



The Impact of High-Commitment Human Resource Management (HCHRM) on the Turnover Intention of Teachers in Private Universities in China

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การจัดการทรัพยากรมนุษย์ในมหาวิทยาลัยเอกชนจีนประสบปัญหาจำนวนมากไม่เกี่ยวข้องกับการจัดการทรัพยากรมนุษย์ เพื่อเพิ่มความผูกพันต่อองค์กรของเหล่านักวิชาการ ซึ่งนับเป็นสาเหตุของอัตราการลาออกที่สูงขึ้น และเป็นภัยต่อการพัฒนาการศึกษาในระดับอุดมศึกษาแห่งประเทศไทย งานวิจัยนี้จึงมีวัตถุประสงค์เพื่อศึกษาปัจจัย/เงื่อนไขต่อผลกระทบของความผูกพันต่อองค์กรในระดับสูงของบุคลากรมหาวิทยาลัยเอกชนในประเทศจีน โดยที่ความผูกพันต่อองค์กรจะเป็นตัวแปรส่งผ่าน ปรากฏจากผลจากแบบสำรวจอาจารย์จำนวน 432 ราย สะท้อนว่าองค์ประกอบด้านการคัดเลือกบุคลากร ระบบผลตอบแทน การมีส่วนร่วม การจัดการผลการปฏิบัติการ การวางแผนการจัดการทรัพยากรมนุษย์เชิงกลยุทธ์ส่งผลกระทบต่อความตั้งใจลาออก ในขณะที่ผลกระทบด้านความมั่นคงในอาชีพกลับไม่มีนัยสำคัญทางสถิติต่อความตั้งใจในการลาออก นอกจากนี้ยังชี้ให้เห็นว่าการส่งผ่านความผูกพันต่อองค์กรการแสดงจำแนกได้เป็น 3 กลุ่ม ได้แก่ ความผูกพันที่เกิดจากมาตรฐานทางสังคม ความผูกพันด้านคุณค่าองค์กร และความผูกพันด้านผลตอบแทน ล้วนเป็นปัจจัยส่งผ่านกระทบของการจัดการทรัพยากรมนุษย์ เพื่อเพิ่มความมุ่งมั่นในระดับสูงของบุคลากรต่อความตั้งใจในการลาออก ในขณะที่องค์ประกอบด้านความผูกพันด้านอารมณ์ความรู้สึก และความผูกพันด้านโอกาสการเติบโต ไม่มีผลส่งผ่าน ผลการวิจัยนี้สามารถนำมาใช้ในการปรับปรุงนโยบายการจัดการทรัพยากรมนุษย์เพื่อลดอัตราการลาออกของอาจารย์ในมหาวิทยาลัยเอกชนจีน

คำสำคัญ: การจัดการทรัพยากรมนุษย์เพื่อเพิ่มความผูกพันต่อองค์กรในระดับสูงของบุคลากร, ตั้งใจลาออก, ความผูกพันต่อองค์กร, มหาวิทยาลัยเอกชนจีน

ABSTRACT

The teachers' high-commitment human resource management (HCHRM) in private universities in China have many problems relating to HCHRM, which directly leads to the high turnover rate of teachers. Such rate is harmful to the healthy development of private higher education. The main purpose of this study is to discover the impact of each dimension of high-commitment human resource management on the turnover rate and the intermediary role of organizational commitment. This study collected 432 questionnaires. The results show that HCHRM in the dimension of selection allocation, incentive mechanism,



participation, performance management, strategy-based human resource planning has significantly negative impact on turnover intention, while the effect of occupational safety is insignificant. Additionally, organizational commitment in the dimension of normative commitment, ideal commitment, economic commitment plays vital intermediary role in the impact of HCHRM on turnover intention, while the dimension of emotional commitment and opportunity commitment are insignificant. Based on those findings, this study proposes some policy suggestions for private universities to reduce the turnover rate.

