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RELATIONSHIPS BETWEEN HIGH INVOLVEMENT HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER INTENTION AS MEDIATED BY JOB SATISFACTION

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MASTER'S THESIS

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Submitted to the Graduate School of Social Sciences of Kadir Has University in partial fulfillment of the requirements for the degree of Master's in the of Business Administration under the Program of Master of Business Administration

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I, KUBRA MERTEL;

Hereby declare that this Master's Thesis is my own original work and that due references have been appropriately provided on all supporting literature and resources.

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ACCEPTANCE AND APPROVAL

This work entitled **RELATIONSHIPS BETWEEN HIGH INVOLVEMENT HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER INTENTION AS MEDIATED BY JOB SATISFACTION** prepared by **KUBRA MERTEL** has been judged to be successful at the defense exam held on **05.06.2018** and accepted by our jury as **MASTER THESIS**
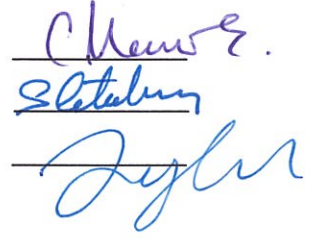
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DATE OF APPROVAL

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ABSTRACT

KUBRA, MERTEL. *RELATIONSHIPS BETWEEN HIGH-INVOLVEMENT HIGH INVOLVEMENT HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER INTENTION AS MEDIATED BY JOB SATISFACTION,* MASTER'S THESIS, Istanbul, 2018.

In this dissertation, effects of high involvement human resource management practices (i.e., empowerment, information sharing and fair rewards) on turnover intention and job satisfaction are examined. Also, the mediating role of job satisfaction in the relationship between high involvement human resource management practices and employees' turnover intention is scrutinized. Given the nature of the research objectives, a cross-sectional descriptive survey was considered the most appropriate option for this study. Data were collected from 82 individuals from five different companies in the retail apparel industry which have implemented or are implementing high involvement human resource management practices in their respective organizations. Multiple regression analyses were performed to test the hypothesized relationships. Results indicated that when high involvement human resource management practices considered independently, information sharing, empowerment, and fair rewards had significant impacts on turnover intention. On the other hand, when high involvement human resource management practices were considered as a whole, only fair rewards and empowerment influenced turnover intention. Mediation analysis results showed that job satisfaction acted as a perfect mediator in the relationship between empowerment and turnover intention.

Keywords: high involvement human resourse management practices, information sharing, empowerment, fair rewards, job satisfaction, turnover intention

ÖZET

KUBRA, MERTEL. *YÜKSEK KATILIMLI İNSAN KAYNAKLARI UYGULAMALARININ ÇALIŞANLARIN İŞ TATMİNİ VE İŞTEN AYRILMA NİYETLERİ ÜZERİNDEKİ ETKİSİ,* YÜKSEK LİSANS TEZİ, Istanbul, 2018.

Bu tez çalışması yüksek katılımlı insan kaynakları uygulamalarının çalışanların iş tatmini ve işten ayrılma niyetleri üzerindeki etkisini anlamaya ve iş tatmininin yüksek katılımlı insan kaynakları uygulamaları ile işten ayrılma niyeti arasındaki aracılık rolünü incelemeye yönelik yürütülen akademik bir araştırmadır. Araştırma hedefleri doğrultusunda, verinin kesitsel bir anket çalışmasıyla toplanması uygun bulunmuştur. Veri, yüksek katılımlı insan kaynakları uygulamalarının uygulamakta olan ve perakendecilik giyim sektöründe faaliyet gösteren beş farklı şirkette çalışan 82 kişiden toplanmıştır. Öne sürülen hipotezlerin testinde çoklu regresyon analizleri kullanılmıştır. Sonuçlar, yüksek katılımlı insan kaynakları uygulamalarının her birini tek tek düşünüldüğünde çalışanların işten ayrılma niyetini etkilediğini göstermiştir. Bu uygulamalar birlikte düşünüldüğünde ise sadece güçlendirme ve adil ödüllendirmenin işten ayrılma niyetini etkilediği görülmüştür. İş tatmininin yukarıda bahsi geçen ilişkilerdeki aracılık rolüne bakıldığında, tatminin sadece güçlendirme ile işten ayrılma niyeti arasında aracılık rolü oynadığı sonucuna varılmıştır.

Anahtar Sözcükler: yüksek katılımlı insan kaynakları uygulamaları, güçlendirme, adil ödüllendirme, bilgi paylaşımı, iş tatmini, işten ayrılma niyeti

INTRODUCTION

With the rapidly changing in business environment, companies give more importance to improving their capabilities and acknowledge that their competing power and success depend on highly motivated, satisfied, and innovative human resources. Although the use of new technologies, good marketing strategies, and better customer service contribute to firms' success, human resources are the most important resources for a company to create competitive advantage (Huselid and Becker, 1998). The main reason is that technologies, marketing strategy, customer services can be imitated by the competitors while employees' knowledge, skills and abilities cannot. So, companies must invest in their employees by using effective human resource management practices.

One specific category of human resource management practices which help employees design new better ways to perform their jobs is high-involvement human resource management practices (Huselid, 1995). High involvement human resource management practices such as empowerment, information sharing, and fair rewards are likely to increase the overall performance of companies (Huselid ,1995) because all these practices motivate employees to make decisions concerning their jobs and to participate in the business as a whole (Lawler, Mohrman and Benson, 2001).

The literature on human resource management practices in general, and high involvement human resource management practices in particular involve a number studies conducted in developed countries (Huselid, 1995; Katou and Budhwar, 2007). On the other hand, very limited number of studies have been conducted in developing countries such as Turkey. Besides, several researchers have so far focused on the relationship between human resource management practices and job satisfaction (Bernadin and Russel, 1993; Garcia, 2005; Thang and Buyens, 2008) and turnover intention (e.g., Huselid, 1995). They specifically find that human resource management practices, and particularly high-involvement human resource management practices influence employees' job satisfaction (Tzafrir, 2006; Katou and Budhwar, 2007) while they have negative impacts on employees' turnover intention (Robert et al., 2000). However, previous studies have not investigated the sequential relationship between high involvement human resource management, employees' job satisfaction, and turnover intention. Specifically, research to date has not

examined the mediating effect of job satisfaction on the relationship between high-involvement human resource management practices and turnover intention.

This study aims to fill the aforementioned gaps by examining the relationship between high involvement human resource management practices and turnover intention in the context of a developing country, namely Turkey. It will also shed light on the mediating role of job satisfaction in the relationship between high involvement human resource management and employees' turnover intention. In this way, this study intends to contribute the human resource management, job satisfaction, and turnover intention literatures and guides the researchers to conduct similar studies in developing countries such as Turkey which attracts many investors to conduct business in a large market which involves a highly-skilled workforce.

As demonstrated in Figure 1.1, the research model of this dissertation reflects the relationships between high involvement human resource management (empowerment, information sharing and fair rewards) and turnover intention as mediated by job satisfaction.
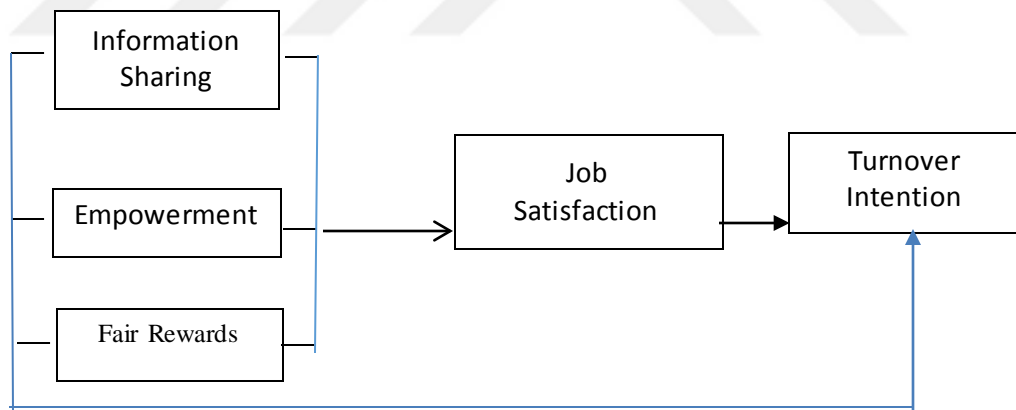
Figure 1.1. Research Model

Research questions of the study can be listed as follows:

RQ1: What is the relationship between high involvement human resource management practices and turnover intention?

RQ2: What is the relationship between job satisfaction and turnover intention?

RQ3: Does job satisfaction mediate the relationship between high involvement human resource management practices and turnover intention?

Section Layout

In this dissertation, there are five chapters included.

