The Impact of HRM Practices on Employee Turnover Intention

(A Case of Thanlyin Co-operative University and
Phaunggyi Co-operative College)

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Abstract

The broad aim of the study is to investigate the impact of HRM practices on employee turnover intention in Thanlyin Co-operative University and Phaunggyi Co-operative College. 202 respondents were participated in the study. Data was collected by using survey method. The data were analyzed by using descriptive and inferential statistics. The HRM practices of the study are performance appraisal, reward, working condition, equal employment opportunity, training, and employee autonomy. The research stated that HRM practices such as reward, equal employment opportunity, training, and employee autonomy have significantly negative relationship with turnover intention although performance appraisal and working condition are not significant. The study also showed that the independent variable of employee autonomy has contribute the most and has stronger effect on the turnover intention in comparison with the all other independent variables. This research provided an opportunity to know how to develop the HRM practices and how to reduce turnover intention for many organizations including TCU and CCP.

Key Words: HRM practices, Employee Turnover Intention

1. Introduction

Human resource is the most valuable and expensive asset for any organization and it is the source of achieving competitive advantages. The success of an organization is greatly influenced by the caliber and attitude of its human resources. Without employees, organization can't operate at all. Ulah &Yasmin (2013) asserted that organizations cannot survive without its potential human resources in the current competitive business environment. Thus, every organization needs to conduct the HRM practices such as attracting, recruiting, selecting, appointing and retaining qualified employees. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. This paper was designed to assess HRM practices and their effect on employees' turnover intention in Thanlyin Co-operative University (TCU) and Phaunggyi Co-operative College (CCP).

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2. Rationale of the Study

Turnover intention is a popular topic in today. Many organizations including TCU and CCP are facing turnover intention problem. Turnover intention causes a serious problem for any organization because of losing of talents, additional employment and training costs. There are several factors which were affected the employees' turnover intention. HRM practices are one of the important factors that affected the turnover intention of employees.Turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with actual turnover.

Staff turnover can occur in any organizations, however, it may differ from one organization to another. Employee turnover rate can be used as one indicator of the business competitiveness. The high turnover rate can cause the business to lose their cost competitiveness. High turnover rate generates a significant amount of costs to the organization including costs arising during the recruiting process, training costs, and opportunity costs such as work delay during the recruiting and training process.

Thus, turnover is very pressing issue for any organization. They need to understand the general turnover rates and causes of labour turnover. Accordingly, this paper was designed to investigate how HRM practices effect employee turnover intention in Thanlyin Co-operative University (TCU) and Phaunggyi Co-operative College (CCP).

3. Objective of the Study

The objective of the study is to investigate the impact of human resources management practices on employee turnover intention in selected organizations.

4. Scope and Limitation of the Study

This study examines how HRM practices affect employee turnover intention in TCU and CCP. The independent variables of this study are HRM practices and the dependent variable is employee turnover intention. In practice, there are many types of HRM practices, however, HRM practices such as performance appraisal, reward, working condition, equal employment opportunity, training, and employee autonomy were used in this study. The study only used questionnaire to gather the data, thus, it limits to get some more information. In the future studies, focus interview method should be combined to get richer information about HRM practices and turnover intention.

5. Literature Review

5.1 Turnover intention

Turnover intention refers to the voluntary intention of employees to leave an organization. Intention to turnover refers to an individual's perceived probability of leaving an employing organization (Cotton, and Tuttle, 1986).On the other hand, Tett and Meyer, (1993) referred to turnover intentions as a conscious and deliberate willfulness to leave the organization.

There are three essential parts of the word turnover intention in the withdrawal cognition process. The first one refers to when employees have thoughts of quitting the job, second is when employee intent to search for different jobs and the last one is when they intent to quit the job (Carmeli & Weisberg, 2006). Employee turnover causes huge cost burden for any organization. It may be direct or indirect. Training cost, hiring cost, selection cost is considered as direct cost and indirect cost include loss of reputation, low employee morale (Staw, 1980). According to Mobley WH, Horner SO & Hollingsworth AT. (1978) turnover intention is an antecedent of actual employee turnover and it is the prime important to see the reason for and causes of employee turnover intentions.

