

Determining Role of Employee Empowerment and Perceived Organizational Support in the Effect of Shrm on Job Satisfaction and Turnover Intention*

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ABSTRACT

Strategic human resources management (SHRM) practices contribute positively to firm performance by creating a qualified, highly motivated and empowered workforce, indirectly affecting the individual's commitment to the organization through job satisfaction. This study aims to determine the mediating role of employee empowerment and perceived organizational support in the effect of SHRM, which has significant effects on both employee participation in decision-making process and organizational structure in manufacturing industry, on job satisfaction and turnover intention of employees. This empirical study was conducted using 165 manufacturing companies in the industrial areas in the region (IAR) of Adana, Gaziantep and Hatay provinces located in the south of Turkey. The data obtained from the surveys were analyzed with SmartPLS using the method of least squares. SHRM positively affected employee empowerment and perceived organizational support, increasing job satisfaction and reducing turnover intention. It is necessary for managers to adopt a SHRM understanding and encourage employees to participate in decision-making processes through employee empowerment practices in order to increase their job satisfaction, which is an important factor on organizational performance, to strengthen their organizational commitment, to raise their perceived organizational support, to fulfill their socio-emotional needs, and to enhance their sense of well-being.

Keywords: SHRM, employee empowerment, perceived organizational support, job satisfaction, turnover intention

1. Introduction

Despite the difficulties of finding a way between uncertainty and complexity of humanitarian events, a strategic or tactical approach is always preferred over a random approach. In business life, it is important for companies to develop strategies that will facilitate their adaptation to the market conditions and to implement this adaptation in strategic human resources. In this context, SHRM contributes to increasing business performance and gaining competitive advantage by integrating human resources practices with business strategies in an environment where competition becomes more intense, demographic structure changes, technological changes are accelerated, and economic fluctuations are more frequent (Werbel & DeMarie 2005;

Eren et al., 2014). In this process, SHRM is important in terms of being a key factor that enables human resources management activities to respond strategically to increased pressures of external environment and develop new strategies (Obeidat, 2017: 223). SHRM enables companies to gain competitive advantage by using human resources management practices through fully integration of institutional strategies with employees' strategic needs (Schuler, 1992: 18). Therefore, SHRM ensures that human resources management practices are compatible with each other, in order to develop the skills, abilities and attitudes of employees who strive for the realization of company goals (Green, et al., 2006: 562; Para-González et al., 2019: 301). SHRM is considered a key factor in human resources practices as human resources management can affect organizatio-

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nal success by implementing strategic organizational goals and operations (Lengnick-Hall et al., 2013: 365).

SHRM practices contribute positively to firm performance by creating a qualified, highly motivated and empowered workforce (Delery, 1998: 303), indirectly affecting the individual's commitment to the organization through JS (Green, et al., 2006: 564).

This study aims to contribute to the SHRM literature by examining the mediating effects of HRM practices in order to increase job satisfaction (JS) and reduce turnover intention (TI) among employees. Studies of SHRM reveal that a human resources management compatible with organizational strategy can improve employee performance and JS. Accordingly, several studies have demonstrated that HRM practices aim to improve employee performance, increase organizational commitment, and positively affect JS, producing motivation results such as increased productivity, lower absenteeism in workplace, and decreased TI (Huselid, 1995; Katou, 2008; Kooij et al., 2010; Mudor & Tooksoon, 2011; Jiang, et al., 2012; Haque, 2018). Previous studies suggest that perceived employee empowerment have a mediating effect on the relationship between SHRM and JS (Eren et al., 2014; Daneshfard & Souiri, 2017; Para-González et al., 2019), and that Perceived Organizational Support (POS) have a mediating effect on the relationship between HRM and JS (Tan 2008; Aktar & Pangil, 2017; Detnakarin & Rurkkhum 2019).

2. Literature review

2.1. The importance of SHRM for employees' job satisfaction

SHRM practices contribute positively to firm performance by creating a qualified, highly motivated and empowered workforce (Delery, 1998: 303), indirectly affecting the individual's commitment to the organization through JS (Green, et al., 2006: 564). SHRM enables companies to gain competitive advantage by using human resources management practices through fully integration of institutional strategies with employees' strategic needs (Schuler, 1992: 18).