After the first part which is an introductory section, consists of research background, research objectives, research questions and research model, chapter 1 was written. Chapter 1, literature on high involvement human resource management practices is reviewed. The first part of the literature review involves the general definition about human resources and human resource management practices. In the second part, high involvement human resource management practices (information sharing, empowerment, fair rewards) are explained in detailed. Third part of the literature review focuses on the relationship between high involvement human resource management practices and employees' job satisfaction based on the previous research findings. The final part of the literature review includes a more detailed analysis of the relationships between high involvement human resource management practices and turnover intention, as mediated by job satisfaction. Chapter 2 comprises the research methodology. In this section, firstly, sampling and research procedure are explained. Then, survey instrument is introduced with all its details. Lastly, data analysis techniques are described. Chapter 3 consists of explanation about measurement techniques and introduces dependent variables, independent variables, mediating variables and control variables. Chapter 4 includes the results of the study. In this section, descriptive analysis, reliability analysis, exploratory factor analysis and correlation analysis are provided.The dissertation ends with Chapter 5. In this chapter provides a summary of the findings and implications of the relationships between high involvement human resource management practices towards, job satisfaction, and turnover intention. Moreover, limitations of the study and recommendations for future research are discussed in this specific section.

CHAPTER 1

LITERATURE REVIEW

An important strategic tool for organizations is the human resource management that help them achieve the goals they set. There are five functional areas that are related with effective human resource management: staffing, human resource development, compensation and benefits, safety and health, and employee and labor relations (Mondy and Noe, 2005). According to Huselid (1995), recruitment and selection, socialization, job design, training, communication/participation, career development, performance management, employee reward and job security are the best human resource management practices areas.

The initial attempt to expand and extend the scope of previously mentioned human resource management practices was of Lawler's. Lawler (1986) proposed a model on human resource management called the high-involvement model which has been accepted as the evolution of contemporary strategic HR management (McMahan, Bell and Virick, 1998). Similarly, Appelbaum et al. (2000) advanced a high-performance work system model and proposed that employee attitudes and behaviours at work can be affected by five distinct supportive human resource management practices namely empowerment, competence development, information sharing, fair rewards and recognition. Although these bundle of practices are equally important in the work settings, in this research, information sharing, empowerment and fair rewards are used to assess the influence of high involvement human resource qualitative study (i.e., interviews conducted with human resource management experts in the convenience sample companies) reveal that these three practices are mostly prevalent or desired in different companies regardless of their ages, sizes, and sectors.

Human resource management practices signal to employees that they are valued by the organization. Aswathappa (2008) states that to increase employees' motivation, companies should implement better human resource management practices. According to Storey (1989) human resource management practices can be divided to two categories as hard and soft. The aim of the hard practices is to increase efficiency while decreasing labour cost with the implementation of rules and procedures that emphasize managing employees. However, the aim of soft or high commitment approach is to increase performance through

empowering, developing and trusting workers to achieve organizational goals on the basis of mutuality of interests. Especially, 'soft' approach involves human resource management practices according to which employees are 'proactive rather than passive inputs into productive processes; capable of development, worthy of trust and collaboration, to be achieved through participation and informed choice generating commitment via communication, motivation and leadership' (Legge, 1995, p. 67). Accordingly, employees' trust to the company and the management increases thanks to the soft human resource management practices. Lack of trust is called 'primary culprit in the failures of management activities and human resource activities' (Whitener, 1997, p. 389). Turnover intention is defined as employees' willingness to stay or leave the job (Dougherty, Bluedorn and Keon, 1985). It can be also defined as the opinions of employees about leaving their organizations or leaving their jobs (Watrous, Huffman and Pritchard, 2006). A group of studies in the literature report that turnover intention is negatively affected by high involvement human resource management practices (Huselid, 1995; Shaw, Delery, Jenkins and Gupta, 1998; Sokoya, 2000; Way, 2002). Most of these studies agree that investments in high involvement human resource management create a positive work climate and help to decrease turnover (Rogg et al., 2001; Way, 2002). Moreover, a lot of research reveal that reducing turnover intention leads to increase company's efficiency. (Pfeffer and Veiga, 1999). Recent research shows us that high involvement human resource management practices are negatively related with turnover intention (Mastracci, 2009).

In the following section, a more detailed analysis of the relationships between high involvement human resource management practices and turnover intention, as mediated by job satisfaction, is provided.

1.1. INFORMATION SHARING

Information sharing practices involve those practices which include that employees have the right information about quality, customer feedback, and business results (Wood and Wall, 2007). Information sharing can be categorized into two groups: Information sharing among supply chain members and inside the company. According to Mohr and Spekman (1994) information sharing refers to transmitting crucial information that will ease the collaboration among supply chain members. Moreover, Zhou and Benton (2007) also

support that being good communications between supply chain members, transmitting information will be easier. According to previous studies, successful firms such as Wal-Mart and Dell which have effective information sharing among their members of supply chain, have large advantages in comparison to competitors (Mohr and Spekman, 1994; Li and Lin, 2006). Secondly, information can be shared inside the company. Lawler (1986) states that information sharing facilitates the employees' involvement in the organisation. One of the important component of high performance companies is information sharing because sharing of information about financial performance, strategy, and operational measures enhance trust among employees (Pfeffer and Veiga, 1999). Moreover, through effective information sharing, employees can focus on working toward reaching their goals instead of interested by feelings of mistrust and uncertainty (Chughtai and Buckley, 2008).

Information sharing inside the company may have two effects: First, employees feel that they are valued by the organization and their organization trusts them. Secondly, information available to the employees help them take important decisions. Transferring data about performance as an ordinary task, encourage employees to develop themselves. Employees probably wish to do best at their jobs. If employees do not take feedback, they may feel like they have sufficient and satisfactory performance they actually do not (Chow et al., 1999). Previous studies (Alfes et al., 2013; Rich et al., 2010) which investigate the relationship between information sharing and employees' turnover intention revealed that information sharing signals to the employees that their organization trust and behave them fairly. As employees' involvement in the workplace increase, they exhibit positive acts and behaviours toward the organization (Alfes et al., 2013). Information sharing leads to decreased turnover through organizational transparency and increases the relationships among employees (Nonaka, 1994). Spector and Jex (1991) support the previous arguments by revealing that there is a negative relationship between the feedback and the employees' intention to leave the organization. McKnight et al. (2009) also find that information sharing, especially in the form of feedback affect turnover intention negatively. Additionally, Martin (1979) identify that information sharing among members of the organization significantly decreases turnover intention.

To summarize the previous arguments, it can be stated that Information sharing practices involves those practices which include that employees have right information about quality, customer feedback, and business results (Wood and Wall, 2007). Employees feel

themselves valuable, develop feelings of mutual trust, and internalize the organizational goals and values thanks to information-sharing practices (Meyer and Allen, 1997; Rodwell, Kienzle and Shadur, 1998). Turnover intention is affected by information sharing practices and trust in senior management (Hunter and Tan, 2006). If an organization trusts its employees, employees would feel more motivated and increase their efforts inside the company that lead to increased performance (Paré and Tremblay, 2007). Additionally, Mayfield (2000) find that open communication inside the company creates organization loyalty and enhances trust. So, it is less likely for an employee to leave his/her job if he/she feels like a member of organization. In light of the previous arguments, the following hypothesis is developed:

H1: There is a significant negative relationship between information sharing practices and employees' turnover intention.

1.2. EMPOWERMENT

Employee' empowerment concept arises in 1990s, and thus, known as new management concept (Honold, 1997). Employee empowerment is an administrative way which is used to deal with innovative global business (Barry, 1993). Empowerment means that leaving decision making power to workers (Carless, 2004). In other words, giving power to employees in the administration of work is called empowerment (Pearson and Chatterjee, 1996: 17). Hsieh and Chao (2004) define empowerment as the decision making power delegated by managers to their employees which allows them to implement their decisions and autonomously conduct their duties. Empowerment also refers to a practice that employees who are in the lower levels in organisations can take responsibility like a leader or take an action or guide something. Empowerment is "a demonstration of building, and expanding power through coordinating, sharing and working together" (Honold, 1997, p. 202). In other words, employee empowerment means turning the "cutting edge" free, which increases the creativity of workers (Zemke and Schaaf, 1989). Last but not least, empowerment is one of the most important practices to remove hierarchy among levels to use employee abilities during decision making processes and to improve performance of companies and quality of the working environment (Juhl et. al., 1997). All of these

definitions emphasize giving power to or expanding the power of workers who are weak in terms of their impact within their company.

