples from different areas are needed. Also, the constructs in the present study varies extensively with countries

and cultures. Therefore, a study on the subjects from different countries and with different work culture can give additional perspectives to this study

The study carries its implication towards the HR manager and organizations as well. The majority of employees will belong from this Gen Z population and therefore, companies need to modify their approach towards their employees to retain them. This study also has indicated that company commitment plays more influence compared to work satisfaction for the population Gen Z in India.

CONCLUSIONS

The present study investigated the mediating role of work satisfaction and organizational commitment between HRM practices and intent to quit. By investigating Gen Z employees from India, the study attempted to understand the intention of these employees to quit their organisation and the factors playing significant role. The study showed that HRM practices significantly and negatively influence the turnover intention of the employees. Further, the study demonstrated that work satisfaction also significantly and negatively influences the intention to leave the organisation. In addition, work satisfaction significantly mediates the relationship between HRM practices and intention to quit. On the other hand, the mediating role of company commitment on the relationship between HRM practices and intention to quit showed significant impact

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