Several researchers attempted to investigate the relationship between HRM practices and turnover intention. Bergiel, E.B., Nguyel, V.Q., Clenney, B.F., & Taylor, G.S., (2009) found that HRM practices such as compensation, supervisory support, employee training, and employees' perceived growth opportunities are all negatively related to employee turnover intention. Rainayee (2013) also suggested that organizations can retain employees if they undergo good management policies. Kemer (2008) also described that organization must take care of the job factors because if employees are dissatisfied with intrinsic job factors, they may think of moving out from the organization. Fotoohnejad, Manafi, Gheshmi, Fazel, Roozbeh, and Seyedabrishami (2011) also found that a suitable HR practices could increase organizational commitment and thus it reduce turnover intention in educational industry of Iran. Juhni et al., (as cited in Chong Phei Wen, Khor Wen Huey, Lee Joo Li, Ooi Shi Ying, Tan Yee Kee, 2013) also stated that well managed HRM practices will create high commitment and lower the intention to quit. Choi S. L., Panniruky, P., and Musibau, A. A., (2012) also showed that the independent variables of the HRM practices have relationship with the dependent variable of turnover intentions. Joarder and Sharif (2011) also proved that HRM practices such as job security, compensation, job autonomy, working condition, training & development, and supervisory support are significantly correlated with employee turnover intention in private universities of Bangladesh. Chong Phei Wen, Khor Wen Huey,

Lee Joo Li, Ooi Shi Ying, Tan Yee Kee, (2013) also found that HRM practices such as performance appraisal, reward, working condition, equal employment opportunity have significant relationship with turnover intention in University Tunku Abdul Rahman (UTAR) in Malaysia. Owolabi (2012) observed that organizational justice has a great influence on employee turnover intentions. It means organization justice reduces employee turnover intentions and it also lead to the efficiency and better performance. Based on the previous literature, this study examined the impact of HRM practices such as performance appraisal, reward, working condition, equal employment opportunity, training, and employee autonomy on employee turnover intention.

Based on the literature review, the relationship between HRM practices and employee turnover intention can be conceptualized and depicted in Figure (1).

Figure (1) Conceptual Framework of the Study
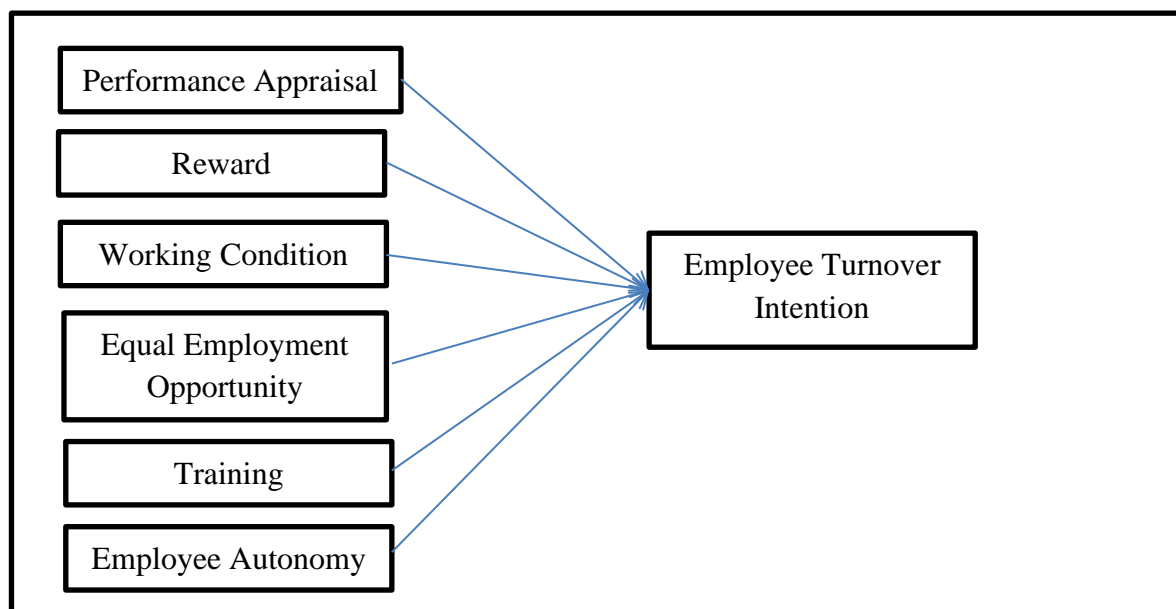
5.2 Performance Appraisal

Performance appraisal is a system or process of obtaining, analyzing and recording information about the relative worth of an employee. This system able to identify the development goals and also the plan for achieve the particular goals. Performance appraisal is playing an important role in assessing employees and develops their competencies, boost performance and distribute reward (Lemba & Ismail, 2010). A good appraisal system provides right feedback about the performance of an employee. It imparts benefits not only to the employees but also on supervisors, management and organizations.