The main reason behind implementing empowerment practices within an organization is to improve the commitment of employees to the organization and to satisfy the customers' needs and wants (Jhul et al., 1997, p. 103). Shortly, the main reason behind empowerment is to enhance the satisfaction of both internal and external customers (Ugboro and Obeng, 2000, p. 249). Through empowerment, employees take more responsibility which enhances their sense of initiative and effort (Appelbaum et al., 2000; Pfeffer and Veiga, 1999). Empowerment creates an environment in which employees feel efficient and creative, as they feel like owners of the work. This environment develops employees' self-respect, work motivation, and work satisfaction (Robbins et al., 2002, p. 442). According to Fey et al. (2000) empowerment is a mechanism that destroys centralized decision making. Zemke and Schaaf (1989) also state that employee empowerment almost removes "front line" and encourages and rewards employees to be creative and exercise initiative. It is an undeniable fact that giving more power to lower-level employees and removing the front line, organizations help their employees feel more confident and responsible in their jobs. According to Beth (2012), autonomy and freedom are considered as essential elements of empowerment which lead to job satisfaction decreased turnover intention. When managers trust and support their employees, they give autonomy and freedom to their employees. Trusting employees may create a good atmosphere within a company which makes employees committed without they notice. With the increased responsibility toward their companies, employees will feel more satisfied in their jobs and have more intention to stay.

To understand whether empowerment creates job satisfaction and intention to stay, it is important to take job satisfaction as a mediator between empowerment-intention to stay relationship. Already, there are several studies that have demonstrated the relationship between empowerment and job satisfaction. In addition, there are various empirical evidence on the impact of job satisfaction on turnover intention. Thus, based on the above arguments, the following hypothesis is developed.

H2: There a significant negative relationship between empowerment practices and employees' turnover intention.

1.3. FAIR REWARDS

Human resource management is always in trouble with selecting the right rewards for the right person. There are two different reward options. According to Bustamam et al. (2014) a reward system can consist of financial rewards (extrinsic) and non-financial rewards (intrinsic). Deeprose (1994) discusses that "while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator". Similarly, financial rewards like salary rises is used for increasing employees' satisfaction and motivating them even if it may not be the best way to motivate them for the long term (Mossbarger and Eddington, 2003). Some researchers claim that the main goal of the reward systems is to enhance external motivation by satisfying employees indirectly through salaries and bonuses (Anthony and Govindarajan, 2007). Moreover, financial rewards should not be considered just as medium of exchange, but also as highly tangible means of identifying an employees' worth, symbolizing status, and achievement (Armstrong, 1996).

Second reward option is non-financial rewards such as recognition. These are tangible rewards provided and controlled by firms which are not beneficial for employees in monetary sense (Chiang and Birtch, 2008). Employees' performance requires some options beyond monetary rewards in the current working environment (Millmore et al., 2007). Fair organizational rewards refer to the perceived fairness of various job outcomes, including compensation conditions, performance evaluations, and job assignments. According to Freedman (1978) cited by Danish and Usman (2010), employees reflect good results, produce more and create favourable environments when their organisations support them with effective rewards. Employees feel that they are supported and their well-being is important for their organization when they are treated equally in the work environment (Eisenberger et al., 1986; Lawler, 1986). This leads to increased satisfaction of employees. According to Sharkawi (2001), rewards help employees through motivating them and leading them to show more effort to reach their goals. Kalleberg (1977) also argues that organizations provide rewards to their employees which influence employees' attitudes toward their jobs and behaviours strongly to their job and the company for which they work. In addition, the study result conducted by Mustapha and Zakaria (2013) shows that there is positive relationship between promotion as a reward and job employees' satisfaction. From

this result, it is undeniable fact that if employees satisfied by reward, turnover intention reduce. For instance, Kuean, Kaur and Wong (2010) report that greater rewards of promotion, bonuses and increases in salary which will satisfy employees. Similarly, Maurer (2001) states that rewards have important impacts on organizational success as a result of employee satisfaction. Regarding the fair distribution of rewards, Hunter and Tan (2006) find that if an employee trusts senior management about fair rewarding, this helps to decrease turnover rate. Considering the arguments above, it is anticipated that fair rewards are negatively related to turnover intention.

H3: There is a significant negative relationship between fair rewards practices and employees' turnover intention.

1.4. HIGH INVOLVEMENT HUMAN RESOURCE MANAGEMENT PRACTICES AND JOB SATISFACTION

Job satisfaction is one of the most important topics for the researchers who are focus on management. There are numerous definitions of job satisfaction in the literature. Locke (1976) defines employees' job satisfaction as an attitude which develops when employees have good feelings about their job (Haque and Taher, 2008). According to Chughtai and Perveen (2013) job satisfaction is individuals' overall feelings about their jobs. Similarly, Castanheira (2014) defines job satisfaction as employees' view of all aspects of the job. The simplest explanation of employees' job satisfaction is made by Robbins (1999), who defines job satisfaction as employees' general attitudes regarding their job. These attitudes can be observed as positive or negative behaviours in the work environment. Personal feelings and performances which are caused by personal feelings can thought as definition of satisfaction (Masum et al., 2016). Also, for the sustainability of an organization, employee satisfaction is crucial. High levels of employee satisfaction leads to increased customer satisfaction and enhances potential for organizational profitability and tenure (Che Nawi et al., 2016).

Several studies have shown that human resource practices can increase employee satisfaction (Pek-Greer, Wallace and Al-Ansaari, 2016; Ting 1997; Yon, Kim and Park,

2016) and improve organizational performance (Appelbaum et al., 2000). In particular, high involvement human resource management practices lead to higher levels of employees' satisfaction.

Empowerment is about employees' rights to make daily decisions at work concerning job-related activities (Bowen and Lawler, 1992). Through empowerment, employees take more responsibility which enhances their sense of initiative and effort (Appelbaum et al., 2000; Pfeffer and Veiga, 1999) which lead them to feel more satisfied. He et al. (2010) found that employee empowerment had positive effects on job satisfaction. Moreover, there has been other research to explain strong relationship empowerment and job satisfaction (Aryee and Chen, 2006; Kuo et al., 2007; Sahin, 2007; Spreitzer et al., 1997; Wang and Lee, 2009). Information sharing comprises practices providing organizational members with the right information regarding product/service quality and customer feedback (Wood and Wall, 2007). These practices create an environment which is established with trust. When employees feel their organization trusts them and shares crucial information, they feel satisfied. Sharkawi (2001) states that rewards motivate employees and lead them to show more effort to reach their goals. Feeling that they are supported as they are treated equally in the work environment their satisfaction level will increase (Eisenberger et al., 1986; Lawler, 1986), in other words, employees will feel more satisfied in their jobs if they think organisation create an environment through trust. In light of the previous discussion, the following hypothesis is proposed:

H4: Empowerment, information-sharing and fair rewards practices have a significant, positive impact on job satisfaction.

1.5. HIGH INVOLVEMENT HUMAN RESOURCE MANAGEMENT PRACTICES, JOB SATISFACTION AND TURNOVER INTENTION

Previous studies have provided strong evidence for the mediating effect of job satisfaction on the relationship between high involvement human resource management practices and turnover intention. There are several reasons which are related to employees' job

satisfaction and cause employees to leave their jobs; however, financial rewards, empowerment, promotion, feeling of employee self-accomplishment and self-recognition are the most common. Saeed et al. (2014) puts forward that when employees feel satisfied with the rewards they attain in their jobs, through rewards, they feel more responsibility toward the organization and remain in their job. Employee dissatisfaction with the rewarding system, on the other hand, may decrease the overall satisfaction and increase turnover intention. Workers who are dissatisfied with their jobs are likely to take action to quit their job (Griffeth, Hom and Gaertner, 2000). Abassi and Hollman (2000) find that if employees feel under rewarded, they may consider quitting their job. As such, it is plausible to argue that for employees who are satisfied with the rewards they obtain, possibility of turnover is less likely. Empowerment is another practice, similar to rewards, which increases employee satisfaction and subsequently reduces turnover. Using empowerment, companies give more responsibility to their employees enhancing their sense of initiative and effort (Appelbaum et al., 2000; Pfeffer and Veiga, 1999) which encourages them to feel like the owners of the work. This develops employees' self-respect, work motivation and work satisfaction (Robbins et al., 2002, p. 442) which subsequently decreases their turnover intention. Similar to empowerment, information sharing is also likely to increase employees' satisfaction with their jobs and decrease turnover intention as employees feel themselves valuable, develop feelings of mutual trust, and internalize the organizational goals and values thanks to information- sharing practices (Meyer and Allen, 1997; Martin, 1979; Rodwell, Kienzle and Shadur, 1998).

