

## **HUMAN RESOURCE PRACTICES, ORGANISATIONAL COMMITMENT, AND TURNOVER INTENTION AMONG BANK EMPLOYEES IN SARAWAK, MALAYSIA**

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### **ABSTRACT**

*Banking industry is becoming more competitive due to escalating bank branches every year. It has been recorded that one of the industries with highest rate of turnover is financial service sector. Employee turnover is contributed by demanding working atmosphere and burdensome workloads. High turnover rate can adversely influence bank's performance and productivity. It has been exhibited in previous studies concerning association between human resource practices and turnover intention and the role of organisational commitment as a mediator between human resource practices and turnover intention. A total of 283 questionnaires were distributed to bank employees in Kuching, Sarawak, Malaysia. Data analysis disclosed that there is a negative relationship between human resource practices and turnover intention and organisational commitment mediates the associations. The results of the study revealed the importance of bank employers to improve its current human resource practices for boosting organisational commitment and lowering employee turnover intention. Originality/value of this research study lies on its contribution as the first field study to be performed in Sarawak, Malaysia in relations to human resource practices on turnover intention among bank employees with mediating role of organisational commitment.*

**Keywords:** human resource practices, organisational commitment, turnover intention, intense stress, banking industry

## **INTRODUCTION**

One of the crucial and prolonged predicaments encountered by organisation is employee turnover, which lead to lose of talents and incurs greater employment costs such as provision of training to new employees (Khan, 2018; Loi et al., 2006). Turnover intention and turnover behaviour are two distinct concept (Cohen et al., 2016), but correlated (Cho & Lewis, 2012). According to the study conducted by Jasleen and Bajwa (2016), it was posited that the presence of a demanding work environment, characterised by complex project tasks and extended working hours, can lead to heightened levels of stress among bank employees. Consequently, this increased stress level has been found to be associated with a greater likelihood of employees expressing their intention to leave the organisation, also known as turnover intention (Balogun & Olowodunoye, 2012; Husain et al., 2015). Statistics report that banking and finance sector in Malaysia has a high rise in turnover rates over the five years from 2009 to 2015 (Arvindraj & Shanmugam, 2019). Letchumanan et al. (2017) further supported this notion and mentioned that the turnover rate in the banking industry particularly in Malaysia is increasing. When employee turnover is high, organisation will incur direct and indirect employment expenses (Khan, 2018). Furthermore, it can also adversely influence organisation's performance, operational costs, and margins as well as morale of the employees (Dwomoh & Korankye, 2012; Shukla & Sinha, 2013).

Factors that contribute turnover among employees are closely associated to human resource practices (Branham, 2005; Kasa et al., 2021). Extant studies concerning employee turnover were mostly carried out in the Western context, mainly in Australia, Canada, the United Kingdom, and the United States (see for example, Maertz et al., 2003; Ovadje, 2009). Hence, this study contributed to the body of knowledge on the influence of human resource practices on turnover intention among bank employees with mediating role of organisational commitment from Sarawak, Malaysia – a developing economy with high power distance and collectivist cultural values. SarawakJobs (2020) reported that staff turnover in Sarawak is alarming and it is being regarded as the third biggest challenge (31%) that businesses encountered in 2019–2020. Letchumanan et al. (2017) further supported that the employee turnover in banking sector is a common phenomenon for employees in Malaysia since early 1990's and such trends also occurred in Sarawak. To explain the relationship between human resource practices, organisational commitment, and turnover intention, the social exchange theory (SET) is used as underpinning theory in this study as it makes up the primary underlying elements of relationship between employee and employer.

The primary objective of this research endeavour is to investigate the intricate relation between human resource practices and turnover intention among bank employees within the specific context of the banking industry in Sarawak, Malaysia. Furthermore, this study seeks to explore the potential mediating role of organisational commitment in this relationship. By delving into these aspects, we aim to enhance our understanding of the factors influencing turnover intention in the banking sector, thereby contributing to the existing body of knowledge in this field.

## **LITERATURE REVIEW AND HYPOTHESIS**

### **Performance Appraisal and Turnover Intention**

Performance appraisal is a system used to review or evaluate both individual employee and teams formally (Ajibola et al., 2019; Mondy & Martocchio, 2016). When performance appraisal is conducted in an effective manner, it can help in stress reduction, overall performance evaluation, identification of gap between current performance and employee goals as well as development of future action plans (Teratanavat et al., 2006). Without proper performance appraisal in an organisation, it can engender a rise in intention to leave among employees (Abdullah et al., 2011; Memon et al., 2019). It was revealed in past studies that there is a significant correlation between satisfaction towards performance appraisal and turnover intention (Alam & Asim, 2019; Nawaz, 2016). Enhanced performance appraisal process can contribute to declined turnover intention (Kadiresan et al., 2015; Memon et al., 2019). This is further supported by preceding studies who have revealed that the performance appraisal is correlated to turnover intention in a negative manner (Hossain et al., 2017; Nawaz, 2016). Hence, the hypothesis proposed in this study is:

H1: There is a negative relationship between performance appraisal and turnover intention.