5.3 Reward

Many organizations view rewards as a means of motivating certain behaviours in employees. Specifically, rewards are intended to motivate employees to perform effectively and efficiently towards achieving organizational goals. Milkovich & Newman (2004) defined reward as all the tangible benefits and provisions an employee obtain as a part of "employment relationship". According to the concept of six sigma, there are four categories of rewards. They are intrinsic, extrinsic, social and the organizational remuneration. Intrinsic rewards refer to internal feelings of satisfaction, involvement, growth, autonomy and self-competence an individual experience during his career (Allen RS, Takeda MB, White CS, Helms MM, 2004). Extrinsic rewards are based upon organizational participation and performance and further categorized into direct and indirect form (Westover & Taylor, 2008). Larson (2003) stated the direct reward as a "small token of appreciation" while indirect reward refers to the financial security and better future prospects. Social Rewards are associated with team based projects that reinforce the employees to interact with peers in order to obtain the shared goal outcomes. Organizational rewards refer to the probability of increased profits and productivity.

5.4 Working Condition

Working Condition is the working environment and all existing circumstances affecting labour in the workplace, including job hours, physical aspects, legal rights and responsibilities. According to the Spanish Working Condition Survey (as cited in Garcia Serrano, 2004), it also contains employee individual characteristics and also firm characteristics or characteristics related to the job of the employee such as sector, industry, size, firm, type of contract (temporary, permanent), occupation, and firm tenure, provided by the worker at the time of the survey interview.

5.5 Equal Employment Opportunity

Equal employment opportunity is the law which act as prohibition of employment discrimination which referred to age, religion, race, color, disability, sex, pregnancy, national origin, marital status and health related issues (Guchait, 2007). It means that the working environment policies, practices, behaviours and rules that are fair to every employee. All workers will be respected and valued equally by the organization. Every employee will have equal opportunity in getting promotion, reward, training, wages, retirement, responsibility, vacation, pensions, and other benefits. Thus, organization should provide equal employment

opportunity in their workplace. By doing so, any employee will try to achieve their organizational goals.

5.6 Training

"Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job" (Armstrong, 2001). Flippo (1984), "Training is the act of increasing knowledge and skills of an employee for doing a particular job". Training helps in updating old talents and developing new ones. Training and development is one of the human resource practices which can help any organization to gain competitive advantages (Schuler and MacMillan, 1984). Evans and Lindsay (1999) stated that training and development can increase the quality of the employees and this will bring the advantages for the organization in the long term.

5.7 Employee Autonomy

Mrayyan (2006) defined autonomy as a context of accountability, authority and responsibility. Job autonomy, also known as task autonomy or employee autonomy can be defined as the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling work and in determining the procedures to be used in carrying it out. Job autonomy is one of several core job design characteristics (the others are skill variety, task identity, task significance and feedback from the job) developed by Hackman and Oldham (1975).

6. Research Methodology

The study employed the descriptive cross-sectional design. There were totally 316 population in selected organizations. Among them, 202 people or 64% of the total population was participated. In 202 people, 151 were from TCU and 51 from CCP. Primary data was collected by using survey method. The main instrument used for data collection was self-completed questionnaire. The questionnaire is structured based on variables found in previous studies. This study used a five point Likert scale in the questionnaire where 1 used for strongly disagree and 5 used for strongly agree. Data was analyzed using measurement of central tendencies: the mean, standard deviation, as well as frequencies, and percentages. Additionally, inferential analysis was conducted to measure and prove the relationship between dependent variable with each different independent variable.

7. Reliability statistics of the Study

Cronbach's Alpha was employed to analyse the reliability of the study. The result was reported in Table (1).The Cronbach's Alpha for performance appraisal was 0.688 which means the level of relative internal consistency and reliability result was fair situation. But, the reliability result of this variable was the lowest among all other variables. This means that all variables were having high reliability and consistency.