Several studies have identified employees' job satisfaction as the primary reason behind employees' leaving their jobs (Barak et al., 2001). A lot of research have supported this argument by reporting a significant, negative relationship between employees' job satisfaction and employees' intention to leave (Arokiasamy, 2013; Chan and Morrison, 2000; Ghiselli et al., 2001; Hellman, 1997; Lambert et al., 2001; McBey and Karakowsky, 2001; Meyer et al., 2002). Based on the above discussions which demonstrate the important role of job satisfaction in linking high involvement human resource management practices to employees' turnover intention, final hypothesis of the study is created as:

H5: Job satisfaction mediates the relationships between empowerment, information-sharing, fair rewards practices and turnover intention.

1.6. RELATIONSHIP BETWEEN JOB SATISFACTION AND TUNOVER INTENTION

Previous research has demonstrated that employees' job satisfaction is a significant predictor of employee turnover and absenteeism (Koh and Boo, 2004). According to these studies, there is a negative relationship between employees' job satisfaction and turnover intentions (Meyer at al., 2002). Workers who are dissatisfied with their jobs are likely to take action to quit their job (Griffeth, Hom and Gaertner, 2000). On the other hand, increased job satisfaction leads to higher intentions to stay (Bang, 2011). According to Kim and Park (2016) employees intend to leave their current organization, if they are not satisfied. It is reasonable to say that organizations may decrease the employee turnover by increasing their employees' satisfaction with their jobs. One of the recent studies conducted by Sheraz et al., (2014) indicated consistent findings with the previous research and revealed that there is a negative association between job satisfaction and turnover intention.

CHAPTER 2

METHODOLOGY

2.1. SAMPLE AND PROCEDURE

The main consideration in the sampling procedure was to select the correct companies which have implemented or are implementing high-involvement human resource management practices in their operations. The data were collected from five different companies operating in the retail apparel industry in Turkey. Collecting data from different companies operating in the same industry helps generalize the findings of the study for retail apparel industry in Turkey.

In this study, a quantitative research method was used to investigate the relationships between the high-involvement human resource management practices, job satisfaction, and turnover intention.

The most significant and crucial part of this dissertation is data collection. For data collection, convenience sampling method was used: First, majority of the survey forms were distributed to 70 employees by visiting the five firms in regional shopping malls according to the consider convenience sample. In the end of the process, 70 responses were received in total. Secondly, a survey was prepared with "Google forms" which is an online research web platform and the survey was distributed to 20 participants via e-mail and by sharing the survey link on LinkedIn and other social media platforms. As a result 12 responses were received while 8 people did not give the answer.

2.2. INSTRUMENTS

A two-page questionnaire was developed to receive information about high involvement human resource practices (empowerment, information sharing and fair rewards), job satisfaction, and turnover intention. The questionnaires were split into three main parts, namely, part one, part two, part three.

In the first section of the survey, questions regarding the demographic characteristics of the respondents (age, gender, education level etc.) were asked. Next, there were total of 14 structured questions in the questionnaire related to the three independent variables (empowerment, information sharing and fair rewards), mediating variable (job satisfaction) and dependent variable (turnover intention). First two questions are related with empowerment, next three questions are related with fair rewards, and next two questions are about information sharing. In the following part, four questions are asked to evaluate employees' job satisfaction and three questions are asked to evaluate employees' turnover intention.

2.3. DATA ANALYSIS TECHNIQUES

Using data analysis programme is very important for researchers. One of the very common statistical programmes used by the researchers in data analysis technique is Statistical Package of the Social Sciences. Hence in this study, the researcher used Statistical Package of the Social Sciences {SPPS} version 23.

CHAPTER 3

MEASUREMENT

3.1. DEPENDENT VARIABLE

In this dissertation, dependent variable is turnover intention. To measure employees' intention to leave their organizations, three items which were developed by Rosin and Korabik (1995) were used. Respondents were asked to indicate the extent to which they agreed with the statements provided ("If I have an opportunity, I am thinking quitting my job", "In the last year, I have been thinking more often about quitting my job", "I am thinking about quitting my job"), by rating them on a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree). In original scale, the time span of "six month" was changed to "one year" in order to reflect a long-term intentions to leave.

3.2. INDEPENDENT VARIABLES

In this dissertation, high involvement human resource management practices are independent variables. Employees' perceptions of high involvement human resource management practices were evaluated by a scale from Yang's (2012) study. To measure empowerment, two items were adapted from Yang (2012). These items were: "We are given great latitude for the organization of our work" and "In my work unit, we have considerable freedom regarding the way we carry out our work". To measure information-sharing practices two items were used. These were "We are regularly informed of financial results", "We are regularly informed of our work unit's performance". To measure fair reward practices three items were used which are "I estimate my salary as being fair internally", "My salary is fair in comparison with what is offered for a similar job elsewhere", "In my work unit, we consider that our compensation level adequately reflects our level of responsibility in the organization". Respondents' answers to these statements were measured by a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

3.3. MEDIATING VARIABLE

To measure participants' employees' job satisfaction, four items from Brayfield and Rothe's (1951) job satisfaction scale were used. These items were "I find real enjoyment in my work", "I feel fairly well satisfied with my present job", "Each day of work seems like it will never end," "I consider my job rather unpleasant". The responses were assessed with a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

3.4. CONTROL VARIABLES

Employee satisfaction and turnover intention may be influenced by many variables. As Swider et al. (2011) note, "there may be a number of factors interacting to influence employees' turnover decisions, indicating greater complexity to the process than described in prominent sequential turnover models". Previous research has shown that age and length of service are among the major factors that influence employees' job satisfaction. (Mughal, 2015). According to Mughal (2015), these factors positively affect employees' job satisfaction while helping to reduce turnover intention.

Thus, in this dissertation, analyses were controlled for age, income level, work experience, and organizational tenure. It is important to check these variables' impacts on job satisfaction to have a better idea about whether age, income level, level of work experience and organizational tenure may influence the relationship between high involvement human resource management practices and employees' job satisfaction.

CHAPTER 4

RESULTS

4.1. DESCRIPTIVE ANALYSIS

Data were collected between February and March 2018 from 82 employees who are working in five different companies operating in retail apparel industry. Although the original aim was to collect data from one specific organisation due to the difficulty to access knowledgeable employees about implementation high involvement human resource management practices, or difficulty to access high number of employees surveys were received from five different organizations. Respondents in the sample firms were employees who actively implemented or were knowledgeable about the high involvement human resource management practices in their organizations. Selection of the retail apparel industry as the context of this study serves to the purpose of understanding impacts of high involvement human resource management practices on employee satisfaction and turnover in an industrial setting, such as retail apparel industry, in which the employee turnover is quite high. According to CBI Labour and Absence Survey (2004), with the 31.3% employee turnover rate; retail industry has the highest employee turnover rate throughout all sectors. On the other hand, working in a single industrial setting decreases the generalizability of the findings, which is one of the major limitations of this research.

Table 4.1 shows the respondents' characteristics. The average age of the respondents was 27.76 (SD = 5.29), ranging from 19 to 43 years. Females constituted 65.9% of the participants and males constituted the remaining 34.1%. The most frequently reported education level was undergraduate degree (51.2%) followed by high school degree (47.6%), and master's degree (1.2%). As stated previously, respondents were working in the same sector (i.e., retailing apparel industry) and in similar positions in their respective organizations, and mostly as sales employees (96.3%).

Table 4. 1. Characteristics of Respondents

	Frequency	Percent
Gender		
Female	54	65.9
Male	28	34.1
Total	82	100
Education		
High School	39	47.6
Undergraduate Degree	42	51.2
Master's Degree	1	1.2
Total	82	100
Position		
Sales Employees	79	96.3
Store Managers	3	3.6
Total	82	100

4.2. RELIABILITY ANALYSIS

To measure of the consistency and stability of the scales in the surveys, reliability analysis is used. The value of Cronbach's Alpha (α) shows whether the scale is reliable or not (Özdamar, 2004). According to reliability analysis, if value is between 0.00 and 0.40 it means the scale is not reliable, if value is between 0.40 and 0.60 the reliability of scale is if value is between 0.60 and 8.60 the scale is reliable and finally if value is between 0.80 and 1.00 the scale is reliable at high level.

The reliability analysis was conducted with SPSS 23 statistical software package. The following table (Table 4.2) show the reliability coefficients (Alphas) for high involvement human resource management practices, job satisfaction, and turnover intention. The results showed that all alpha values are highly above the acceptable levels. Descriptive statistics for the questionnaire items (high involvement human resource management practices, job satisfaction, and turnover intention) can be seen in Appendix C.

Table 4. 2. Reliability Analysis for Human Resource Management Practices

	Cronbach's Alpha	N of Items
HIHRM Practices		
Empowerment	,934	2
Fair Rewards	,871	3
Information Sharing	,800	2
Job Satisfaction	,869	4
Turnover Intention	,925	3

4.3. EXPLORATORY FACTOR ANALYSIS

To conduct an exploratory factor analysis, we should check the correlations matrix first to see if any correlation coefficient is below 70%. If majority of the correlations satisfy this rule, factor analysis can be conducted.