### **Pay Satisfaction and Turnover Intention**

Pay satisfaction is the positive or negative feelings of employees concerning pay amount received (Kasa et al., 2021). The level of satisfaction or dissatisfaction towards pay depends on the difference between employee's perception regarding pay amount that should be obtained and their contribution of efforts for organisation (Kasa et al., 2021). It has been exhibited in previous literatures that pay satisfaction is significantly associated with turnover intention (Panaccio et al., 2014; Rahman

& Rivai, 2019; Tran, 2016). Hence, pay satisfaction is one of the crucial predictors of turnover intention. Satisfaction towards pay can impose direct as well as indirect influence on intention to quit via job satisfaction and commitment. Previous research findings discovered that pay satisfaction negatively correlated to turnover intention (Jolly et al., 2021). When employees receive pay that is in accordance with their expectations, there is a greater tendency for them to stay with the organisation. Clearly, pay dissatisfaction can result in turnover intention and the actual turnover behaviour (Mohamed et al., 2017; Xiong et al., 2018). Thus, the following hypothesis is proposed:

H2: There is a negative relationship between pay satisfaction and turnover intention.

### **Training and Turnover Intention**

Provision of training aims to equip employees with necessary knowledge and skills for carrying out their work activities (Chovarda, 2021; Mondy & Martocchio, 2016). Outcomes from training such as new skills and knowledge can help to enhance job performance of employees (Abdullahi et al., 2018; Joarder & Sharif, 2011). An essential element in lowering intention to quit among employees is training (Bartlett, 2001; Kasa et al., 2021; Reddy, 1996). Through training, a long-term employee and employer relationship can be established, hence resulting in a higher employee commitment towards organisation and decline in intention to leave (Nandi et al., 2020; Samuel & Chipunza, 2009). In addition, provision of trainings motivates employees in working harder towards accomplishing organisational goals efficiently and effectively, lowering their intention to leave (Hassan et al., 2013; Jahya et al., 2020). This is supported by few past studies that reported employees who are provided with training have lower turnover intention (Chang, 1999; Kasa et al., 2021; Kesen, 2016; Martin, 2003; Nandi et al., 2020). Therefore, H3 proposed:

H3: There is a negative relationship between training and turnover intention.

### **Job Autonomy and Turnover Intention**

Job autonomy defined as to the level of independence, freedom and discretion granted to employees for work schedule, decision-making and methods to conduct work tasks (Khoshnaw & Alavi, 2020; Morgeson & Humphrey, 2006). When there is autonomy in job, employees are allowed to determine the method of dealing with a particular event, hence leads increase of effectiveness in solving problems (Frese & Zapf, 1994; Galletta et al., 2011). Furthermore, employees will also be

more proactive to learn additional skills and be more responsible for their job (Parker, 1998). When employees have control in their work, they are less likely to quit (Alam & Asim, 2019; Dysvik & Kuvaas, 2013; Iverson, 1999). Past studies demonstrated a negative relationship between job autonomy and turnover intention (Batt & Valcour, 2003; Dysvik & Kuvaas, 2013; Kim & Stoner, 2008; Wang et al., 2020). Employees with freedom in scheduling their work will experience a sense of belonging and identification with organisation, thus reduce their turnover intention (Galletta et al., 2011; Kasa et al., 2021). Driven by these findings, the hypothesis proposed in this study is:

H4: There is a negative relationship between job autonomy and turnover intention.

### **Organisational Commitment and Turnover Intention**

One of the most immediate predictors of intention to stay is organisational commitment (Mohsin et al., 2021). Employees with high organisational commitment are more inclined to remain with the organisation because they desire to preserve their membership in the organisation and help in attaining organisational goals (AbuAlRub & Nasrallah, 2017). Studies have been carried out to investigate the correlation between organisational commitment and turnover intention. Past literatures reported that intention to leave is caused by paucity of organisational commitment (Ahmad, 2018; Peryyer et al., 2010). Employees who are highly committed to their organisation have lower tendency to quit (Ahmad, 2018; Wu & Polsaram, 2013). Past study by Carmeli and Weisberg (2006) to investigate the impact of affective commitment, job satisfaction, and job performance on turnover intention among financial officers, social workers, and lawyer in Israel has reported that one of the antecedents that contribute to employee's intention to leave the organisation is organisational commitment. In addition, the study findings by Maheshwari and Maheshwari (2012) reported that there were correlation between attitude factors, organisational factors, organisational commitment, and turnover intention among faculty members in India and it was also reported that an increase in organisational commitment resulted in lower turnover intention. Therefore, these past findings exhibited that an escalation in organisational commitment leads to a decrease in turnover intention. Hence, it is crucial to proposed the following hypothesis:

H5: There is a negative relationship between organisational commitment and turnover intention.

### **Performance Appraisal and Organisational Commitment**

Performance appraisal is applied in identifying and monitoring competencies of employees while for most organisations in defining the required employee's behaviour with regards in achieving organisational goals (Mondy & Martocchio, 2016; Ubeda & Santos, 2007). Thus, the objectives of performance appraisal would develop the attachment feeling and connected behaviour among the employees which would lead to commitment in achieving the organisational goals (Ahuja et al., 2018). Based on the past studies, performance appraisal is positively correlated with organisational commitment among the employees in India (Naeem et al., 2017; Singh & Rana, 2015). On the other hand, few studies have been conducted in predicting the influence of performance appraisal on organisational commitment among the employees is positively correlated in different context setting (Naeem et al., 2017; Yasemin et al., 2014). Based on the arguments by past studies, this study proposed:

H6: There is a positive relationship between performance appraisal and organisational commitment.

