

Research on the Influence of Commitment Human Resource Management on Employee Turnover Tendency

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Abstract

In the 21st century with the rapid development of economy and science and technology, there is fierce competition among enterprises. And in today's competition between enterprises, in essence is the competition of science and technology, talent competition. And advanced technology is mastered by excellent people. Human resource management has become a key factor for the survival of enterprises. Many enterprises in our country are facing the biggest challenge, how to attract and retain good talents under the condition of ensuring rapid business growth, especially to deal with a large number of employee turnover problems. This paper conducted an empirical study on the relationship between commitment human resource management and turnover intention, in order to understand the mechanism of turnover intention and provide a theoretical basis for the organization's human resource management practice.

Keywords

Committed Human Resource Management; Turnover Intention; Impact Study.

1. Introduction

With the intensification of global competition and the increasing openness of technology, human resources with knowledge and technology have become the key for enterprises to win sustainable competitive advantages. Attracting and retaining a large number of high-quality talents is of profound significance for the survival and development of enterprises. With the continuous improvement of market economy and human resource market, the free flow of talents becomes more and more frequent. Moderate employee mobility is beneficial to both enterprises and society, but frequent turnover not only brings high human cost losses and replacement costs to enterprises, but also may reveal business secrets and enhance the strength of competitors, thus affecting the performance and long-term development of organizations. Therefore, employee turnover has become a concern of enterprises.

As early as the early 20th century, foreign scholars have carried out basic research on the dimission problem, they not only studied the outcome variables of employee dimission, but also studied the anteceents of employee dimission. After the 1980s, the focus of foreign research on employee turnover began to shift to the research on the relationship between HRM practices, organizational performance and turnover tendency. Most empirical studies show that commitment HRM has a negative impact on turnover tendency. However, how does commitment HRM affect employee turnover tendency? Different scholars also come to different conclusions. For example, Whitener believes that organizational commitment plays a moderating role between committed human resource management and job satisfaction, while Allen (2003) et al believe that organizational commitment plays an intermediary role. Only with a deep understanding of its mechanism and clear rules, can enterprises effectively improve their high turnover rate and organizational performance. This is not only an academic problem, but also an urgent practical problem for enterprise practice. Therefore, under the background

of economic transformation, it is of great theoretical and practical significance to explore the mechanism between committed human resource management and turnover intention.

Through investigation, this study explores the relationship between commitment human resource management and turnover inclination, and introduces organizational commitment as an intermediary variable to achieve a better dialogue with previous studies and provide valuable references for enterprise management practices.

2. Commitment Human Resource Management

Human resource practice refers to the sum of all kinds of human resource management policies, means and systems that affect the behavior, attitude and performance of employees. Human resource practices can be divided into different types, and their impact on employee behavior and attitude is also different. Based on the perspective of human nature assumption, human resource management practice is divided into two categories: control type and commitment type. The former is to control costs, and the latter is to increase employees' commitment to the organization, emphasizing the long-term relationship between the two. Many scholars have conducted research on committed human resource management. Although they have different understandings of committed human resource management, they generally believe that it has the following characteristics: attaches great importance to the long-term career development of employees; Rigorous recruitment process, abundant internal development opportunities, extensive capability development, incentive compensation system and developmental performance feedback mechanism, etc. It can be seen that commitment human resource management aims to create a highly stable, highly motivated, efficient and high-performance employee team, so as to effectively enhance the human capital of the organization.

3. Committed Human Resource Management and Organizational Commitment

Committed human resource management promotes the sustainable development of the organization through the implementation of strict employee selection, fair and competitive overall compensation, developmental performance management, broad capability development and other activities. Employees feel the real benefits these practices provide them, and they reciprocate with positive attitudes and high performance. Research shows that employees' perception of committed human resource management enhances their trust and continued commitment to the organization. Commitment human resource management can stimulate high level of emotional commitment of employees. Compared with the control HRM practice, commitment human resource management can provide more practical benefits for employees and plays a stronger role in organizational commitment. If employees perceive the organization's care for them and feel the psychological safety in the organization, they will develop commitment to the organization.

4. Commitment Human Resource Management and Turnover Tendency

According to the interpersonal reciprocity theory, organizations implement committed human resource management and take actions conducive to the development of employees, so as to stimulate the positive reciprocity behavior of employees and promote the organizational citizenship behavior of employees. They repay the support provided by the organization with organizational loyalty and hard work, thus reducing the turnover intention. Some scholars' empirical studies also support the negative impact of commitment human resource management on employee turnover. Commitment human resource management can meet the high-level needs of Chinese employees, improve the expected probability of employees to

achieve goals, and they will return to the organization with actions such as continuing to work. Organizational commitment is the employee's unilateral input to the organization, resulting in the psychological identity of the organization. We divide organizational commitment into three dimensions: emotional commitment, continuous commitment and normative commitment. Emotional commitment is an employee's sense of belonging arising from their identification with the organization. Continuous commitment means that employees choose to stay on because of their long-term investment in the organization and do not want to give up vested interests. Normative commitment is the sense of responsibility and obligation to the organization generated by traditional consciousness. Many scholars at home and abroad have conducted a lot of research on the relationship between organizational commitment and turnover intention, and both turnover intention and turnover behavior are negatively correlated.