SHRM is considered a key factor in human resources practices as human resources management can affect organizational success by implementing strategic organizational goals and operations (Lengnick-Hall et al., 2013:365). In this sense, Obeidat (2017) states that human resources management has a positive effect on firm performance; and points out the importance of performing HR activities to maintain company stra-

tegies in order to improve organizational performance and develop an organizational culture that enhances innovation and flexibility. A SHRM practice, which can meet employees' needs and help them display positive attitudes, is likely positively affect their JS, organizational commitment and TI (Haque, 2018: 27).

Wright & McMahan (1992) emphasize that SHRM has four fundamental elements, including human resources of the company, human resource activities that enable the company to gain competitive advantage, planning that makes human resources to be compatible, and improvement of organizational performance, which is an indicator of achieving organizational goals (Gürbüz, 2011: 400). Dessler (2008) considers SHRM as a process that improves organizational performance and creates an organizational structure open to innovation (Armstrong, 2008: 34). SHRM follows a path aimed at attracting skilled, talented and qualified people who are willing to work for achieving organizational goals (Adıgüzel, 2019:144), and thus improves job performance and decreases employee absenteeism, bringing organizational change and innovation and contributing to the solution of problems in work life. HRM personnel, who are involved in strategic planning processes, should use their knowledge and skills to achieve company goals by better taking care of their work (Gürbüz, 2011: 403). SHRM practices can positively affect organizational commitment and JS of employees according to Hackman & Oldham's job characteristics model (Delery, 1998; Green, et al., 2006: 562). SHRM is considered an important field of application that improves employees' skills, increasing their productivity (Sareen, 2018: 1229). Accordingly, SHRM can positively contribute to employees' JS by revealing their knowledge and skills and increasing their task-based performance to achieve organizational goals. Several studies have shown that SHRM practices affect JS positively and significantly (Jain, 2005; Kooij et al., 2010; Mudor & Tooksoon 2011; Hamid & Azhar, 2014; Haque, 2018; Sareen, 2018). Based on the results of previous studies, a hypothesis regarding the effect of SHRM on JS was developed as follows:

H₁: SHRM has a positive effect on job satisfaction.

2.2. The relationship between SHRM and employee empowerment

Employee empowerment is defined as the employees' freedom of planning in authority delegation and work tasks (Biron & Bamberger, 2011: 258). Employees should have autonomy and training to develop their

skills and abilities for coping with uncertain issues (Para-González et al., 2019: 307). A management approach that encourages innovation and autonomy by providing feedback and emotional support to employees, helps them to become gifted individuals, and thus positively affects their job performance (Vough et al., 2017: 1191). As a result, organizations should encourage and support delegation of authority through different policies.

Employee empowerment practices, which empower employees to make decisions within the organization, increases their JS, sense of responsibility and organizational commitment (Spreitzer, 1995; Çöl, 2008: 38; Pelit et al., 2011; 786), and encourages them to solve any problem creatively and efficiently, achieve better results in their work and have a freedom to take responsibility in the organization (Bowen & Lawler, 1992; Para-González et al., 2019: 317). In this context, employee empowerment is important for SHRM to achieve organizational goals. Studies have reported a positive relationship between SHRM and EE (Bhatnagar, 2013; Eren et al., 2014; Daneshfard & Souri, 2017; Para-González et al., 2019). Based on the results of previous studies, a hypothesis regarding the relationship between SHRM and EE was developed as follows:

H₂: SHRM has a positive effect on employee empowerment.

2.3. The relationship between SHRM and perceived organizational support

POS is defined as the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs (Rhoades & Eisenberger, 2002: 699). Similarly, if organizations support and care for employees, employees respond to it by doing their job devotedly and feel compelled to do so (Rhoades et al., 2001: 825; Aktar & Pangil, 2017: 6). Employees exhibit higher organizational commitment and job performance, depending on their POS, which expresses that their organization values their contributions and cares about their happiness (Eisenberger, et al., 1986; Rhoades & Eisenberger, 2002; Ulbegi et al., 2014: 111). Allen et al. (2003) suggest that participation of employees in organizational decision-making process, work conditions, organizational rewards, and management activities develop their POS, and also report that POS has a mediating effect on the relationship between organizational commitment and employee satisfaction.