### **Pay Satisfaction and Organisational Commitment**

Pay satisfaction and organisational commitment along with employee retention have been identified as either weak or strong relationship (AlSubaie & Isouard, 2019) as organisational commitment has been a good indicator to predict organisational outcomes. Pay satisfaction as a strategy have been a dominant strategy to retain as well as to attract talented professionals in the labour market in the competitive business market (AlSubaie & Isouard, 2019). In addition, pay satisfaction has shown more influence in predicting the employee's commitment and it remains with the organisation as reported by few findings in different culture, context, setting, or organisational setups which were not the definite case and vice versa (AlSubaie & Isouard, 2019; Kanaiya & Mustanda, 2020). On the other hand, it is not clearly stated in the findings from the past literatures in the context among the banking employees in Sarawak as to justify that pay satisfaction would positively or negatively related with organisational commitment. Based on the findings from the past studies, the proposed hypothesis is:

H7: There is a positive relationship between pay satisfaction and organisational commitment.

### **Training and Organisational Commitment**

Training operationalised as the systematic activities to develop and improve employees' skills, knowledge, and abilities in order to perform their jobs and duties which accomplish their specified organisational objectives while meeting the human resource quality requirement for future goals (Majeed & SidraShakeel, 2017; Nandi et al., 2020). Training has been the strategy of a human resource management practice that lead in achieving and creating the competitive advantage in the business market (Paposa & Kumar, 2019). Thus, an effective training as perceived by the employees is the indication that the employer is willingly to invest and concern about the employees of which would lead to the increased commitment and retain in the organisation among the employees (Balbina, 2020). The development of hypotheses should be supported if the training meets the employees' needs and expectations and it subsequently lead to committed employees (Masangura, 2021). Therefore, the proposed hypothesis:

H8: There is a positive relationship between training and organisational commitment.

### **Job Autonomy and Organisational Commitment**

Past studies classified job autonomy as "liberty" while employees have the freedom and choices to complete their task and goal (Kasa et al., 2021; Morgeson et al., 2005; Naqvi et al., 2013). There is a study reported that successful employees who are talented only have the ability to complete their tasks well and they must be given the autonomy to make decision on their own while being able to commit, devoted, and sincere to perform their duties (Raza et al., 2013). On the contrary, some study mentioned that the autonomy alone is not sufficient to ensure the employee will be committed and remain in the organisation (Wang et al., 2020; Saragih, 2011). From this literature, the hypothesis is proposed:

H9: There is a positive relationship between job autonomy and organisational commitment.

### **Organisational Commitment Mediates the Relationship Between Performance Appraisal and Turnover Intention**

Performance appraisal allows employees to be cognizant of organisation's expectations with regards to their performance aligned with organisational goals after evaluation of performance is conducted (Kasa et al., 2021; Waal, 2004). A vital indicator of organisational commitment is performance appraisal (Ahuja

et al., 2018; Shahnawaz & Juyal, 2006). Performance appraisal is imperative in influencing employee's attitude and behaviour such as affective commitment (Husain, 2018; Morrow, 2011). Employees experience appreciation from organisation and develop a sense of attachment when there is performance appraisal, thus leads to greater degree of affective organisational commitment (Haque et al., 2018; Levy & Williams, 2004). Satisfaction towards performance appraisal makes employees to be more committed towards company (Ahuja et al., 2018; Neha & Himanshu, 2015). Past literatures revealed that performance appraisal is positively associated with affective organisational commitment (Husain, 2018; Vignaswaran, 2008; Yasemin et al., 2014). Hence, the following hypothesis is proposed:

H10: Organisational commitment mediates the relationship between performance appraisal and turnover intention.

### **Organisational Commitment Mediates the Relationship Between Pay Satisfaction and Turnover Intention**

A crucial element that influences employee's job attitude is pay satisfaction (Hung et al., 2018; Vandenberghe & Tremblay, 2008). Satisfaction and fairness in pay are essential in affecting employee's organisational commitment as well as their turnover (Heshizer, 1994; Khalid, 2020). It was reported that there is a positive association between pay satisfaction and organisational commitment (Ebeh, 2021; Emberland & Rundmo, 2010; Islam et al., 2012; Meyer et al., 2002; Timothy et al., 2010). Increase in pay satisfaction can result in greater organisational commitment and lower turnover intent (Akinyemi et al., 2022; Saleem & Gul, 2013). Hence, H11 is proposed:

H11: Organisational commitment mediates the relationship between pay satisfaction and turnover intention.