Keywords: High-commitment human resource management, Turnover intention, Organizational commitment, Chinese private universities

Introduction

According to the "Statistical Bulletin of National Education Development in 2020" published by the Ministry of Education of China in August 2021, there are 771 private universities in China, accounting for 28 % of the total number of universities in China. Compared with 2000, the number of private universities increases by 16 times; the number of students is 7,913,400, accounting for 17% of the total number of students in universities, and the number of students increases by 44 times compared with 2000. It can be said that after nearly 40 years of development, China's private higher education has made great achievements and is an important part of China's higher education field. However, it is undeniable that private universities in China, which are self-sponsored and self-financed, have not received financial support from the state, provincial and municipal levels, they are far inferior to public universities in terms of national policy support and teaching conditions, and they also have low social identity (Huang, 2021). What's more serious is that private universities follow the traditional model of teacher talent management, focusing on command and control. Teachers rarely take participation in decision-making in teaching management. Teachers' teaching needs and requirements are often not paid attention to and met, which is not conducive to the enthusiasm and initiative of teachers (Xu & Yang, 2019). Taking the Yellow River Institute of Science and Technology as an example, the turnover rate of teachers is 18.65% (Xu & Yang, 2019).

The constant loss of teachers in private universities, especially the loss of some outstanding teachers and young teachers, not only increases universities' training costs for teachers, but also severely restricts the teaching quality and core competitiveness of private universities, which is harmful to long-term and healthy development of private higher education (Feng, 2019). Managers of Chinese private universities should conduct in-depth investigations to understand the internal needs of teachers, explore which dimension of high-commitment human resource management of private universities will cause teachers to leave their jobs, the degree of impact, and the internal logic mechanism of this impact.



Objectives of the research

The objectives of this study are: (1) Discovering the impact of each dimension of high-commitment human resource management on the turnover rate of teachers; (2) Exploring the intermediary role of organizational commitment in the impact of high-commitment human resource management on turnover intention

Literature review and Research Hypothesis

High-commitment human resource management and turnover intention

High-commitment human resource management (HCHRM) is a combination of multiple management practices, aimed at inspiring employees' commitment to the organization, and prompting employees to increase organizational recognition (Walton, 1985; Xing, 2009). Those practices include selection and allocation, training, internal promotion, incentive mechanism support, occupational safety guarantee, participation mechanism, result-oriented performance evaluation. HCHRM is mainly through the organization's first commitment to employees to achieve the purpose of improving employees' commitment to the organization. Xing (2009) puts forward that the dimensional structure includes: selection and allocation, incentive mechanism, occupational safety, participation, performance management, and strategy-based human resource planning. Turnover intention is an immediate precursor to actual turnover. It is defined as the probability that an individual will leave his or her job within a certain time period, as perceived by the individual (Yang & Chen, 2020). Both organizational and individual variables have been found to have great impact on employees' turnover intention, such as employee compensation, job embeddedness, job satisfaction, organizational commitment, gender (Wilson & Peel, 1991; Crossley, Bennett, & Jex, 2007; Labrague, 2020; Li, Guo, & Zhou, 2021; Momani, 2017).

Human resource management not only affects organizational performance (Collins & Smith, 2006; Adnan et al., 2016), organizational competition (Boselie, Hesselink, Paauwe, & Wiele, 2001), and organizational innovation (Ceylan, 2012; Andreeva, Vanhala, Sergeeva, Ritala, & Kianto, 2017; Krammer, 2021), but also affects employees' attitude and behaviors, especially negatively affects employees' turnover intention. Relevant literature studies have confirmed that human resource management can make great contribution to reducing turnover intention (Arthur, 1994; Alfes, Shantz, Truss, & Soane, 2013; Perez & Mirabella, 2013; Babakus, Yavas, & Karatepe, 2017). Employees pay more attention of the degree of matching of their jobs with their own professional skills and career development goals, which is negatively related to employees' turnover intention (Sharma and Stol, 2020). The unreasonable incentive system such as salary and training of the organization will not only reduce the enthusiasm and initiative of employees, but also easily cause dissatisfaction with the organization and work. It is an important factor leading to employee turnover (Pizam & Thornburg, 2000; Carless, 2011). The higher the employee's participation, the lower the