Table (1) The Cronbach's Alpha for all variables

Sr. No.	Variables	Cronbach's Alpha	Results of Reliability	Number of Items
1	Turnover Intention	.786	Good	5
2	Performance Appraisal	.688	Fair	5
3	Reward	.891	Very Good	5
4	Working Condition	.778	Good	4
5	Equal Employment Opportunity	.807	Very Good	5
6	Training	.881	Very Good	5
7	Employee Autonomy	.819	Very Good	5

Source: Survey Data, 2017

8. Respondent Demographic Profile

Table (2) showed that the respondents' demographic factors such as name of university, age, education level, gender, marital status, staff category, service in years. There were totally 202 respondents in the study. Among them, 151 were from TCU, 51 from CCP. Ages of respondents were being classified into five categories which were 23-29, 30-36, 37-43, 44-51 and 52 and above. Majority of the respondents were between the ages of 23-29 which were amounted 41.1% (83 people) of total amount of respondents. Followed by the category of age 30-36 which amounted 26.7% (54 people), 37-43 which was approximately 16.8% (34 people), 44-51 which was approximately 11.9% (24 people), and 52 and above was 3.5% (7 people). In education level, majority of the respondents are master degree holders. According to the gender, the numbers of female respondents were more than male respondents. In marital status, majority of the respondents were single which consisted of 136 people or 67.3% of the total respondents. There were 66 people or 32.7% of the total respondents in marriage. In staff category, 118 people or 58.4% of the total respondents were academic staff. The remainder 84 people or 41.6% were supporting staff. According to the length of services, majority of the respondents were under 5 years which were amounted

46.5% (94 people).The rest 5-10, 11-20, and 21 and above were 23.3% (47 people), 24.8% (50 people), and 5.4% (11 people) respectively.

Table (2) Demographic Factors of the Respondents

Particulars	N	%	Particulars	N	%
University			**Gender**		
Thanlyin	151	74.8	Female	178	88.1
Phaunggyi	51	25.2	Male	24	11.9
Age			**Marital Status**		
23-29	83	41.1	No	136	67.3
30-36	54	26.7	Yes	66	32.7
37-43	34	16.8	**Staff Category**		
44-51	24	11.9	Academic Staff	118	58.4
52 and above	7	3.5	Supporting Staff	84	41.6
Education Level			**Service in Years**		
Doctorate	6	3	Under 5 years	94	46.5
Master	113	55.9	5 to 10	47	23.3
Bachelor	71	35.2	11 to 20	50	24.8
Others	12	5.9	21 and above	11	5.4

Source: Survey Data, 2017

9. Analysis of Intention to quit

Central tendencies measurement is used to discover the mean score for turnover intention. Table (3) showed on how to respond about turnover intention by the respondents. Referring to the table, the mean score for each item ranges between 2.36 and 3.84, implying that the respondents have some degree of variation across the intention items. The overall mean value of 2.99 suggested that respondents have no high level of intention to quit from the organization.

Table (3) Descriptive Statistics for Turnover Intention

Statements	SD Freq. (%)	D Freq. (%)	N Freq. (%)	A Freq. (%)	SA Freq. (%)	Mean (SD)
1. I often think about quitting my job.	14 (6.9%)	41 (20.3%)	69 (34.2%)	50 (24.8%)	28 (13.9%)	3.18 1.12
2. I currently look for a job outside my organization.	40 (19.8%)	80 (39.6%)	61 (30.2%)	12 (5.9%)	9 (4.5%)	2.36 1.00
3. I will leave this organization if I could find a similar position at another organization.	27 (13.4%)	42 (20.8%)	48 (23.8%)	52 (25.7%)	33 (16.3%)	3.11 1.28
4. It is very possible that I will look for a new job within next year.	37 (18.3%)	75 (37.1%)	56 (27.7%)	19 (9.4%)	15 (7.4%)	2.51 1.12
5. If I may choose again, I will never choose to work for the organization.	17 (8.4%)	24 (11.9%)	20 (9.9%)	55 (27.2%)	86 (42.6%)	3.84 1.32
Overall						2.99 0.86

Source: Survey Data, 2017

This study also analyzed the intention to quit of respondents in term of gender variable using simple independent sample t test. The result was reported in Table (4). The mean score of male respondents was relatively higher than that of female respondents. However, p value is above 0.05 in the study, thus it was found that there is no significant difference in intention to quit between male and female respondents.