### **Organisational Commitment Mediates the Relationship Between Training and Turnover Intention**

Training is perceived by employees as willingness of organisation to invest in them, hence resulting in a higher organisational commitment (Chiang & Jang, 2008; Nandi et al., 2020; Tannenbaum et al., 1991). Training is associated with organisational commitment, and it is an essential component for lowering recruitment cost, hiring cost, and training cost (Al-Emadi & Marquardt, 2007). One of the methods to upsurge organisational commitment and reduce turnover intention is training (Khan, 2018; Newman et al., 2011). There is a positive association between variables of training and organisational commitment (Bartlett



& Kang, 2004; Bulut & Culha, 2010; Hussain et al., 2020). Employees who undergo training by company consider it as a high-quality exchange relationship, thus leads to development of stronger organisational commitment as well as emotional attachment (Anvari & Amin, 2011; Xu & Payne, 2018). This study thus proposed the following hypothesis:

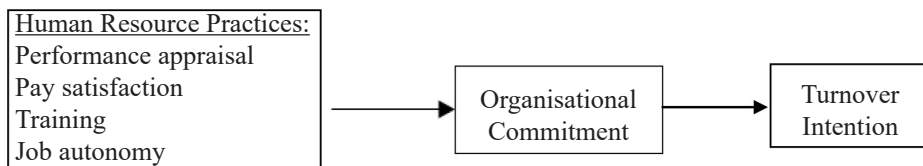
H12: Organisational commitment mediates the relationship between training and turnover intention.

### **Organisational Commitment Mediates the Relationship Between Job Autonomy and Turnover Intention**

Provision of discretion to employees in expressing ideas and making decisions will contribute to a higher empowerment as well as greater commitment towards organisation (Sarboland, 2012; Soleman, 2017). Employees with freedom in conducting their work are more inclined to remain with the company as they experience enhanced job ownership (Parker, 1998). When employees are given job autonomy, they experience trust from organisation (Haq et al., 2014). An imperative indicator of organisational commitment is job autonomy (Karim, 2010; Spector, 1986). Job autonomy is positively related to organisational commitment (Guzeller & Celiker, 2019; Naqvi et al., 2013; Sisodia & Das, 2013). Higher autonomy in job resulted in arising commitment towards organisation (Bono & Judge, 2003; Guzeller & Celiker, 2019; Kemp et al., 1983; Parker et al., 2001). Thus, H13 is proposed:

H13: Organisational commitment mediates the relationship between job autonomy and turnover intention.

The primary objective of this study was to investigate the associations between human resource practices and turnover intention among bank employees in Sarawak, Malaysia. Additionally, the study aimed to explore the potential mediating role of organisational commitment in this relationship. The proposed hypotheses can be referred to within the framework depicted in Figure 1.



*Figure 1.* The research conceptual model

## **Underpinning Theory**

The SET proposed by Blau (1964) has been utilised as an underpinning theory in this research. This theory is a theoretical framework primarily used for scrutinising the employer-employee relationship via organisational psychology literature (Blau, 1964). Social exchange occurs when cooperation is attained between two or more parties and mutual benefits are gained by the parties (Martin, 2011). There is an inclination for one party to act reciprocally towards another party's action (Gergen, 1969; Gouldner, 1960). Employees will exert more efforts towards organisation when they are satisfied with it (Rhoades et al., 2001). Therefore, this theory serves as an underpinning theory for this current research to determine the relationship between human resource practices and turnover intention, mediated by organisational commitment. In this research study, social exchange relationship refers to the social exchange process established between the bank employees and their organisation. In this sense, it is assumed that the bank employees will stay longer at a particular organisation that offers favourable human resource practices. This is further supported by Sirca et al. (2012) who asserted that satisfactory human resource practices from the organisation resulted in the employees' inclination to repay back in the form of improved work performance and reduced intention to leave.

## **METHODOLOGY**

Questionnaires constructed in English were used as an instrument for collecting data in this study. Purposive sampling was applied in representing the population where bank employees from four reputable bank brands in Sarawak were selected as samples. A pilot test was carried out before the conduct of actual study to determine the reliability and validity of all research instruments and to identify any potential issues that arise from research methods. A total of 283 valid questionnaires with a total of 58 items were collected from respondents. Quantitative method was used in this research and the Statistical Package for the Social Sciences (SPSS) version 22 was applied for data analysis. All variable items met the required standards in validity and reliability tests as follows: (1) factor loadings for all variable items surpassed 0.40 (Hair et al., 1998); (2) Kaiser-Meyer-Olkin (KMO) values attained agreeable standard of 0.70; (3) eigenvalue is more than 1.0; and (4) for Bartlett's test of sphericity, the *p*-value does not exceed 0.05 which revealed the significance difference of correlation matrix from identity matrix (Hair et al., 1998). Table 1 revealed the list of instruments sources on a 6-point Likert scale (1 = very dissatisfied to 6 = very satisfied) that was used to prevent respondents from providing a neutral response (Gwinner, 2006).