Previous studies have reported a positive relationship between POS and HRM practices (Özdemirci & Behram, 2014; Zhong et al., 2016; Mayes et al., 2017; Detnakarin & Rurkkhum, 2019) and between SHRM and POS (Adresi & Darun, 2017). Based on the results of previous studies, a hypothesis regarding the relationship between SHRM and POS was developed as follows:

H₃: SHRM has a positive effect on POS.

2.4. The relationship between employee empowerment, job satisfaction and turnover intention

EE provides organizations with a democratic management approach, in which employees can participate in decision-making process and express their opinions freely (Abraiz et al., 2012: 393). EE encourages employees to take more initiative, improving their creativity, increasing their work commitment, and positively affecting their JS (Madanat & Khasawneh, 2018: 16). EE increases employees' job performance and satisfaction, whereby a low level of EE perception reduces their organizational commitment and performance and increases TI (Yang & Lee, 2009: 15; Ali et al., 2017: 43). Studies have revealed a positive relationship between EE and JS (Hunjra, et al., 2011; Pelit et al., 2011; Abraiz et al., 2012; Aldaihani, 2019; Di Maggio et al., 2019; Singh et al., 2019), and a negative relationship between EE and TI (Cai & Zhou, 2009; Yang & Lee, 2009; Chughtai 2013; Kim & Fernandez 2017; Zamanan et al., 2020). Based on the results of previous studies, two hypotheses regarding the relationship between EE, JS and TI were developed as follows:

H₄: EE has a positive effect on JS.

H₅: EE has a negative effect on TI.

2.5. The relationship between POS, job satisfaction and turnover intention

Studies on the relationship between POS and JS have reported that if POS is increased in order for employees to respond positively to the organization, employees who are treated politely and fairly do not look for other job opportunities and can respond faithfully to the organization (Allen, et al., 2003: 115). POS promotes mutual positive atmosphere and social exchange between an organization and its employees, increases employees' JS by fulfilling their socio-emotional needs, and reduces their intention to quit (Knapp et al., 2017: 657). In other words, POS improves employees' sense of belonging and fulfils their socio-emotional needs, increasing JS and decreasing TI (Kurtessis et al.,

2017: 1877). Studies show that employees with higher POS have higher JS and lower TI (Rhoades & Eisenberger, 2002; Knapp et al., 2017; Kurtessis et al., 2017; Rai, 2017; Ayuningtias et al., 2019). Thus, the following hypotheses were developed:

H₆: POS has a positive effect on JS.

H₇: POS has a negative effect on TI.

2.6. The relationship between job satisfaction and turnover intention

Locke (1976) defines JS as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Islam & Islam (2011) argue that JS is an important factor affecting organizational performance. TI refers to employees' reactions after they experienced unsatisfied things in the withdrawal process (Porter & Steers, 1973: 153), creating high stress for employees at workplace, preventing their organizational loyalty and commitment, increasing employee turnover rates and causing organizations to spend more for training their employees (Busari et al., 2017: 443; Aburumman et al., 2020: 642). JS refers to the general feeling and attitude of a worker towards his/her work, and dissatisfaction with certain work-related issues, including wages, opportunities for development, and promotion, increases the probability of employees quitting their jobs (Kim & Fernandez, 2017: 8). Employees who want to stay at work have higher JS (Wright and Bonett, 2007: 142; Zamanan et al., 2020: 1888). Thus, employee satisfaction is an important indicator of TI (Egan et al., 2004: 287). Studies have revealed a negative relationship between JS and TI (Holtom et al., 2008; Tian 2009; Joo & Park, 2010; Bhagwatwar et al., 2014; Tschopp et al., 2014; Bayarçelik & Fındıklı, 2016; Lu et al., 2016; Al-Kilani, 2017; Lim et al., 2017; Li et al., 2019; Zamanan et al., 2020). Accordingly, a hypothesis regarding the relationship between JS and TI was developed as follows:

H₈: JS has a negative effect on TI.