Table 4. 3. Correlations Matrix

Correlations	Empowerment1	Empowerment2	Fairrewards1	Fairrewards2	Fairrewards3	Info.sharing1	Info.sharing2
Empowerment 1	1	0.877	0.231	0.073	0.173	0.436	0.383
Empowerment 2	0.877	1	0.251	0.109	0.213	0.41	0.356
Fairrewards1	0.231	0.251	1	0.821	0.637	0.499	0.396
Fairrewards2	0.073	0.109	0.821	1	0.622	0.346	0.249
Fairrewards3	0.173	0.213	0.637	0.622	1	0.589	0.583
Info.sharing1	0.436	0.41	0.499	0.346	0.589	1	0.676
Info.sharing2	0.383	0.356	0.396	0.249	0.583	0.676	1

According to table 4.3, correlations matrix first to see if any correlation coefficient is below 70%. And majority of the correlations satisfy this rule, so factor analysis can be made. Another important test is for factor analysis is KMO and Bartlett Test. KMO values, which measure the sampling adequacy need to be greater than 0.50 and significant to be able to run the factor analysis (Burns and Burns, 2008).

Table 4. 4. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.721
Bartlett's Test of Sphericity	Approx. Chi-Square	368,686
	Df	21
	Sig.	,000

According to Table 4.4, KMO value is higher than 0.50 (p < 0.05) which confirms the suitability of data for the factor analysis.

Table 4. 5. Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.588	51.253	51.253	2173	31.046	31.046
2	1.667	23.808	75.060	1.997	28.533	59.579
3	0.854	12.202	87.062	1.938	27.684	87.262
4	0.334	47.776	92.038			
5	0.289	4.123	96.160			
6	0.151	2.153	98.313			
7	0.118	1.687	100			

Extraction Method: Principal Component Analysis.

In Table 4.5, initial Eigenvalues in the total column which are higher than 1.0 should be considered to determine the number of factors extracted. Component 1 and component 2 seem to comply with this principle. However, rotated results, which are shown in the last

three columns of the table, indicated that there are three components that satisfy the previous condition. Thus, the results indicate that there are probably three factors that explain the high involvement human resource management practices. This finding is supported by the factor loadings demonstrated in Table 4.6.

Table 4. 6. Rotated Component Matrixa

	Component		
	1	2	3
FAIRREWARDS2	,954	,115	,008
FAIRREWARDS1	,890	,262	,157
INFO.SHARING2	,117	,896	,201
INFO.SHARING1	,263	,796	,290
FAIRREWARDS3	,615	,638	,008
EMPOWERMENT 2	,089	,173	,946
EMPOWERMENT 1	,038	,207	,946

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

4.4. CORRELATION ANALYSIS

Correlation analysis is one of the most important analyses researchers need to perform. Correlation analysis is used to measure the level of association between variables. Normally, Pearson correlation is used in most of the studies, including this one, which investigate casual relationships and similarly the researcher uses it in this study. Based on Pearson correlations, researchers illustrate the intensity of relationships among independent and dependent variables. Coefficient values in the correlation analysis vary in a range between -1 and +1. If the coefficient value is close to 0, the association between two variables tend to be weak. If the coefficient value is +1 or -1, it shows that there is a perfect relationship between two variables (Burns and Burns, 2008). If relationship is close to -1,

this shows that there is a strong negative relationship between independent variable and dependent variable. On the other hand, a correlation coefficient of +1 indicates that there is a perfectly strong relationship between the two variable of a study. Correlations between different variables examined variables in this study are presented in Table 4.7.

Table 4.7 demonstrates that all high involvement human resource management practices have negative correlations with turnover, however, the mostly correlated high involvement human resource management practice is fair rewards (r= -0.459, $p < 0.01$), followed by empowerment (r= -0.375, $p < 0.01$) and information sharing (r= -0.340, $p < 0.01$). Secondly, the results show that all high involvement human resource management practices have association with employees' job satisfaction. Empowerment is the mostly correlated high involvement human resource management practice with employees' job satisfaction (r=0.434, $p < 0.01$) followed by information sharing (r= 0.427, $p < 0.01$) and fair rewards (r=0.342, $p < 0.05$). Another deduction from table 5.7 is that there is a strong, negative correlation between employees' job satisfactions and turnover intention.
 (r= -0.712, $p < 0.01$).

Table 4. 7 Correlations

		Empowerment	FairRewards	InfoSharing	Turnover	JobSat
Empowerment	Pearson Correlation	1	,202	,449[**]	-,375[**]	,434[**]
	Sig. (2-tailed)		,069	,000	,001	,000
	N	82	82	82	82	82
FairRewards	Pearson Correlation	,202	1	,547[**]	-,459[**]	,342[**]
	Sig. (2-tailed)	,069		,000	,000	,002
	N	82	82	82	82	82
InfoSharing	Pearson Correlation	,449[**]	,547[**]	1	-,340[**]	,427[**]
	Sig. (2-tailed)	,000	,000		,002	,000
	N	82	82	82	82	82
Turnover	Pearson Correlation	-,375[**]	-,459[**]	-,340[**]	1	-,712[**]
	Sig. (2-tailed)	,001	,000	,002		,000
	N	82	82	82	82	82
JobSatisfacton	Pearson Correlation	,434[**]	,342[**]	,427[**]	-,712[**]	1
	Sig. (2-tailed)	,000	,002	,000	,000	
	N	82	82	82	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

4.5. REGRESSION ANALYSIS

Correlation analysis is not sufficient to determine the effects of independent variables on the dependent variable. Therefore, in this study, multiple regression analysis using. "Enter" method was conducted to see the multiple effects of independent variables. To make some inferences on the results of regression analysis, R^2, F-test and Beta values were checked. R^2 value indicates the percentage of the criterion variable that is explained by the linear model of independent variables (Burns and Burns, 2008). F value indicates that whether the regression model is statistically meaningful or not. Multiple regression model assumes

that there is no linear relationship between independent variables. To analyse the level of collinearity in the model, collinearity statistics (VIF and tolerance values) were examined. Collinearity is not a serious problem if the VIF value approaches 1 or 1 upwards. As the VIF value grows, there are serious multiple linear relationships among the variables. In practice, VIF values above 10 indicate that there is a serious multiple linear relationship (Erkan, 2013).

4.5.1. Analysis for Control Variables and Job Satisfaction

Before running the regression analysis to test study's research model, a regression analysis were conducted to examine the impact of possible control variables, which are age, income level, work experience, and organizational tenure. It is important to check these variables' impacts on job satisfaction to have a better idea about whether age, income level, level of work experience and organizational tenure may influence the relationship between high involvement human resource management practices and job satisfaction. Results show that control variables except organizational tenure do not effect on job satisfaction (Table 4.8). The impact of organizational tenure on job satisfaction on the other hand is not so strong. That's what, in the subsequent regression analyses for high involvement human resource management practices and job satisfaction, control variables are not included.

Table 4. 8. Multiple Regression Analysis for Control Variables

Method : Enter			N:82	
Dependent Variable:			F=1.605	
Job Satisfaction			Adj. R^2 = 0.029	

Independent Variables Control Variables	Beta	p	Tolerance	VIF
Age	0.009	0.699	0.482	2.076
Income Level	-0.231	0.169	0.838	1.193
Work Experience	0.024	0.416	0.383	2.614
Organizational Tenure	0.001	0.000	0.705	1.419

4.5.2. Analysis for Control Variables and Turnover Intention

Before running the regression analysis to test study's research model, a regression analysis was conducted to examine the impact of possible control variables, which are age, income level, work experience, and organizational tenure. It is important to check these variables' impacts on turnover intention to have a better idea about whether age, income level, level of work experience and organizational tenure may influence the relationship between high involvement human resource management practices and turnover intention. Results show that control variables do not effect on turnover intention (Table 4.9). That's why, in the subsequent regression analyses for high involvement human resource management practices and turnover intention, control variables are not included.