Table 1  
The research instrument(s)

No.	Item(s)	Source(s)	Cronbach alpha value
1	Turnover intention scale	Bozeman & Perrewé (2001)	0.920
2	Performance appraisal	Meyer & Smith (2000)	0.950
3	Pay satisfaction	Heneman & Schwab (1985)	0.979
4	Training	Deler & Doty (1996)	0.925
5	Job autonomy	Breaugh (1985)	0.964
6	Organisational commitment	Mowday et al. (1979)	0.975

To address the issue of common method bias, a collinearity testing was utilised to examine the bias of the measurement items as recommended by Kock and Lynn (2012). Thus, if the variance inflation factor (VIF) value is above 3.3, it indicates that the issue of collinearity is present and could be affected by common method bias. Table 2 of collinearity test revealed that the VIFs value for all the latent variables by conducting a full collinearity assessment as per suggestion by Kock and Lynn (2012) were all below the value of 3.3. The collinearity test procedure results shown in Table 2 revealed that this model is free from common method bias.

Table 2  
Collinearity test recommended by Kock and Lynn (2012)

	PA	PS	T	JA	OC	TI
PA		2.593	1.632	1.909	2.188	2.347
PS	2.884		2.452	2.258	2.128	2.267
T	2.749	1.548		2.186	2.095	2.654
JA	1.529	1.795	2.867		1.218	1.480
OC	2.082	1.218	2.351	2.119		2.305
TI	2.278	2.149	2.224	2.471	2.321	

Note: PA = performance appraisal; PS = pay satisfaction; T = training; JA = job autonomy; OC = organisational commitment; TI = turnover intention

In addition to the collinearity test based on Kock and Lynn (2012), another method to check there is no issue with multicollinearity test is the correlation level can be identified by VIF. High degree of multicollinearity is indicated through VIF which surpasses 10 (Frost, 2017). This is supported by Burns and Burns (2008) who state that when the VIF value surpasses 10, it indicates multicollinearity. The cut-off value for multicollinearity recommended by Hair et al. (2014) is 5.0. In accordance

with the result exhibited in Table 3, all variable items have VIF of less than 10, hence thus implies that there is no multicollinearity among independent variables.

Table 3  
Full multicollinearity testing

Model	Coefficients <sup>a</sup>						Collinearity statistics	
	Unstandardised coefficients		Standardised coefficients	t	Sig.	Tolerance	VIF	
	B	Std. error	Beta					
1 (Constant)	7.474	0.303		24.653	0.000			
PAmean	-0.258	0.099	-0.188	-2.593	0.010	0.347	2.884	
PSmean	-0.186	0.120	-0.128	-1.548	0.123	0.267	3.749	
Tmean	-0.119	0.066	-0.095	-1.795	0.074	0.654	1.529	
JAmean	-0.106	0.087	-0.075	-1.218	0.224	0.480	2.082	
OCmean	-0.471	0.114	-0.321	-4.149	0.000	0.305	3.278	

Note: <sup>a</sup>Dependent variable = turnover intention

## RESULTS

### Demographic Profiles

The 283 respondents comprised of 170 females (60.07%) and 113 males (39.93%). In terms of age, most of the respondents are in the age range of 21 to 30 years old (34.28%), while in terms of race, majority of the respondents are Chinese (58.30%). The results revealed that a proportion of 64.31% of respondents are married; as for education level, most of the respondents are degree holders (47%); a large proportion of 30.39% respondents have salary level above RM6,500; and for job level, majority of the respondents are holding job level as Administration Level: Executive (58.66%).

### Hypothesis Testing

Multiple regression analysis was computed to assess the relationship between the antecedent's variables (PA = performance appraisal, PS = pay satisfaction, T = training, JA = job autonomy, TI = turnover intention) (Kutner et al., 2005). Multiple regression is viewed as an extension of simple linear regression to predict the value of a dependent variable (turnover intention) based on the value of more than two or more predictor variables (PA, PS, T, and JA). Moreover, for this

study, multiple regression was conducted not only to identify whether there is a significant relationship between the variables but also to “generate estimations” on the predictive relationship between variables (Azen & Budescu, 2009). The study employed multiple regression analysis to examine the relationship between human resource practices variables and turnover intention. The results of the analysis are presented in Table 4, which provides statistical evidence for the proposed H1, H2, H3, H4, and H5. The dependent variable, turnover intention, was assessed in relation to the human resource practices variables.

H1: Multiple regression analysis was used to test PA is found significantly related with T. Thus, the hypothesis is verified and also revealed that PA is negatively related with TI ( $\beta = -0.188, p < 0.05$ ).

H2: Statistical result via multiple regression found that PS is negatively related with TI ( $\beta = -0.128, p < 0.05$ ).

H3: Multiple regression analysis statistical data reconfirmed the same evidence for T and TI ( $\beta = -0.095, p < 0.05$ ).

H4: Multiple regression analysis results revealed that the relationship between JA and TI was found not significantly related ( $\beta = -0.075, p = 0.224$ ).

H5: Multiple regression analysis statistical data reconfirmed the same evidence for OC and TI ( $\beta = -0.321, p < 0.05$ ).

H6: Multiple regression analysis statistical data reconfirmed the same evidence for PA and OC ( $\beta = 0.277, p < 0.05$ ).

H7: Multiple regression analysis statistical data reconfirmed the same evidence for PS and OC ( $\beta = 0.378, p < 0.05$ ).

H8: Multiple regression analysis statistical data reconfirmed the same evidence for T and OC ( $\beta = 0.210, p < 0.05$ ).