2.7. The mediating role of employee empowerment

EE is defined as the organization's transfer of authority to its employees and the employees' freedom of planning in their work duties. As employees' empowerment perception increases, their organizational commitment increases, making them to have higher capacity to affect both their work and organization (Biron & Bamberger, 2011). EE also has positive effects

on employee entrepreneurship activities, teamwork, increased self-confidence, independent decision-making, and JS (Aldaihani, 2019:211), whereas low EE perception decreases employees' organizational commitment and performance (Kim & Fernandez, 2017:6). SHRM activities consist of practices such as EE, quality improvement, flexible workforce, and job design to realize the organization's competitive strategies (Huselid et al., 1997:173). EE is a human resources practice within the scope of SHRM activities (Armstrong, 2006:75).

Similarly, in their study on China's public sector organizations, Qing et al. (2019) have argued that EE has a mediating effect on the effect of ethical leadership on JS and organizational commitment. Para-González et al. (2019) have conducted a study on manufacturing companies in Spain, and found that EE perception has a mediating effect on the effect of SHRM on organizational performance. In their study on white-collar workers in the departments of human resources of manufacturing companies in Turkey, Eren et al. (2014) have determined that EE has a mediating effect on the effect of SHRM on employee involvement. Bhatnagar (2013) has conducted a study with managers in the production sector in India, and revealed that EE has a mediating effect on the effect of SHRM on firm performance. Thus, EE perception can mediate the effect of SHRM on JS and TI. Accordingly, three hypotheses regarding the mediating effect of EE were developed as follows:

H₉: EE has a mediating effect on the effect of SHRM on JS.

H₁₀: EE has a mediating effect on the effect of SHRM on TI.

H₁₁: EE and JS have a serial mediating effect on the effect of SHRM on TI.

2.8. The mediating role of perceived organizational support

POS refers to the degree in which employees believe that their employers value their efforts and care about their well-being, and is defined as the relationship of social change between employers and employees (Eisenberger et al., 2001). SHRM ensures that organizational strategies are compatible with human resources, while HRM practices are considered factors affecting POS (Wayne et al., 1997; Saragih & Prasetio, 2020:77). As employees' POS increases, they tend to benefit the organization, which increases employee performance and JS and decreases TI (Allen et al., 2003:104). Similarly,

Tan (2008) has reported that POS has a positive mediating effect in the relationship between HRM practices and employees' emotional commitment. Shantz et al. (2016) have argued that POS has a negative mediating effect on the relationship between employee loyalty and TI. Aktar & Pangil (2017) have revealed that POS has a positive moderating effect on the relationship between HRM practices and employee commitment. Detnakarin & Rurkkhum (2019) have reported that POS has a positive moderating effect on the relationship between HRM practices and organizational citizenship behavior. Adresi & Darun (2017) have reported that POS has a positive mediating effect on the relationship between SHRM and employees' perceived organizational trust. Thus, POS can have a mediating effect on the effect of SHRM on employees' JS and TI. Accordingly, three hypotheses regarding the mediating effect of POS were developed as follows:

H₁₂: POS has a mediating effect on the effect of SHRM on JS.

H₁₃: POS has a mediating effect on the effect of SHRM on TI.

H₁₄: POS and JS have a serial mediating effect on the effect of SHRM on TI.

2.9. The mediating role of job satisfaction

JS refers to the pleasurable emotional state felt by employees when they realize that their material and spiritual needs overlap with personal value judgments in achieving organizational goals or doing work (Kundu & Gahlawat, 2015:391). TI occurs as a reason for dissatisfaction with one's job (Kim & Fernandez, 2017:8). Similarly, Yang & Lee (2009) have found that JS has a mediating effect on the effect of EE and job enrichment practices for employees on TI, by using the data obtained from the data collection project called General Social Survey (GSS), which was designed to track the social change of employees in the United States. In their studies with company executives in India, Kundu & Gahlawat (2015) have determined that JS has