Table (4) Intention to quit by Gender

Gender	N	Mean	SD
Female	178	2.97	0.84
Male	24	3.22	1.03
t=-1.126; p = .270			

Source: Survey Data, 2017

The study also analyzed the intention to quit of respondents in term of age group using One-Way ANOVA. The result reported in Table (5).

Table (5) Intention to quit by Age Group

Age Group	N	Mean	SD
23-29	83	3.09	0.86
30-36	54	3.19	0.88
37-43	34	2.72	0.71
44-51	24	2.83	0.95
52-59	7	2.34	0.57
F= 3.227; p= .014			

Source: Survey Data, 2017

The result showed that p value is less than 0.05. It implied that there is significant difference in intention to quit between age group. The respondents whose ages between 30-36 have the highest intention to quit while the respondents whose ages between 52-59 have the lowest intention to quit. Thus, the organization should pay attention to those staffs aged 30 to 36 in order to keep the organization's turnover intention level.

The study also analyzed the intention to quit in term of education level using One-Way ANOVA. The result reported in Table (6) showed that p value is above 0.05, thus it was found that there is no significant difference in intention to quit between education levels.

Table (6) Intention to quit by Education Level

Education Level	N	Mean	SD
Doctorate	6	2.93	1.08
master	113	3.08	0.86
bachelor	71	2.93	0.86
others	12	2.63	0.76
F= 1.218; p= .304			

Source: Survey Data, 2017

The study also analyzed the intention to quit in term of marital status using simple independent sample t test. The result was reported in Table (7). The mean value of single respondents is more than that of married respondents. However, p value is above 0.05 in the study, it was found that there is no significant difference in intention to quit between single and married respondents.

Table (7) Intention to quit by Marital Status

Marital Status	N	Mean	SD
No	136	3.04	0.88
Yes	66	2.91	0.82
t=1.081; p= .282			

Source: Survey Data, 2017

This study also analyzed the intention to quit in term of staff category using simple independent sample t test. The result was reported in Table (8). In this study, p value is less than 0.05 which was implied that there is significant difference in intention to quit between staff category. The intention to quit of academic staff is higher than that of supporting staff. Thus, the organization should pay attention to academic staffs in order to keep the organization's turnover intention level.

Table (8) Intention to quit by Staff Category

Staff Category	N	Mean	SD
Academic Staff	118	3.11	0.87
Supporting Staff	84	2.84	0.83
t= 2.227; p= 0.027			

Source: Survey Data, 2017

This study also analyzed the intention to quit in term of service in years using One-Way ANOVA. The result was reported in Table (9). In this study, the mean score of the respondents is neutral. Then, p value is above 0.05. It implied that there is no significant difference in intention to quit between four groups of services in years.

Table (9) Intention to quit by Service in Years

Service in years	N	Mean	SD
under 5 years	94	3.07	0.85
5 to 10	47	3.10	0.99
11-20	50	2.83	0.77
21 and above	11	2.76	0.71
F= 1.327; p= .267			

Source: Survey Data, 2017

10. Analysis of HRM practices

The study also analyzed how respondents perceived the HRM practices of their organization. For this purpose, measurement of central tendencies is used to discover the mean score for HRM practices. The higher mean score (above the midpoint 3) implies that the respondents have favourable attitude and perception on the HRM practices of their organization. In the current study, performance appraisal, reward, working condition, equal employment opportunity, training, and employee autonomy practices are explored. Table (10) showed that the mean value for each HRM practice ranges between 3.00 and 3.57, implying that the respondents have some degree variation across them.

Table (10) Descriptive Statistics for HRM practices

HRM Practices	Mean	SD
Performance Appraisal	3.31	0.56
Reward	3.18	0.77
Working Condition	3.57	0.68
Equal Employment Opportunity	3.18	0.64
Training	3.26	0.74
Employee Autonomy	3.00	0.70

Source: Survey Data, 2017

The overall mean value of 3.31 suggested that respondents have some degree of satisfaction on the organisation's performance appraisal system. They agreed that they get the feedback and their strength & weakness from the system in practice. The overall mean value was 3.18 suggested that there is some degree of acceptance on the organization's reward

system. The overall mean value was 3.57, implying that respondents have favourable perception on the organization's working condition. The overall mean value was 3.18 suggested that respondents satisfied to some extent on the organization's equal employment opportunity practices. The overall mean value was 3.26, implying that there is some degree of favourable attitude on the organization's training and development practices. The overall mean value was 3.00, implying that there is low level of acceptance on the organization' autonomy practice. Among the six practices, working condition practice had scored the most and employee autonomy scored the least. Thus, the study concluded that staffs from TCU and CCP have considerably favourable perception and attitude on the working condition practice while they have low attitude and perception on the employee autonomy practice.