H9: Multiple regression analysis statistical data reconfirmed the same evidence for JA and OC ( $\beta = 0.118, p < 0.05$ ).

Table 4  
Regression analysis for hypotheses between human resource practices and TI

Model	Unstandardised coefficients		Standardised coefficients	t	Sig.
	B	Std. error	Beta		
1 (Constant)	7.74	0.303		24.653	0.000
PA	-0.258	0.099	-0.188	-2.593	0.010
PS	-0.186	0.120	-0.128	-1.548	0.023
T	-0.119	0.066	-0.095	-1.795	0.034
JA	-0.106	0.087	-0.075	-1.218	0.224
OC	-0.471	0.107	-0.321	-4.149	0.000

Note: Dependent variable = TI; R<sup>2</sup> = 0.493; F-statistics = 53.835

A multiple regression analysis was performed to examine the relationship between human resource practises variables and organisational commitment as the dependent variable. The findings of this analysis are presented in Table 5, which displays the results for the proposed H6, H7, H8, and H9. These hypotheses specifically focus on the statistical relationship between the aforementioned variables.

Table 5  
Regression analysis for hypotheses between human resource practices and OC

Model	Unstandardised coefficients		Standardised coefficients	t	Sig.
	β	Std. Error	Beta		
1 (Constant)	0.311	0.159		1.957	0.041
PA	0.259	0.050	0.277	5.154	0.001
PS	0.373	0.059	0.378	6.299	0.000
T	0.178	0.033	0.210	5.374	0.000
JA	0.114	0.046	0.118	2.497	0.013

Note: Dependent variable = OC; R<sup>2</sup> = 0.695; F-statistics = 158.331

Preacher and Hayes (2008)’s approach was used to explain the results regarding analysis of mediating effect (organisational commitment) between antecedents (performance appraisal, pay satisfaction, training, and job autonomy) and turnover intention. To analyse the indirect effect in simple mediation model and to determine the confidence intervals via bootstrap approach, the SPSS Process Model 4 (version 25) was being utilised. It was posited that there is a significant mediating effect if confidence interval is entirely above or below zero (Hayes & Rockwood, 2016) and does not contain zero (Gergen, 1969; Preacher & Hayes, 2008).

Hence, it is vital that bootstrap upper limit (UL) value and bootstrap lower limit (LL) value to be above or below zero and does not straddle across zero to scrutinise the significance of mediation effect by mediator. In addition, bootstrapping has been used in situations when the analytic formula for the standard error of any statistic data is not known or if there are violation of assumptions toward a normal distribution shape (Hayes & Rockwood, 2016; Iacobucci, 2008). In this present study, the bootstrapping process is repeated for 2,000 times. Table 6 shows the mediating effect analysis based on Preacher and Hayes (2008) approach.

H10 proposed that organisational commitment mediates the relationship between performance appraisal and turnover intention. According to Andrew Hayes's regression-based method via bootstrapping, the result exhibited that there is a significant indirect effect of organisational commitment in the relationship between performance appraisal and turnover intention with significant score value of  $-0.4623$  (LLCI  $-0.6281$ , ULCI  $-0.3060$ ) (Hayes, 2013).

H11 suggested that organisational commitment mediates the relationship between pay satisfaction and turnover intention. The outcomes of regression-based analyses with bootstrapping revealed that there is a significant indirect effect of organisational commitment in the association between pay satisfaction and turnover intention with significant score value of  $-0.5104$  (LLCI  $-0.6819$ , ULCI  $-0.3401$ ).

H12 proposed that organisational commitment mediates the relationship between training and turnover intention. In accordance with the results of regression-based method using bootstrapping, it was shown that there is a significant indirect effect of organisational commitment in the correlation between training and turnover intention with significant score value of  $-0.4261$  (LLCI  $-0.5324$ , ULCI  $-0.3208$ ).

H13 suggested that organisational commitment mediates the relationship between job autonomy and turnover intention. In correspondence to regression-based technique result via bootstrapping, it was discovered that there is a significant indirect effect of organisational commitment in the relationship between job autonomy and turnover intention with significant score value of  $-0.4992$  (LLCI  $-0.6370$ , ULCI  $-0.3727$ ).

Table 6  
*Indirect effect analysis: Direct, indirect, and total effect*

Variables	Direct	Indirect	Total	Lower limit (LLCI)	Upper limit (ULCI)
PA	-0.3850	-0.4623	-0.8473	-0.6364	-0.3069
PS	-0.3905	-0.5104	-0.9009	-0.6819	-0.3401
T	-0.1557	-0.4261	-0.5818	-0.5324	-0.3208
JA	-0.2319	-0.4992	-0.7311	-0.6582	-0.3826
Total	-1.1631	-1.898	-3.0611		

## DISCUSSION

The findings of this research study revealed that there is a significant negative relationship between human resource practices (performance appraisal, pay satisfaction, training and job autonomy) and turnover intention. Furthermore, it was also demonstrated that organisational commitment mediates the relationship between human resource practices and turnover intention. Hence, all the research hypotheses are supported. The relationship between variables can be clearly seen and is in line with the SET proposed by Blau (1964). The primary results shown that bank employees tend to have lesser turnover intention when they experienced favourable treatments of the organisation's human resource practices such as performance appraisal, pay satisfaction, training, and job autonomy. In this sense, it is noted the employees tends to feel good about their relationship with the organisation and will stay in it when they see that the rewards are high and the costs are low. Therefore, it can be deduced that if the perceived benefits of human resource practices increase, the commitment with the organisation will improve and subsequently, the bank employees are more likely to extend their work services at that organisation. The following discussion further explains on the different results in line with the research hypotheses.