a mediating effect on the effect of HR practices on TI. Kim & Fernandez (2017) have conducted a study using federal government employees in the United States, and reported that JS has a mediating effect on the effect of employee empowerment on TI. In their studies with faculty members of four different private universities in Kuwait, Zamanan et al. (2020) have found that JS has a mediating effect on the effect of HR practices, including employee empowerment, job security and employee participation, on TI. In their studies with managers and technicians in China, Chiu & Francesco (2003) examined the effect of the positive emotions of employees' JS and emotional commitment on the effect of turnover, and found that they had a negative effect. In their study with employees from different organizations in Canada, Fabi et al. (2015) have examined the mediating role of JS and organizational commitment on the effect high-performance work system (HPWS) on TI. Anafarta (2015) has conducted a study with nurses from private hospitals in Turkey, and revealed that JS has a mediating effect on the effect of POS on TI. In their study with employees of a German market research company, Jiménez et al. (2017) have determined that JS has a mediating effect on the effect of job insecurity on TI. In their study with employees in the construction sector of Indonesia, Ayuningtias et al. (2019) have reported that JS has a mediating effect on the effect of POS on TI. Thus, three hypotheses regarding the mediating effect of JS were developed as follows:

H₁₅: JS has a mediating effect on the effect of SHRM on TI.

H₁₆: JS has a mediating effect on the effect of EE on TI.

H₁₇: JS has a mediating effect on the effect of POS on TI.

Depending on the hypotheses developed in line with the literature review, the research model of the study is presented below in Figure 1.

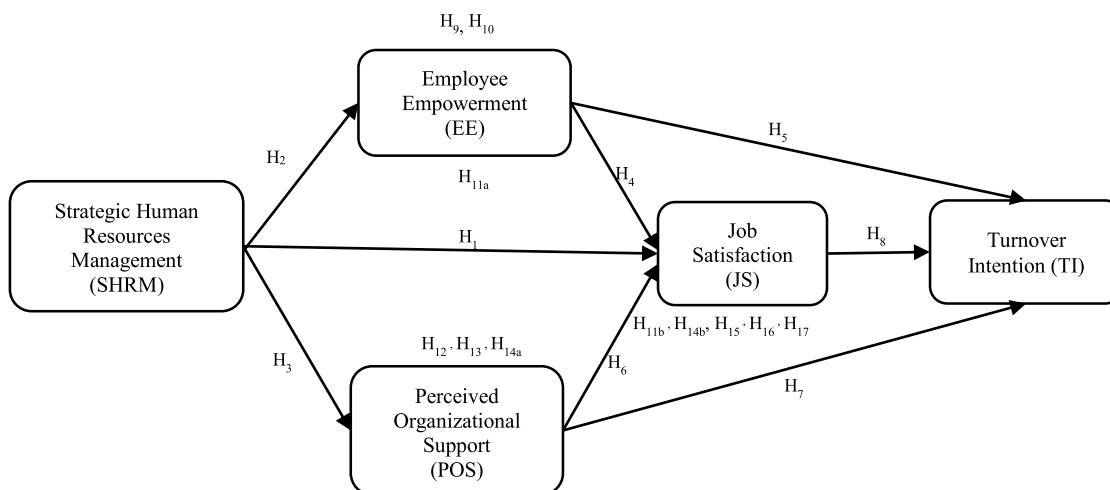


Figure 1: Research Model

3. Methodology

3.1. Study population and sample

The population of the study was composed of employees in the HR departments of manufacturing companies in the industrial areas in the region of Adana, which includes around 500 companies and 40 thousand employees, in the industrial areas in the region of Gaziantep, which includes 1,011 companies and 140 thousand employees, and in the industrial areas in the region of Hatay, which includes 74 companies and two thousand employees (<https://osbuk.org>). Among the reasons why the study was carried out in this region is that it is suitable for the purpose of the research, it is the first study for SHRM in this region, the organized industrial zones are large and the transportation to these regions is easy and there are more human resources. The locations of the industrial areas in the region are shown in Figure 2. A survey was

applied as data collection method. Therefore, a total of 600 survey forms used in the analysis. The rate of return was 84%. Table 1 contains the demographic data of the respondents.

$$n = \frac{NPQZ^2}{(N - 1)d^2 + PQZ^2} \tag{1}$$

In the formula, n: sample size, N: population volume, P: probability of occurrence of a given event, Q=1-P, Z value (1-α) shows the test statistic at confidence level, d: tolerance measure, The under-representative sample size is calculated below. Considering the 95% confidence level and 5% tolerance for the minimum sample size to represent the population, the number of people to be surveyed was found to be 384 (Yakut, 2020: 3286; Süzülmüş ve Yakut, 2021: 38).