tendency to leave (Zopiatis, Constanti, & Theocharous, 2014; Zhang & Li, 2017). Employees' occupational safety is the core factor of turnover intention (Yao & Qiu, 2020). Perfect performance management can clarify employees' performance goals and measurement standards, stimulate their enthusiasm for work, and improve their abilities and qualities. The more reasonable the organizational performance management, the lower the employee's tendency to leave (Memon, Salleh, Mirza, Cheah, Ting, & Ahmad, 2020). The organization's human resource planning can improve the selection and allocation of employees, and maintain a high degree of matching with the organization, and alleviate the problem of high turnover (Fu, 2018). So, the HCHRM implemented by private universities in China may have a negative impact on teachers' individual behavior and effectively reduce the tendency to leave. Based on the above analysis, this study proposes the following hypotheses:

H1a: Selection and allocation have a significant negative impact on turnover intention.

H1b: Incentive mechanism has a significant negative impact on turnover intention.

H1c: Participation has a significant negative impact on turnover intention.

H1d: Occupational safety has a significant negative impact on turnover intention.

H1e: Performance management has a significant negative impact on turnover intention.

H1f: Strategy-based human resource planning has a significant negative impact on turnover intention.

The intermediary role of organizational commitment

Ling, Zhang, & Fang (2011) put forward the concept of organizational commitment on the basis of previous research. That is, it is an attitude of employees to the organization. It can explain why employees want to stay in a certain company, and therefore it is also an indicator of the degree of employee loyalty to the company. They thought that the structural model of organizational commitment contained five factors, namely, emotional commitment, normative commitment, ideal commitment, economic commitment, and opportunity commitment. HCHRM affects the emotional commitment, normative commitment, and continuous commitment of organizational commitment, which shows a positive relationship (Monks, Conway, & Dhuigneain, 2006; Song, Song, Xiong, & Guo, 2018). Reasonable allocation of human resource in the department, fair and open promotion system, humanized management methods, and more opportunities for training and development have a significant impact on the level of nurses' organizational commitment (Zhang, Wang, & Xu, 2016). They suggested that managers could improve the organizational commitment level of staff by rationally allocating human resources, providing training opportunities, and adjusting the promotion system. At the same time, scholars also find that organizational commitment can effectively reduce employees' turnover intention (Omar, Mohamed, Majid, Halim, & Johari, 2012; Labrague, Denise, Tsaras, Cruz, Colet, & Gloe, 2018; Li et al., 2021). There is a significant negative correlation between organizational commitment and turnover intention. Organizational commitment is predictive of turnover intention, especially



normative commitment, ideal commitment and opportunity commitment have the greatest impact on turnover intention (Wang & Yang, 2020). Continuous commitment has an impact on turnover intention, other commitments have a weaker correlation, but there is an interaction (Mathieu & Zajac, 1990). Emotional commitment is the first in the effect of inhibiting turnover, followed by continuous commitment (Yang, 2018). Therefore, HCHRM may not directly affect turnover intention, organizational commitment may play an intermediary role in the impact of HCHRM on turnover intention. Based on the above analysis, this study proposes the following hypotheses:

H2a: Emotional commitment plays an intermediary role in the impact of HCHRM on turnover intention.

H2b: Normative commitments plays an intermediary role in the impact of HCHRM on turnover intention.

H2c: Ideal commitment plays an intermediary role in the impact of HCHRM on turnover intention.

H2d: Economic commitment plays an intermediary role in the impact of HCHRM on turnover intention.

H2e: Opportunity commitment plays an intermediary role in the impact of HCHRM on turnover intention.