Table 4. 9. Multiple Regression Analysis for Control Variables

Method : Enter			N=82	
Dependent Variable :			F=1.007	
Turnover Intention			Adj. R^2 = 0.000	
Independent Variables Control Variables	Beta	p	Tolerance	VIF
Age	-0.008	0.801	0.482	2.076
Income Level	0.303	0.157	0.838	1.193
Work Experience	-0.017	0.652	0.383	2.614
Organizational Tenure	-0.005	0.922	0.705	1.419

4.5.3. Separate Regressions for High Involvement Human Resource Management Practices and Job Satisfaction

First three regressions were conducted by using enter method. In these models, independent variables were information sharing, empowerment, and fair rewards and the dependent variable was job satisfaction, which is actually a mediating variable in the research model. In these regressions, three linear regressions were run to examine the separate relationship between each high involvement human resource management practice and job satisfaction. Results are shown in Table 4.10, 4.11, and 4.12 respectively. The results show that that F-tests are significant for all models. Information sharing explains 17% of the variance in respondents' perceptions of job satisfaction, empowerment explains 18% and fair rewards

explains 10%. Standardized beta values indicate that when considered independently, information sharing, empowerment, and fair rewards have significant impacts on job satisfaction. To illustrate, one unit increase in the level of information sharing creates 0.429 point increase in job satisfaction ($\beta = 0.429$ $p < 0.01$).

Table 4. 10. Regression Analysis for Information Sharing and Job Satisfaction

Method : Enter			N=82		
Dependent Variable :			F=17.80		
Job Satisfaction			Adj. R^2 = 0.172		
Independent Variable High Involvement Human Resource Management Practices	Beta	p		Tolerance VIF	
Information Sharing	.429	.000		1.0	1.0

Table 4. 11. Regression Analysis for Empowerment and Job Satisfaction

Method : Enter			N=82		
Dependent Variable :			F=18.60		
Job Satisfaction			Adj. R^2 = .180		
Independent Variable High Involvement Human Resource Management Practices	Beta	p		Tolerance VIF	
Empowerment	0.370	.000		1.0	1.0

Table 4. 12. Regression Analysis for Fair Rewards and Job Satisfaction

Method : Enter			N=82	
Dependent Variable :			F=10.60	
Job Satisfaction			Adj. R^2 = 0.315	
Independent Variable High Involvement Human Resource Management Practices	Beta	p	Tolerance VIF	
Fair Rewards	0.315	0.002	1.0	1.0

To illustrate (Table 4.11), a one unit increase in the level of empowerment creates 0.370 point increase in job satisfaction (β= 0.370 p < 0.01).

To illustrate (Table 4.12), a one unit increase in the level of empowerment creates 0.315 point increase in job satisfaction (β= 0.315 p < 0.01).

4.5.4. Multiple Regression Model for High Involvement Human Resource Management Practices and Job Satisfaction

In the fourth regression analysis, all independent variables (i.e., high involvement human resource management practices) were simultaneously entered in the regression model. The results of the second regression analysis (Table 4.13) show that F-test is significant and high involvement human resource management practices explain 25% of the variance in the respondents' perceptions of job satisfaction. Moreover, results indicate that empowerment is a strong indicator of job satisfaction (β= 0.267 p < 0.01) while information sharing and fair rewards did not. To illustrate, one unit increase in the level of empowerment creates 0.267 point increase in job satisfaction As a result, we can state that when high involvement human resource management practices are considered as a whole, empowerment is the only practice that influences job satisfaction.

Table 4. 13. Multiple Regression Analysis for High Involvement Human Resource Management Practices Together and Job Satisfaction

Method : Enter			N=82	
Dependent Variable :			F=9.966	
Job Satisfaction			Adj.R^2=0.249	
Independent Variables High Involvement Human Resource Management Practices	Beta	p	Tolerance VIF	
Information Sharing	0.191	0.136	0.581	1.722
Empowerment	0.267	0.005	0.795	1.257
Fair Rewards	0.161	0.133	0.698	1.433

4.5.5. Separate Regressions for High Involvement Human Resource Management Practices and Turnover Intention

The subsequent regression analyses were run to see the separate impacts of each high involvement human resource management practice on turnover intention. Results show that in Table 4.14, 4.15, and 4.16 respectively. The results show that that F-tests are significant for all models. Information sharing explains 10% of the variance in respondents' perceptions of turnover intention, empowerment explains 13% and fair rewards explains 20%. Standardized beta values indicate that when considered independently, information sharing, empowerment, and fair rewards have significant impacts on turnover intention. To illustrate (Table 4.14), one unit increase in the level of information sharing generates -0.440 point decrease in turnover intention.

(β= -0.440 p < 0.01)

Table 4. 14. Regression Analysis for Information Sharing and Turnover Intention

Method : Enter			N=82		
Dependent Variable :			F=10.48		
Turnover Intention			Adj. $R^2 = 0.105$		
Independent Variables High Involvement Human Resource Management Practices	Beta	p	Tolerance VIF		
Information Sharing	-0.440	0.002		1.0	1.0

Table 4. 15. Regression Analysis for Empowerment and Turnover Intention

Method : Enter			N=82		
Dependent Variable :			F=13.06		
Turnover Intention			Adj. $R^2 = 0.130$		
IndependentVariable High Involvement Human Resource Management Practices	Beta	p	Tolerance VIF		
Empowerment	-0.410	0.001		1.0	1.0

Table 4. 16. Regression Analysis for Fair Rewards and Turnover Intention

Method : Enter			N=82		
Dependent Variable:			F=21.39		
Turnover Intention			Adj. $R^2 = 0.201$		
Independet Variables: HIHRM Practice	Beta	p	Tolerance VIF		
Fair Rewards	-0.544	0.000		1.0	1.0

4.5.6. Multiple Regression Model for High Involvement Human Resource Management Practices and Turnover Intention

In the following regression model, all independent variables (i.e., high involvement human resource management practices) were simultaneously entered in the regression model to predict turnover intention. The results of the regression analysis (Table 4.17) show that F-test is significant and high involvement human resource management practices explain 27% of the variance in the respondents' perceptions of turnover intention. Moreover, results indicate that fair rewards (β= -0.484 p < 0.01) and empowerment (β= -0.329 p < 0.01) is indicator of turnover intention while information sharing did not (β= 0.24 p > 0.05). As a result, we can state that when high involvement human resource management practices are considered as a whole, only fair rewards and empowerment influence turnover intention.

Table 4. 17. Multiple Regression Analysis for High Involvement Human Resource Management Practices and Turnover Intention

Method : Enter			N=82	
Dependent Variable : Turnover Intention			F=10.829	
			Adj.R^2=.267	
Independent Variable High Involvement Human Resource Management Practices	Beta	p	Tolerance VIF	
Information Sharing	0.024	0.883	0.581	1.722
Empowerment	-0.329	0.005	0.795	1.257
Fair Rewards	-0.484	0.001	0.698	1.433

4.5.7. Regression Analysis for Job Satisfaction and Turnover Intention

The following regression analysis was run to see effect of job satisfaction on turnover intention. Results indicate that job satisfaction has negative affect on turnover intention. According to table 4.18, F-test is significant and job satisfaction explain 50% of the variance in the respondents' perceptions of turnover intention. To illustrate (Table 4.18), one unit increase in the level of job satisfaction creates -0.917 point decrease in turnover intention (β= 0.429 p < 0.01).

Table 4. 18. Regression Analysis for Job Satisfaction and Turnover Intention

Method : Enter			N=82		
Dependent Variable :			F=82.47		
Turnover Intention			Adj. R^2 = 0.501		
Independent Variable				Tolerance	VIF
	Beta	p			
Job Satisfaction	-0.917	0.000		1.0	1.0

4.5.8. Multiple Regression Analysis for High Involvement Human Resource Management Practices, Job Satisfaction and Turnover Intention

The final regression analysis was run to examine the relationships between high involvement human resource management practices (i.e., high involvement human resource management practices), job satisfaction, and turnover intention. This regression model helps us see whether job satisfaction acts as a mediating variable between high involvement human resource management practices and turnover intention. As empowerment was the only high involvement human resource management practice that influenced job satisfaction (mediating variable) and turnover intention (dependent variable), mediation effect of job satisfaction was only checked for this variable. Results show that F-test is significant and high involvement human resource management practices and job satisfaction explain 55% of the variance in the respondents' perceptions of turnover intention (Table 4.19). Additionally, as seen in Table 4.19, when job satisfaction was entered the model, previously significant impact of empowerment on turnover intention became non-significant, denoting a full mediation effect. In other words, we can state that job satisfaction acts as a perfect mediator in the relationship between empowerment and turnover intention.