$$n = \frac{182000(0.5)(0.5)(1.96)^2}{(182000 - 1)0.05^2 + (0.5)(0.5)(1.96)^2} \cong 384 \tag{2}$$

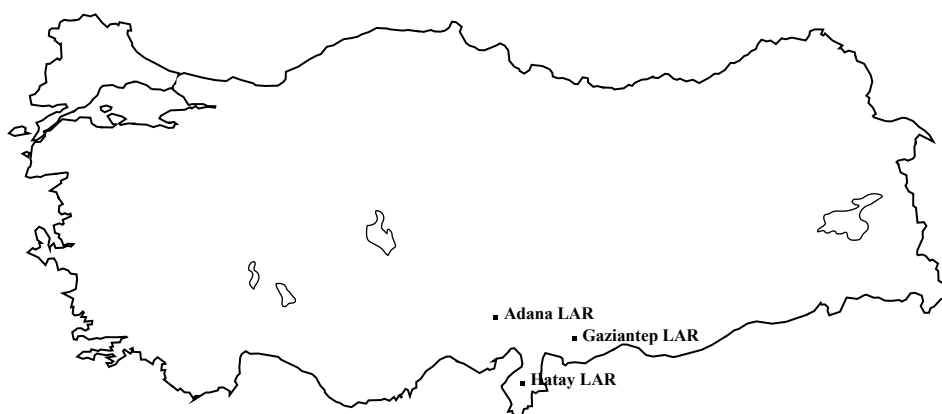


Figure 2: Location of the industrial areas in the region in Adana, Gaziantep and Hatay in Turkey

Table 1: Demographic Characteristics of Employees.

Variables	N	%	Variables	N	%
Gender			Marital Status		
Female	240	40	Married	340	56.7
Male	360	60	Single	257	42.8
Education Level			Widow/Divorced		
High school degree	63	10.5	Work time in the company		
Associate degree	109	18.2	Less than 1 year	81	13.5
Bachelor's degree	404	67.3	1-3 years	213	35.5
Master's degree	24	4	4-7 years	150	25.0
Position in the Company			8-11 years		
Personnel	214	35.6	12-15 years	39	6.5
Chief	121	20.2	16-20 years	9	1.5
Mid-level manager	223	37.2	21 years and above	10	1.7
Senior managers	42	7	Total work experience		
Age			Less than 1 year		
18-24 years	32	5.3	1-3 years	57	9.5
25-31 years	167	27.8	4-7 years	125	20.8
32-38 years	202	33.7	8-11 years	183	30.5
39-44 years	113	18.8	12-15 years	113	18.8
45-51 years	53	8.8	16-20 years	55	9.2
52-58 years	13	2.2	21 years and above	57	9.5
59 years and above	20	3.3			

3.2. Measurement tools used in the study and data collection method

A likert-type strategic human resources management scale with horizontal and vertical dimensions which was developed by Green et al. (2001) and whose validity and reliability measurements were performed and number of items was reduced to 6 by experts, was used as the strategic human resources management scale in the study. A 12-item likert-type scale with four dimensions (meaning, competence, impact and autonomy) developed by Spreitzer (1995) was used as the EE scale to measure the employees' perceptions of empowerment. A 8-item and one-dimension likert-type scale developed by Eisenberger et al. (1986) was used as the POS scale to measure the employees' POSs. A five-item likert-type JS scale developed by Schwepker (2001) was used as the JS scale to measure the employees' JS levels. A three-item and one-dimension likert-type TI scale developed by Cammann (1983) was used as the turnover intension scale to measure the employees' intentions to quit. In accordance with the purpose of this study, most of the scales related to the subject of this study were used in the literature.

The data used in this study was collected from employees in the departments of human resources of

manufacturing companies in the industrial areas in the region (IAR) of Adana, Gaziantep and Hatay provinces by using convenience sampling method. The data were analyzed using the SmartPLS 3.2 program. The method of least squares, which is based on maximizing the R² values, that is, the explained variance of the dependent variable and minimizing its error variances, was used as the estimation method in the variance-based structural equation model (SEM) (Hair et al., 2014; Doğan, 2019:18).