H1 suggested that there is a significant negative relationship between performance appraisal and turnover intention. Effective performance appraisal can positively influence employee's attitudes as well as behaviours (Kasa et al., 2021; Rubel & Kee, 2015; Salleh et al., 2013). It can also lead to satisfaction towards performance appraisal, motivation, and declined turnover intention among bank employees (Usman et al., 2018). Based on this interpretation, it is vital to ensure that performance appraisal fairness is being put in place within the organisation so that the bank employees are less likely to quit the organisation. Hence, it is importance



to implement appropriate implementation of performance appraisal as human resource practice in a banking industry in Sarawak as it is one of the major factors that predict their intention to quit or not to quit at that particular organisation.

The second hypothesis is that there is a significant negative relationship between pay satisfaction and turnover intention. Employees are inclined to stay with their organisation when appropriate compensation is provided in accordance to their effort exerted (Rubel & Kee, 2015; Vizano et al., 2021). Pay satisfaction leads to positive behaviours and attitudes, enhanced engagement level, and reduced turnover intent (Memon et al., 2017). In a study conducted by Jahya et al. (2020) the authors reported that compensation is one of the strongest predictors for turnover intention among generation employees in financial industry in Malaysia. Therefore, it is confirmed that compensation as the definitions vary in some literature refers to monetary and non-monetary forms, fringe benefits, and effort recognition (Chiu et al., 2002; Nanle et al., 2018) in which these policies in human resources practices should be well aligned with the organisational goals.

H3 proposed that there is a significant negative relationship between training and turnover intention. Based on this interpretation, effective training programs can help to retain employees and build a more stable work force. Training allows employees to perceive that organisation are interested in their career development (Kesen, 2016; Khan, 2018). When training requirements of employees are met, there is greater tendency for them to continue their employment (Sinniah & Kamil, 2017). In addition, past studies reported that if the human resource practices such as training, performance appraisal, or compensation did not fulfil the employee's demands as well as their expectation, most likely the employees have the tendency to quit the job and have the intention to move to other organisation (Jahya et al., 2020).

H4 suggested that there is a significant negative relationship between job autonomy and turnover intention. An essential factor for bank employees to switch job is job autonomy (Rahman & Iqbal, 2013). Grant of autonomy in job improves employee's motivation, self-efficacy, performance, and job satisfaction (Nazir, 2017; Saragih, 2011). Greater job autonomy can lead to decrease in burnout and turnover intention among employees (Kim, 2016; Nazir, 2017). On the contrary, the statistical result from the multiple regression analysis revealed that there is no significant relationship between job autonomy and turnover intention. One of the possible reasons is due to the nature of job in the organisation that they are doing. Based on the descriptive statistic in this study, it is reported that for job level category, majority of the respondents are holding job scope as administrative

type of position as well as executive ranking which represented by 58.66% ( $n = 166$ ). Thus, in the context of banking industry in Sarawak, it is notable that the job autonomy is not fully given by the superior to the executives and administrative staffs. This could be an early notification that the administrative and executive level of positions need the job autonomy to be given to them to stay longer in the organisation. This could be a new finding in the context of Sarawak banking industry whereby the top management should consider giving more job autonomy to the employees when they are doing their tasks.

H5 confirmed that organisational commitment has a significant negative relationship with turnover intention. In the present research, it was assumed that organisational commitment can lead to a declining turnover intention, and it was proven by past studies that organisational commitment is negatively related with turnover intention (AbuAlRub & Nasrallah, 2017; Ahmad, 2018). In simple words, organisational commitment promotes positive desire to excel and achieving organisational goals while committed to excel within the organisation (Mohsin et al., 2021). The aim to excel may lead to greater level of commitment and high tendency to remain in the organisation among the talented employees which could decrease the intention to quit (Noor et al., 2020).

H6 proposed was supported by previous studies which revealed that performance appraisal is significantly related to organisational commitment (Naeem et al., 2017; Singh & Rana, 2015). In the context of this study, it can be explained that if the employees are satisfied with their performance appraisal which was administered by their employer, then the employees will have the emotional attachments toward their organisation (Naeem et al., 2017). In addition, a study conducted among bank employees also revealed that performance appraisal significantly related to both affective and continuance commitment (Ahuja et al., 2018; Singh & Rana, 2015) and in the present study the performance appraisal administered fairly by the employees is the reason for the organisational commitment among employees.

H7 explained that pay satisfaction may influence employees' commitment in the organisation. While the employees are satisfied with the pay, this experience plays an important role in developing positive attitudes and commitment among employees toward the organisation (AlSubaie & Isouard, 2019). Thus, the more satisfied the employees with the pay, the higher will be their commitment and this statement is consistent with the past studies (AlSubaie & Isouard, 2019; Kanaiya & Mustanda, 2020).