Table 4. 19. Multiple Regression Analysis for High Involvement Human Resource Management Practices, Job Satisfaction And Turnover Intention

Method : Enter			N=82	
Dependent Variable :			F=25.955	
Turnover Intention			Adj.R^2=.552	

Independent Variable High Involvement Human Resource Management Practices and Job Satisfaction	Beta	p	Tolerance	VIF
Information Sharing	0.177	0.171	0.564	1.722
Empowerment	-0.115	0.234	0.718	1.393
Fair Rewards	-0.355	0.001	0.678	1.475
Job Satisfaction	-0.801	0.000	0.723	1.383

Summary results for all the hypotheses are presented in Table 4.20. In this dissertation, five hypotheses are proposed. Three of them (H1, H2, H3) are fully supported while two of them are partially supported (H4, H5). Results show that there is a significant negative relationship between information sharing practices and employees' turnover intention (H1). Similarly, there is a negative and significant relationship between empowerment practices and employees' turnover intention (H2). H3 was also supported as there is a negative and significant relationship between fair rewards practices and employees' turnover intention. Results also reveal that among empowerment, information-sharing and fair rewards practices, only empowerment is a strong indicator of job satisfaction while information sharing and fair rewards do not (H4). H5 was about the mediating role of job satisfaction on the relationships between empowerment, information-sharing, fair rewards practices and turnover intention. This hypothesis is partially supported because regression analyses show us that job satisfaction mediates only the relationship between empowerment and turnover intention.

Table 4. 20. Hypotheses Summary

No	Hypothesis	Result
H1	*There is a significant negative relationship between information sharing practices and employees' turnover intention.*	Supported
H2	*There is a significant and negative relationship between empowerment practices and employees' turnover intention.*	Supported
H3	*There is a significant negative relationship between fair rewards practices and employees' turnover intention.*	Supported
H4	*Empowerment, information-sharing and fair rewards practices have positive impacts on job satisfaction.*	Partially Supported
H5	*Job satisfaction mediates the relationships between empowerment, information-sharing, fair rewards practices and turnover intention.*	Partially Supported

CHAPTER 5

DISCUSSIONS

As the business world gets smaller day by day, companies which fiercely compete with one another have grown in number. Also business environment is changing, and companies give more importance to improving their capabilities and acknowledge that their competing power and success depend on highly motivated, satisfied, and innovative human resources. Moreover, business people have become more aware of the importance of human resource management practices recognizing that new technologies, marketing strategies, and customer services can be imitated by other, competitor companies while employees' knowledge, skills and abilities cannot. Although the use of new technologies, good marketing strategies, and better customer service contribute to firms' success, human resources are the most important resources for a company to create competitive advantage (Huselid and Becker, 1998). Thus, companies must invest in their employees by using effective human resource management practices.

So, today's companies acknowledge that they need to invest in their employees by using effective, high involvement human resource management practices such as empowerment, competence development, information sharing, fair rewards, and recognition. Although these bundle of practices are equally important in the work settings, in this research, information sharing, empowerment and fair rewards are used to assess the influence of high involvement human resource management practices on employees' job satisfaction, and turnover intention. This is because the preliminary qualitative study (i.e., interviews conducted with human resource management experts in the sample companies) reveal that these three practices are mostly prevalent or desired in different companies regardless of their ages, sizes, and sectors. This dissertation also focuses on the mediating effect of job satisfaction on the relationship between high involvement human resource management practices and turnover intention. To shed on light the above issues, three research question is created and answered.

Retail apparel industry is chosen as the context of this study since high employee turnover is an ongoing problem in this industry. 82 participants from retail apparel industry answered the survey of the study.

Results revealed that when considered independently, information sharing, empowerment, and fair rewards have significant impacts on turnover intention. On the other hand, when these practices are considered as a whole, only fair rewards and empowerment influence turnover intention. Similarly, when considered individually, each high involvement human resource management practice has an effect on job satisfaction while empowerment is the only practice that influences job satisfaction in the multiple regression model conducted with the three high involvement human resource practices. Consistent with the vast amount of empirical evidence, results indicate a negative relationship between job satisfaction and turnover intention. Mediation analysis reveal that job satisfaction acts as a perfect mediator in the relationship between empowerment and turnover intention. This finding indicates that empowerment increases employees' job satisfaction which subsequently decreases their turnover intention. Employee empowerment reasons to increase employees' job satisfaction in the same time decrease their job satisfaction. It is absolutely decrease firms cost because firms will not spend time or money to hire new one and increase their profitability because if employees feel satisfied and it will increase their effort.

As highlighted in the previous sections, in this dissertation empowerment arises as the only high involvement human resource practice that significantly impact employees' job satisfaction and turnover intention. This finding can be also associated with the gender and age levels of the participants. According to descriptive analysis results, participants are mostly women and have an average age of 27.76. Sraboni, Quisumbing and Ahmed (2013) proposes that individuals need more empowerment between the ages 26 and 45. In other words, due to employees are young in this industry, having an influence over issues fulfil their own personality needs. In addition, between these ages, men are more empowered than women. That's why women aged between 26 and 45 in the sample may need more empowerment in the workplace that men may do.

The dissertation ends with Chapter 5. In this chapter provides a summary of the findings and implications of the relationships between high involvement human resource management practices towards, job satisfaction, and turnover intention. Moreover,

limitations of the study and recommendations for future research are discussed in this specific section.

5.1. IMPLICATIONS

This dissertation has various implications for employees, managers, academic researchers and human resource development professionals. Review of the existing literature reveals that high involvement human resource management practices are a rarely scrutinized topic within the context of Turkish companies. Present dissertation thereby proposed aim to present a stronger emphasis of high involvement human resource management practices and examine influences of these practices on the turnover intention. Results show that independently all high involvement human resource practices have an influence on turnover intention; however, only empowerment increases employees' job satisfaction which subsequently decreases their turnover intention.

There are three specific implications of the findings: Empowerment is one of the most important high involvement human resource management practices that remove hierarchy among different levels and help using employee abilities during decision making processes. Empowerment creates an environment in which employees feel efficient and creative, as they feel themselves and the owners of the work. This environment develops employees' self-respect, work motivation, and work satisfaction (Robbins et al., 2002, p. 442). That's why, is very important for the organizations and managers to increase empowerment practices in the work environment and create an environment that makes employees more active and participative in their jobs. Even practices as simple as providing employees chance to speak and voice their opinions in decision making processes would increase employees' satisfaction level and decrease their intentions to quit.

Moreover, empowerment is a mechanism that build trust between manager and employees. When managers empower their employees by giving autonomy in certain decisions, they basically demonstrate that they trust and support their employees. Trust may create a good atmosphere within a company which makes employees more satisfied in their jobs and have more intention to stay.

Another deduction from this dissertation is that it can be argued that thanks to the empowerment, employees will take more responsibility which will enhance their job

satisfaction. Especially, in industries such as retail apparel industry, populated with young employees, being empowered is the most important thing to enhance employee satisfaction.

Finally, all the people who read this dissertation will have an idea about importance of high involvement human resource management practices, especially employee empowerment, for employees' job satisfaction and turnover intention. Also, specifically for managers it is vital issue to discover what makes employees satisfied on the job or how employees' satisfaction can be increases. Human resource managers may use the results of this dissertation to understand and clarify the reasons behind employee satisfaction and intention to leave. If they have an idea about why employees want to leave their jobs, they can take action to overcome these issues and work on the concerns of the exiting employees.

5.2. LIMITATIONS

Similar to other academic studies, this study has several limitations. First, using cross sectional data does not let to us reach definite conclusions to be drawn about causality. To overcome this limitation, future studies need to test empirically the research model developed in this paper with a longitudinal design. Secondly, in the retail apparel industry there are more women employed than men. So, gender distribution of the sample may bias the results. In addition, the average age is 27.76 in the sample which is in the critical range that is expected to require more empowerment. Third limitation is related to the turnover rate in the retail apparel industry. Job tenure of employees is quite low in this specific industry which may decrease the commitment of employees to a single company and thus deteriorates the quality of the answers. Finally, conducting the research in a single industrial setting decreases the generalizability of the findings, which is one of the major limitations of this research. Because all employees are from one organization, they are working with exactly same corporate culture.

The generalizability of the findings is limited until the study is extended to a broader spectrum of employees in a wider range of organizational settings.

5.3. RECOMMANDATION FOR FUTURE RESEARCH

Future research may integrate the other high involvement human resource practices (e.g., (training, competence development, recognition) into their models to test their effects on employee satisfaction and turnover intention. Researchers can also examine the same relationships in other industrial settings with larger samples to increase the generalizability of the findings. Researchers can also focus on other industries which have high turnover or low turnover, and can check whether high involvement human resource management practices and turnover intention are related or not. Finally, future studies can scrutinize the mediating role of other variables such as work engagement or job involvement on the relationship between high involvement human resource practices and employee turnover.