To deeply explore the impact and mechanism of HCHRM on teachers' turnover intention in the Chinese context, this study puts forward the related hypotheses, the specific conceptual framework is shown in Figure 1.

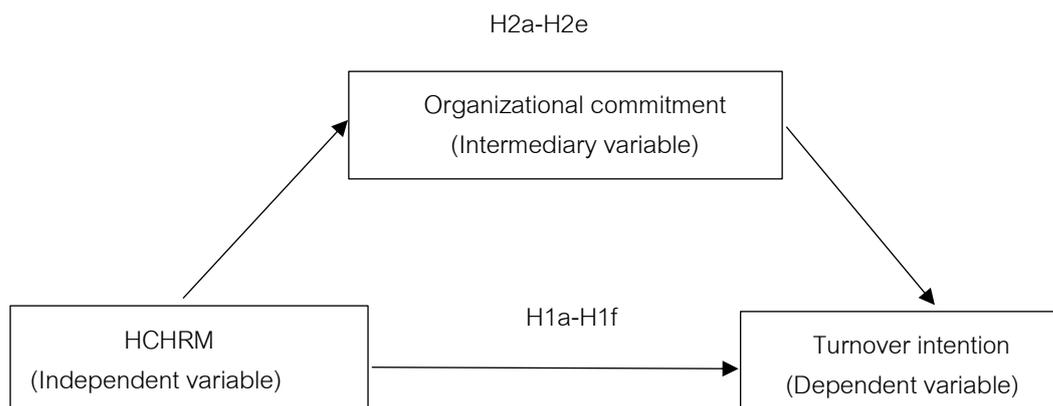


Figure 1 Conceptual framework

Research tools

The measurement scale used in this study is based on the research purpose and adopts mature scales. HCHRM adopts the measurement scale of Xing (2009), which contains 6 dimensions and a



total of 25 measurement items. Turnover intention adopts the measurement scale of Yang and Chen (2020), which contains only 1 dimension and 5 measurement items. Organizational commitment adopts the measurement scale of Ling et al. (2001), which has 5 dimensions and a total of 20 measurement items. All scales are measured with a Likert five-point scale, from 1 to 5 expressed as "very inconsistent" and "very consistent". This study invites 3 professors in the field of human resource management to give suggestions on the structure content and language of the scale. According to the suggestions of 3 human resource management experts, the terms were screened and purified, and the wording and structure of the questionnaire were revised.

This quantitative research focuses on the relationship and mechanism of the impact of HCHRM on the turnover intention of teachers in private universities in China. The empirical analysis data results from online questionnaires, using data statistical analysis software SPSS 25.0 and AMOS 24.0. The former is for the reliability test of the measurement scale data, while the latter is for factor analysis, validity testing, direct effect and intermediary effect test.

Data Analysis and Hypotheses Test

Data collection

A total of 500 online questionnaires were distributed to 33 private universities in Jiangxi province located in the central part of China, and 432 valid questionnaires were returned, with a recovery rate of 86.4%. It took one month to monitor the distribution, filling and recycling of the questionnaires throughout the process to ensure the reliability of the research data. The demographic descriptive statistical analysis results of the survey sample are shown in Appendix A1.

Factor analysis, reliability and validity test

It can be seen from Appendix A2 that the confirmatory factor analysis results of Latent variables show that the standardized factor loadings of the items are greater than 0.5, and the CR are all greater than 0.6, AVE are all greater than 0.5, and Cronbach's α are greater than 0.7, indicating that the scales have good reliability and validity (Fornell & Larcker, 1981; Joseph, 1998).

Hypotheses test

This study uses AMOS 24.0 to construct the structural equations of the various dimensions of HCHRM and turnover intention. The data fitting result of the structural model shows that $CMIN/DF=2.536$, $RMSEA=0.047$, $GFI=0.911$, $AGFI=0.906$, $CFI=0.915$. It can be seen that the data fitting of the structural model is very good. The empirical analysis results are shown in Figure 2.