H8 proposed that training is positively related to organisational commitment. Based on the literature cited, any form of training should be fit to the need of the employees in the organisation. An effective training and fulfilment of the employees' development needs indicated that there is a positive relationship on organisational commitment (Masangura, 2021). In this present context of study, the employees were relatively motivated with the training conducted and focused deeply while being supportive in the training outcomes. Therefore, this experience justified that the training is significantly related with organisational commitment and is consistent with the past study findings (Bakar, 2014; Tokan & Imakulata, 2019).

H9 explained that high job autonomy among employees lead to high organisational commitment. Consistently, past studies reported that job autonomy is an effective predictor towards an organisational commitment as the employees feel that the organisation has given them the autonomy to perform their duties and tasks in achieving organisational goals (Kasa et al., 2021; Wang et al., 2020). The employer has shown willingness to invest in the effort by giving the job autonomy and the right for decision making to the employees which makes them feel appreciated, empowered as well as be more committed to the organisation (Raza et al., 2013; Wang et al., 2020).

H10 is that organisational commitment mediates the relationship between performance appraisal and turnover intention. Employees who are satisfied with performance evaluation will inculcate enhanced organisational commitment (Fako et al., 2018; Neha & Himanshu, 2015). In this sense, the employees must accepted, supported, and satisfied with their performance evaluation or otherwise, it may become a source of extreme dissatisfaction that led to a decrease in their commitment. Highly committed employees are more willing to contribute more efforts in attaining organisation's goals and less likely to quit (Javed et al., 2013; Ulabor & Bosede, 2019). Just as SET suggests, favourable commitment that the employees have towards the organisation will lead to the desire to remain with the organisation and thereby, weakening the employees' intention to leave the organisation. When the employees receive a value exchange, which in this case refers to performance appraisal, a feeling of obligation or commitment emerges from the exchange, and they would likely continue to stay and perform in that organisation (Kasa et al., 2021).

H11 proposed that organisational commitment mediates the relationship between pay satisfaction and turnover intention. The presence of organisational commitment as mediator will buffer the negative impact of pay satisfaction on turnover intention. When employees are provided with proper pay level, they

will experience greater encouragement to stay with organisation and develop a sense of organisational attachment (Silaban & Syah, 2018). Employees with high organisational commitment have lower intention to leave (Kasa et al., 2021) from the organisation.

H12 suggested that organisational commitment mediates the relationship between training and turnover intention. Through training, employees can experience organisational support and care towards their development in career, hence resulting in a sense of belonging and greater organisational commitment (Ismail, 2016; Nandi et al., 2020). Although it supposed to be regarded as cost to an organisation, nonetheless, training is an investment that could evidently contributes to positive organisational benefits. Organisations that offer training to employees in turn can be perceived as a reward which then subsequently enable the employees to display higher level of commitment. Thereafter, enhanced organisational commitment among skillful and proficient employees leads to decline in their turnover intent (Kadiresan et al., 2015; Kasa et al., 2021).

H13 is that organisational commitment mediates the relationship between job autonomy and turnover intention. When power and discretion are provided to employees in decision making as well as opinion sharing, it helps to upsurge their empowerment and commitment towards organisation (Sarboland, 2012; Sisodia & Das, 2013; Soleman, 2017). Organisational commitment reduces turnover intention among employees (Yamazakia & Petchdee, 2015; Guzeller & Celiker, 2019) in a way that the social interaction process brings positive endowment among the employees when they experience empowerment which increases their level of commitment towards the organisation. In this sense, job autonomy is an exchange between the organisation and an employee who believed that they would benefit from it and therefore, signals their commitment towards the organisation and subsequently, reduces their turnover intention.

## **CONCLUSION**

In this study, organisational commitment mediates the relationship between human resource practices and turnover intention among bank employees in Kuching, Sarawak. Thus, culture of kind and caring, and given consideration to employee's well-being, can be practiced to increase organisation commitment among the employees as it can reduced turnover intention. In addition, the banks should improve their present human resource practices as a way to increase commitment. Performance appraisal should be carried out in a well-designed and fair manner, so that it results in more precise ratings. Organisation should review its salary scheme

by comparing with its competitors' salary level to ensure that the pay amount provided reaches employees' expectation and increases their satisfaction. More trainings should be provided to equip employees with additional skills as well as knowledge, enhance their work performance and indirectly establishes a long-term employer-employee association. Employees should be granted higher autonomy in job to encourage their participation in decision-making process and enhance their personal accomplishments.

### **Limitations of the Study**

The research findings provide a better understanding on the association between human resource practices and turnover intention with the mediating role of organisational commitment in the context of banking industry in Sarawak. Nonetheless, this research is not free from limitations of study. The sample of study only includes bank employees in Kuching, not entire Sarawak. In this sense, it is suggested that the future research to include bank employees in other Sarawak cities as they might exhibit different behaviour that varies by sociocultural factors. Besides that, in view of focusing only to one particular industry which was the banking industry, the study has limited respondents targeting only to bank employees. Hence, future research can be conducted among employees of other industries as different job characteristics may result in variation in outcomes.

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