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APPENDICES

APPENDIX A
SURVEY (TURKISH)

Bu anket Kadir Has Üniversitesi İşletme Fakültesi İşletme Bölümü öğretim üyelerinden Doç. Dr. Ceyda Maden Eyiusta danışmanlığında "Yüksek Katılımlı İnsan Kaynakları Uygulamalarının Çalışanların İş Tatmini ve Çalışanların İşten Ayrılma Niyetleri Üzerindeki Etkisi"ni anlamaya yönelik olarak yürütülen akademik bir araştırmanın parçasıdır. Çalışma kapsamında toplanan veriler sadece söz konusu araştırmaya hizmet edecek şekilde kullanılacak; başka kişi, kurum ve kuruluşlarla paylaşılmayacaktır. Çalışmadan sağlıklı sonuçlar elde edilebilmesi için anketteki tüm soruların cevaplanması oldukça önemlidir.

Araştırmaya gösterdiğiniz ilgi ve yardımlarınızdan dolayı teşekkür ederim.

Kübra MERTEL
Kadir Has Üniversitesi
Sosyal Bilimler Enstitüsü, İşletme Bölümü

BİRİNCİ BÖLÜM

Cinsiyet	Bayan ( )	Erkek ( )			
Yaş	……………				
Mezuniyet Durumu	Lise ( )	Üniversite ( )	Yüksek Lisans ( )	Doktora ( )	
Gelir Durumu	2000-4999 TL ( )	4000-6999 TL ( )	6000-8999 ( )	Diğer ( ) …………	
Çalıştığınız Sektör	Sağlık/Sos. ( )	Sigortacılık ( )	Bankacılık ( )	Finans ( )	İmalat/Üretim ( )
	Telekomünikasyon ( )	Taşımacılık ( )	İnşaat ( )	Eğitim( )	Gayrimenkul ( )
	Madencilik ( )	Turizm ( )	Diğer ( )		
Çalıştığınız Departman	İnsan Kaynakları ( )	Dış Ticaret ( )	Üretim ( )	Ar – Ge ( )	Halkla İlişkiler ( )
	Üretim ( )	Finans ( )	Satış ( )	Lojistik ( )	Pazarlama ( )
	Bilgi Teknolojileri ( )	Diğer ( ) ……………			

Kaç yıldır çalışma hayatındasınız?						
Kaç yıldır şu anki iş yerinde çalışmaktasınız?						

İKİNCİ BÖLÜM						

SORU NO	Bu bölümde şirketinizde/kurumunuzda uygulanan insan kaynakları politikaları ile ilgili 7 ifade vardır. Lütfen çalıştığınız kurum / birimdeki uygulamaları düşünerek aşağıdaki ifadelere ne derece katıldığınızı belirtiniz. 1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum, ne katılmıyorum, 4-Katılıyorum, 5-Kesinlikle Katılıyorum	1	2	3	4	5
1.	İş arkadaşlarım ve ben, yaptığımız işi organize etmede büyük ölçüde serbestizdir.					
2.	İş arkadaşlarım ve ben, yaptığımız işi nasıl yürüteceğimiz konusunda büyük ölçüde serbestizdir.					
3.	Aldığım maaş adildir.					
4.	Aldığım maaş başka bir kurumdaki benzer bir işle kıyaslandığında adildir.					
5.	Ücret/tazminat seviyem kurum içerisindeki sorumluluğumla doğru orantılıdır.					
6.	İş arkadaşlarım ve ben, finansal sonuçlarla ilgili düzenli olarak bilgilendiriliriz.					
7.	İş arkadaşlarım ve ben, birimin performansı ile ilgili düzenli olarak bilgilendiriliriz.					

ÜÇÜNCÜ BÖLÜM

SORU NO	Bu bölümde çalıştığınız kurum / birimin koşullarını düşünerek aşağıdaki ifadelere ne ölçüde katıldığınızı gösteren seçeneği işaretleyiniz. 1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum, ne katılmıyorum, 4-Katılıyorum, 5-Kesinlikle Katılıyorum	1	2	3	4	5
1.	İşimden gerçekten zevk alıyorum.					
2.	Şu anki işimden oldukça memnunum.					
3.	Her iş günü bana asla bitmeyecekmiş gibi geliyor.					
4.	İşimin oldukça sevimsiz bir iş olduğunu düşünüyorum.					

DÖRDÜNCÜ BÖLÜM

SORU NO	Lütfen çalıştığınız kurumla olan ilişkinizi düşünerek aşağıdaki ifadelere ne derece katıldığınızı belirtiniz. 1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne katılıyorum, ne katılmıyorum, 4-Katılıyorum, 5-Kesinlikle Katılıyorum	1	2	3	4	5
1.	Eğer imkânım olsa, işimden ayrılırdım.					
2.	Son bir yıl içinde işimden ayrılmayı daha sık düşünmeye başladım.					
3.	İşimden ayrılmayı düşünüyorum.					

APPENDIX B: SURVEY (ENGLISH)

This survey is a part of research. It is about effect of high involvement human resource management practices (i.e., empowerment, information sharing and fair rewards) on turnover intention and job satisfaction is examined. Also, the mediating role of job satisfaction in the relationship between high involvement human resource management practices and employees' turnover intention is scrutinized . The collected data will be used only for the purpose of researching the subject; they will not be shared with other people, institutions and organizations. It is important to answer all the questions in the questionnaire so that healthy results can be obtained

Thank you for your interest in the research and your help.

Kübra MERTEL
Kadir Has University
GRADUATE SCHOOL OF SOCIAL SCIENCES

FIRST SECTION

Gender	Woman ( )	Man ( )		
Age	……………			
Graduation Level	Highschool ( )	University ( )	Master ( )	PHD ( )
Income	2000-4999 TL ( )	4000-6999 TL ( )	6000-8999 ( )	Diğer ( ) ………….
Sector	Health. ( )	Assurance ( )	Banking ( )	Finance ( )	Production ( )
	Telecommunication ( )	Transportation ( )	Infrastructure ( )	Education( )	Real Estate ( )
	Turism ( )	Others ( )			
Department	Human Resource ( )	Trade ( )	Production ( )	R & D ( )	Public Relations ( )
	IT ()	Finance ( )	Selling ( )	Lojistic ( )	Marketing ( )
	Diğer ( ) ……………				

How long have you been working?	
How long have you been working in current company?	

	SECOND SECTION					

Question Number	This title has 7 statements about human rights policies in your company / institution . Please indicate how are you participate in the following statements, considering the practices in your institution. 1 – Strongly disagree 2 – Disagree 3 – Neither agree or disagree 4 – Agree 5 – Strongly agree	1	2	3	4	5
1.	We are given great latitude for the organization of our work					
2.	In my work unit, we have considerable freedom regarding the way we carry out our work					
3.	I estimate my salary as being fair internally					
4.	My salary is fair in comparison with what is offered for a similar job elsewhere .					
5.	In my work unit, we consider that our compensation level adequately reflects our level of responsibility in the organization					
6.	We are regularly informed of financial results					
7.	We are regularly informed of our work unit's performance					

THIRD SECTION	

Question Number	Please indicate how are you participate in the following statements, considering the practices in your institution.	1	2	3	4	5

	1 – Strongly disagree 2 – Disagree 3 – Neither agree or disagree 4 – Agree 5 – Strongly agree					
1.	I find real enjoyment in my work					
2.	I feel fairly well satisfied with my present job					
3.	Each day of work seems like it will never end					
4.	I consider my job rather unpleasant					

FOURTH SECTION

Question Number	Please indicate how are you participate in the following statements, considering the practices in your institution. 1 – Strongly disagree 2 – Disagree 3 – Neither agree or disagree 4 – Agree 5 – Strongly agree	1	2	3	4	5
1.	If I have an opportunity, I am thinking quitting my job					
2.	In the last year, I have been thinking more often about quitting my job					
3.	I am thinking about quitting my job					

APPENDIX C: ITEM STATISTICS

Item Statistics for High Involvement Human Resource Practices, Job Satisfaction, and Turnover Intention			
	Mean	Std. Deviation	N
We are given great latitude for the organization of our work	4.01	0.97	82
In my work unit, we have considerable freedom regarding the way we carry out our work	3.92	0.94	82
I estimate my salary as being fair internally	3.54	0.95	82
My salary is fair in comparison with what is offered for a similar job elsewhere	3.87	0.95	82
In my work unit, we consider that our compensation level adequately reflects our level of responsibility in the organization	3.78	0.97	82
We are regularly informed of financial results	4.00	0.93	82
We are regularly informed of our work unit's performance.	4.21	0.78	82
I find real enjoyment in my work	4.47	0.83	82
I feel fairly well satisfied with my present job	4.30	0.87	82
Each day of work seems like it will never end	4.07	1.108	82
I consider my job rather unpleasant	4.56	0.89	82

If I have an opportunity, I am thinking quitting my job	1.80	1.05	82
In the last year, I have been thinking more often about quitting my job	1.69	1.02	82
I am thinking about quitting my job	1.78	1.17	82

CURRICULUM VITAE

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