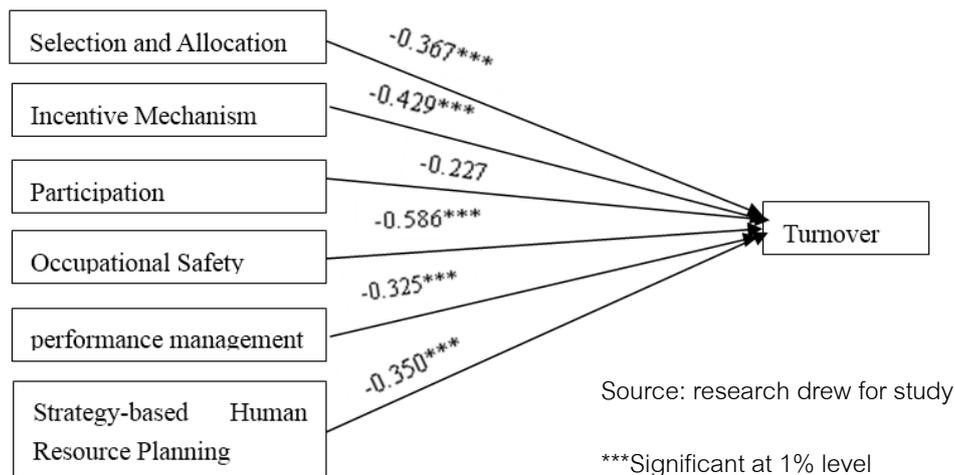
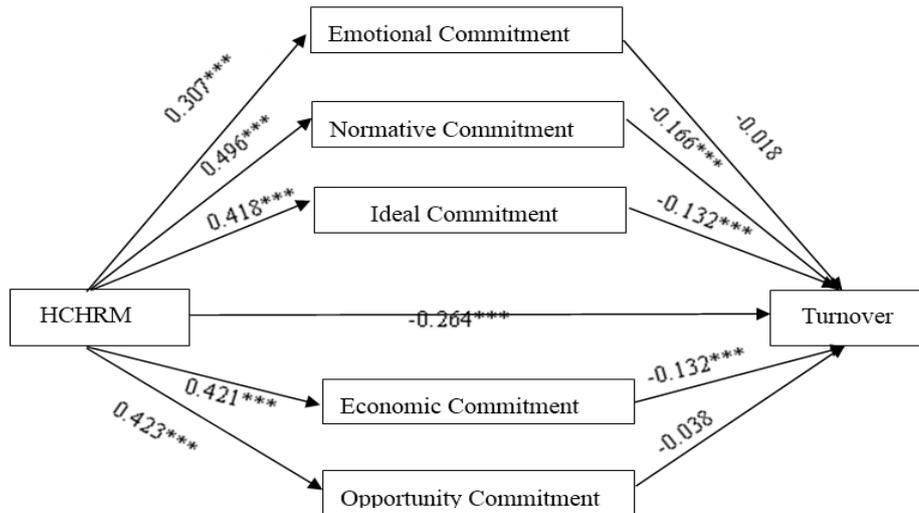


Figure 2 Standardized regression results of direct effect

Selection and allocation, incentive mechanisms, participation, performance management, and strategy-based human resource planning have a significant negative impact on the turnover intention. The impact coefficients are: -0.367, -0.429, -0.586, -0.325, -0.350, respectively. The impact coefficient of occupational safety on turnover intention is -0.227, but the significance probability level is 0.08, which fails the 5% significance level test, indicating that occupational safety has no significant impact on the turnover intention of professional teachers in private universities. Therefore, H1c is not supported, and H1a, H1b, H1d, H1e, and H1f are supported.