5. The Mediating Role of Organizational Commitment in the Relationship between Commitment Human Resource Management and Turnover Intention

Based on the theory of organizational behavior, the negative impact of committed human resource management on employees' turnover intention can only be played if it first affects employees' working attitude, especially their commitment to the organization. In other words, commitment human resource management works through important intermediaries such as organizational commitment. Through empirical research, the mediating role of organizational commitment and job satisfaction in the relationship between commitment human resource management and turnover intention is proved.

The relationship between commitment human resource management and organizational commitment and turnover intention is analyzed. This study mainly does two tasks: first, it examines the relationship among commitment human resource management, organizational commitment and turnover intention; Second, it verifies the mediating role of organizational commitment in the relationship between commitment human resource management and turnover intention. The main conclusions are as follows: (1) Committed human resource management has a positive impact on organizational commitment. This shows that the organization can promote the commitment of employees to the organization and consolidate the employment relationship between the organization and employees through commitment human resource management. (2) Commitment human resource management can improve the turnover rate of the organization. Because turnover intention is the most direct antecedent variable of turnover behavior, commitment human resource management can influence turnover behavior by influencing employees' turnover intention. (3) Organizational commitment plays a partial mediating role between commitment human resource management and turnover intention.

Although this study has made some achievements, there are still some limitations. First of all, when analyzing the impact of committed human resource management on turnover intention, we should consider not only organizational commitment, but also job embedding, organizational support, organizational political behavior and psychological empowerment. Secondly, the sample has some limitations, and it is necessary to select samples in a wider range in the future. Finally, this paper uses the cross-sectional data for analysis. It takes time for commitment human resource management to influence turnover intention through organizational commitment, therefore, longitudinal follow-up research should be conducted in the future.

Future research can be enriched and deepened from the following aspects: First, the impact of controlled HRM practice and committed HRM practice on employees' attitudes and behaviors

during the transformation period of enterprises is compared; The second is to introduce new variables to study the intermediary or interaction between committed human resource management and employee turnover intention. The third is to expand the research on the influencing factors of turnover intention, such as the influence of leadership style, leadership emotional intelligence, psychological empowerment and other variables on turnover intention; The fourth is to study the mechanism of turnover intention of employees in cross-cultural organizations or at different levels.

6. Strategies and Suggestions for Optimizing Enterprise Human Resource Management

(1) Strengthen the training of professional human resource management team, attach great importance to human resource management work.

First of all, we should strengthen the training of professional human resource management team and attach great importance to human resource management. First of all, a strong professional human resource management team plays an important role in the industry, which plays an important role in the allocation of talents. Enterprises should fully understand the importance of human resources to the long-term development of enterprises. It is necessary to emphasize "ability based management" and "people-oriented" at the same time. The Human Resources Department should assist managers at all levels to comprehensively manage front-line employees and fully develop human resources. Managers should regularly publicize corporate policies, seek employees' opinions and listen to their suggestions. Secondly, as a modern enterprise, it should make full use of modern new technology and computer information management information system to comprehensively collect, organize and analyze the composition, category analysis and basic information of employees of the enterprise human resources, so as to timely and efficiently determine the talents to be developed and cultivated and the talents urgently needed to be introduced. In order to establish a dynamic human resource management system, enterprises should timely choose to conduct professional training for their employees according to their own development situation and improve their professional skills. Finally, the core of management is to attract talents and stabilize the talent team. Management must pay attention to the common interests of employees and enterprises, pay attention to "win-win" and two-way communication and exchange, and establish mutual trust. Emphasize people-oriented, establish a transparent, timely and effective communication working atmosphere.

(2) To adopt new fierce methods fierce employees. First of all, the enterprise industry is mostly knowledge-based talents, with the improvement of people's living standards, people are no longer working just for salary. Companies need to change the traditional perception that compensation is the most important reason to retain talent. The remuneration of employees is divided into external remuneration and internal remuneration. In order to retain talents, enterprises should not only allocate external remuneration to employees, such as bonuses, allowances, promotion opportunities, etc., but also pay attention to the intrinsic remuneration of employees. Employees' intrinsic rewards include: a sense of competence, accomplishment, importance, personal growth, valuable contributions, recognition from colleagues and superiors, etc. Secondly, enterprises can implement internal rewards through work system, employee influence and human resource flow policies, so that employees can get the maximum satisfaction from work, so that employees can rely more on internal incentives and improve their enthusiasm for work. To free enterprises from the cycle of "pay rise, pay rise, pay rise" that constantly raises real costs. Finally, if the company has reached a certain scale and operating efficiency, it is recommended to establish an employee stock ownership plan according to the years and contributions of employees in the company. Bind the interests of

employees with the interests of the company, while stabilizing employees, so that employees can stand in the perspective of the company to safeguard the interests of the company, work hard, and encourage employees to work in the company for a long time.

(3) Create a good working environment for employees. First, it is necessary to provide an autonomous work environment that enables knowledge workers to innovate and innovate. Retain talent by creating a good environment and atmosphere.

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