11. Relationship between HRM practices and Employee Turnover Intention

This study employed Pearson correlation test to discover the relationship between HRM practices and employee turnover intention. The result was reported in Table (11).

Table (11) Pearson Correlation Test for all variables

Variables	TI	PA	R	WC	EEO	T	EA
Turnover Intention (TI)	1						
Performance Appraisal(PA)	-0.074	1					
Reward (R)	-0.203**	0.482**	1				
Working Condition (WC)	-0.097	0.408**	0.389**	1			
Equal Employment Opportunity (EEO)	-0.186**	0.416**	0.568**	0.505**	1		
Training (T)	-0.218**	0.405**	0.429**	0.517**	0.628**	1	
Employee Autonomy (EA)	-0.279**	0.391**	0.401**	0.346**	0.531**	0.561**	1

** Correlation is significant at the 0.05 level (2-tailed)

Source: Survey Data, 2017

According to result, correlation values of all variables were negative in this study. This proved that all of the variables have the negative relationship with turnover intention. However, p values of performance appraisal and working condition were above 0.05, implying that there is no significant relationship between both of the variables and employee turnover intention. It is found that there can have high level of intention to quit although performance system and working condition were good situation.

12. The Impact of HRM Practices on Employee Turnover Intention

This study used multiple regression method to analyse the impact of HRM Practices on employee turnover intention. The result was reported in Table 12.

Table (12) Prediction of Turnover Intention by HRM practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.968	.410		9.671	.000
Performance apprisal	.157	.126	.102	1.239	.217
Reward	-.161	.098	-.143	-1.632	.104
Working Condition	.049	.107	.039	.460	.646
Equal Employment Opportunity	.025	.136	.019	.186	.853
Training	-.119	.114	-.101	-1.043	.298
Employee Autonomy	-.281	.107	-.228	-2.632	.009

R=0.317

R^2=.10

F-value=3.622

p=.002

Source: Survey Data, 2017

According to the model summary, the R square value (0.10) means that 10% of dependent variable of turnover intention can be explained by the six independent variables such as performance appraisal, reward, working condition, equal employment opportunity, training, and employee autonomy. It will conclude that the remainder 90% of dependent variable of turnover intention is explained by other potential factors that have not been considered in this study. According to the ANOVA, the p value was less than 0.05. Therefore, the value of F-statistics was significant at 3.622.

According to the multiple regression coefficients, the p value of employee autonomy is less than 0.05 and all other independent variables are above 0.05 in this study. The result clearly shows that employee autonomy has negative relation with employee turnover intention. Moreover, the beta value of employee autonomy was the highest negative among all other independent variables. The beta value of employee autonomy was -0.228. This means that every increase of 1 unit of employee autonomy will cause the decrease of 0.228units in turnover intention. The study concluded that the independent variable of

employee autonomy has contributed the most and has stronger effect on the turnover intention. Therefore, this organization needs to pay attention to employee autonomy problem in order to keep the organization's turnover intention level.

13. Conclusion

The purpose of this study is to investigate the impact of HRM practices on employee turnover intention in TCU and CCP. This study focused mainly on whether the HRM practices have direct effect on the turnover intention among employees in TCU and CCP. The independent variable of the study are HRM practices such as performance appraisal, reward, working condition, equal employment opportunity, training and employee autonomy. There were either positive or negative relationship between independent variables and dependent variable (employee turnover intention) based on the previous literature reviewed. From the result of the study, HRM practices have negative relationship with turnover intention. This means that if HRM practices are accepted by employees, turnover intention will be low. This study also found that 43.6 percent (88 people) of the respondents had the intention to quit, implying that there was high turnover intention rate among employees in TCU and CCP. Besides that, the study also showed that the independent variable which is employee autonomy is the main reason which caused employees to have the intention to quit. This means that the independent variable of employee autonomy has contribute the most and has stronger effect toward the turnover intention in comparison with the all other independent variables. Therefore, this organization needs to pay attention to employee autonomy problem in order to keep the organization's turnover intention level.

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