A second-order confirmatory factor analysis is required to construct second-order latent variables HCHRM to test the intermediary impact of organizational commitment. The results of the second-order confirmatory factor analysis show that the standardized factor loading coefficients are all greater than 0.5. The CR are greater than 0.6, and AVE are all greater than 0.5. Next, this study constructs the structural equation of the intermediary effect of organizational commitment, and uses bootstrap function to test the intermediary effect of organizational commitment in each dimension. The data fitting result of the structural model shows that CMIN/DF=2.327, RMSEA=0.078, GFI=0.886, AGFI=0.873, CFI=0.912. It can be seen from the parameter values of each fitting index that the data fitting of the structural model is very good. The empirical analysis results are shown in Figure 3.



Source: research drew for study

***Significant at 1% level

Figure 3 Path analysis of multi-factor intermediary effect of organizational commitment

The intermediary effect of HCHRM on turnover intention through emotional commitment, normative commitment, ideal commitment, economic commitment, and opportunity commitment are -0.006 (0.307*-0.018), -0.082 (0.496*-0.166), -0.055 (0.418*-0.132), -0.056 (0.421*-0.132), -0.016 (0.423*-0.038). The sum of indirect effects is -0.215 (Lower bounds=-0.284 (upper bounds=-0.145, P=0.004). The direct effect is -0.264. Specifically, HCHRM has a significant positive impact on emotional commitment, normative commitment, ideal commitment, economic commitment, and opportunity commitment. However, only normative commitment, ideal commitment, and economic commitment have a significant negative impact on turnover intention, while the intermediary effects of emotional commitment and opportunity commitment are not significant. Emotional commitment and opportunity commitment do not play an intermediary role in the impact of HCHRM on turnover intention. Therefore, H2a and H2e are not supported, and H2b, H2c, and H2d are supported.

Discussion

The results show that HCHRM in the dimension of selection and allocation, incentive mechanisms, participation, performance management, and strategy-based human resource planning have a significant negative impact on turnover intention, which reaffirms the important influence of HCHRM on employee turnover. Selection and allocation are negatively related to employees' turnover intention, the higher the level of selection and allocation, the lower the turnover intention to leave. The higher the employee's participation, the lower the tendency to leave. The more reasonable the organizational incentive mechanisms, performance



management, strategy-based human resource planning, the lower the employee's tendency to leave. While occupational safety does not significantly reduce turnover intention of professional teachers, which is not consistent with previous research (Yao & Qiu, 2020). This may be because the market attractiveness of professional teacher positions in private universities is not very strong. In order to recruit outstanding talents, private universities have to provide a relatively high level of occupational safety guarantee. Few private universities implement the survival of the fittest employment mechanism. Therefore, it is difficult for private universities to reduce their turnover intention by improving teachers' occupational safety. This study also finds that normative commitment, ideal commitment, and economic commitment play a significant intermediary role on the impact of HCHRM on the turnover intention of professional teachers in private universities. The higher the teachers' normative commitment, ideal commitment, and economic commitment, the lower the tendency to leave. However, the intermediary effect of opportunity commitment is not significant, Wang and Yang (2020) find that employees' loyalty to the organization relies more on social norms and professional ethics, and they are not convinced of future promotion opportunities and development. The intermediary effect of emotional commitment is also not significant. Huang and Zhu (2020) find that in the era of social value exchange, in order to obtain a better platform to realize self-worth, employees with strong market competitiveness will easily leave the current organization. When considering leaving, they think less about their relationship with organization on an emotional level.

Conclusion and Suggestions

In this study, the influence mechanism of HCHRM on the turnover intention of professional teachers is analyzed. The results show that: (1) selection and allocation, incentive mechanism, participation, performance management, and strategy-based human resource planning have a significant negative impact on the turnover intention of teachers. The top three are: participation, incentive mechanism, and selection and allocation, while occupational safety has no significant negative impact on turnover intention. (2) normative commitment, ideal commitment, and economic commitment play a significant intermediary role in the impact of HCHRM on the turnover intention of professional teachers, while the intermediary effect of emotional commitment and opportunity commitment are not significant.

This finding gives rise to the following suggestions. Firstly, private universities should optimize HCHRM measures and reduce the turnover rate of teachers. The better the HCHRM measures, the lower the tendency of professional teachers to leave their jobs. Private universities need to improve participation decision-making mechanism, so that teachers can actively participate in teaching management, enhance the sense of belonging and organizational identity of professional teachers. They also should improve teacher performance management and establish a scientific and reasonable evaluation index system. Secondly,



Private universities should also attach importance to enhance professional teachers' normative commitment, ideal commitment, and economic commitment, thereby indirectly reducing the turnover rate.

The contribution of this study mainly includes the following aspects: (1) A series of existing studies mainly focus on the impact of HCHRM on organizational commitment and turnover intention, or the impact of organizational commitment on turnover intention. Few studies address organizational commitment as the intermediary effect of HCHRM on turnover intention. The introduction of organizational commitment as an intermediary variable further supplements and enriches the breadth and depth of related research. (2) This study constructs a new conceptual framework to explore the influence mechanism of HCHRM on the turnover intention of professional teachers in private universities, the results confirm a significantly negative impact of HCHRM on turnover intention of professional teachers in private universities. More importantly, we find that organizational commitment in the dimension of normative commitment, ideal commitment, economic commitment plays vital intermediary role in the impact of HCRM on turnover intention.

Appendix

A1

Descriptive statistical analysis of sample demography

Demographic	Feature	Frequency	Percentage
Sex	Male	82	18.98%
	Female	350	81.02%
Marital status	Married	311	71.99%
	Unmarried	121	28.01%
Educational degree	Master Degree	411	95.14%
	Ph.D	21	4.86%
Title	Assistant	67	15.51%
	Lecturer	318	73.61%
	Associate Professor	40	9.26%
	Professor	7	1.62%

A2

Confirmatory factor analysis, reliability and validity

Latent variable	Items	Loading	CR	AVE	Cronbach's α
Selection and Allocation	SELE1	0.622	0.802	0.544	0.794
	SELE2	0.783			
	SELE3	0.631			
	SELE4	0.783			
Incentive Mechanism	INCE1	0.635	0.823	0.568	0.824
	INCE2	0.678			
	INCE3	0.765			
	INCE4	0.743			
	INCE5	0.728			



Latent variable	Items	Loading	CR	AVE	Cronbach's α
	INCE6	0.735			
Participation	PART1 PART2 PART3 PART4	0.740 0.787 0.688 0.857	0.848	0.612	0.763
Occupational Safety	SAFE1 SAFE2 SAFE3 SAFE4 SAFE5	0.870 0.664 0.740 0.774 0.716	0.855	0.628	0.806
Performance Evaluation	EVAL1 EVAL2 EVAL3 EVAL4	0.605 0.537 0.749 0.775	0.764	0.538	0.834
Strategy-based Human Resource Planning	PLAN1 PLAN2 PLAN3 PLAN4 PLAN5 PLAN6	0.842 0.762 0.733 0.707 0.643 0.659	0.843	0.609	0.726
Emotional Commitment	EMOT1 EMOT2 EMOT3	0.770 0.728 0.807	0.874	0.663	0.883
Normative Commitment	NORM1 NORM2 NORM3 NORM4 NORM5	0.707 0.824 0.726 0.634 0.671	0.857	0.641	0.859
Ideal Commitment	IDEA1 IDEA2 IDEA3 IDEA4	0.720 0.653 0.779 0.634	0.792	0.540	0.872
Economic Commitment	ECON1 ECON2 ECON3 ECON4	0.778 0.713 0.819 0.835	0.901	0.682	0.825
Opportunity Commitment	OPPO1 OPPO2 OPPO3 OPPO4	0.855 0.749 0.790 0.799	0.922	0.691	0.862
Turnover	TURN1 TURN2 TURN3 TURN4 TURN5	0.707 0.604 0.856 0.798 0.749	0.881	0.674	0.933

CR-Composite reliability, AVE-Average Variance Extracted



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