3.3. Limitations and Assumptions of the Study

The research is limited to white-collar employees in the human resources department of manufacturing companies operating in the organized industrial zone of Adana, Gaziantep and Hatay provinces in 2019. The data of the research is limited to the questions of demographic information, HRQM, personnel empowerment, perception of organizational support, job satisfaction and quitting scales. It is assumed that those who filled out the questionnaire gave correct and sincere answers. It is accepted that the scales used in the research are valid and reliable. It is accepted that the selected sampling application represents the population. It is possible to obtain different results for the scales since

the study area of the research is evaluated within the scope of Adana, Gaziantep and Hatay provinces and there are different manufacturing companies.

3.4. Analysis and Results

Before the research model was tested, the internal consistency reliability, convergent validity and discriminant validity regarding the study were analyzed separately in the validity and reliability analysis phase of the study. The Cronbach's alfa values and the Composite Reliability (CR) coefficients were calculated for the internal consistency reliability analysis. The factor loadings and the average variance extracted (AVE) values were calculated for the convergent validity analysis. The Fornell and Larckell and Heterotrait-Monotrait Ratio (HTMT) values were calculated for the discriminant validity analysis. In the internal consistency reliability analysis, if the Cronbach's alpha and CR values are equal to or greater than 0.70, and if the factor loadings are equal to or greater than 0.70 and between 0.40 and 0.70, then the AVE values should be checked. The AVE value is expected to be equal to or greater than 0.50 (Hair et al., 2006; Hair et al., 2014, Doğan, 2019). Table 2 presents the results regarding the internal consistency reliability and discriminant validity analysis of the research variables.

The measurement results of the research model are shown in Table 2. Accordingly, the Cronbach's alpha coefficients were between 0.765 and 0.936, and the CR coefficients were between 0.776 and 0.936, therefore the internal consistency reliability was achieved. The factor loadings were between 0.620 and 0.960, and the AVE values were between 0.502 and 0.802. If the factor loadings of the items are between 0.40 and 0.70, the AVE and CR values should be above the threshold value, otherwise the items should be removed from the model (Hair et al., 2014) and the discriminant validity was achieved. Table 3 present the results of discriminant validity analysis proposed by Fornell & Larcker (1981).

Table 3: Discriminant Validity Results calculated with Fornell and Larckell Criteria.

	SHRM	EE	POS	JS	TI
SHRM	0.724				
EE	0.587**	0.708			
POS	0.273**	0.291**	0.887		
JS	0.247**	0.373**	0.262**	0.896	
TI	-0.155**	-0.169**	-0.236**	-0.562**	0.792

**p<0.01

Table 2: Measurement Results of the Research Model.

Latent Variables	Items	Factor Loadings	Cronbach's Alfa Coefficient	CR Coefficient	AVE Values
SHRM	B4	0.763	0.765	0.776	0.524
	B5	0.779			
	B6	0.620			
EE	C1	0.654	0.876	0.874	0.502
	C2	0.847			
	C3	0.790			
	C4	0.662			
	C5	0.620			
	C6	0.661			
	C7	0.693			
POS	D1	0.892	0.936	0.936	0.786
	D2	0.960			
	D3	0.836			
	D4	0.853			
JS	F1	0.868	0.889	0.890	0.802
	F2	0.922			
TI	E1	0.838	0.834	0.834	0.627
	E2	0.777			
	E3	0.758			

Table 3 presents the results of discriminant validity of the research scale. Fornell & Larckell (1981) suggest that the “AVE” square root of the mean variance values of the variables in the model should be higher than the correlation coefficients between latent variables. The diagonal values of the matrix in Tables 3 were the square root of the AVE values of latent variables. Since these values were greater than the correlation coefficients of latent variables, the discriminant validity of the research scale was achieved.

3.4.1. Results of the SHRM structural model

The variance-based SEM was used to test the hypotheses developed for the purpose of the study. The analysis of the study was carried out using the partial least squares path modeling. The significance of path coefficients was evaluated by using a bootstrapping technique with a re-sampling of 5000 samples. The variance-based SEM for the analysis of the study is shown in Figure 3.

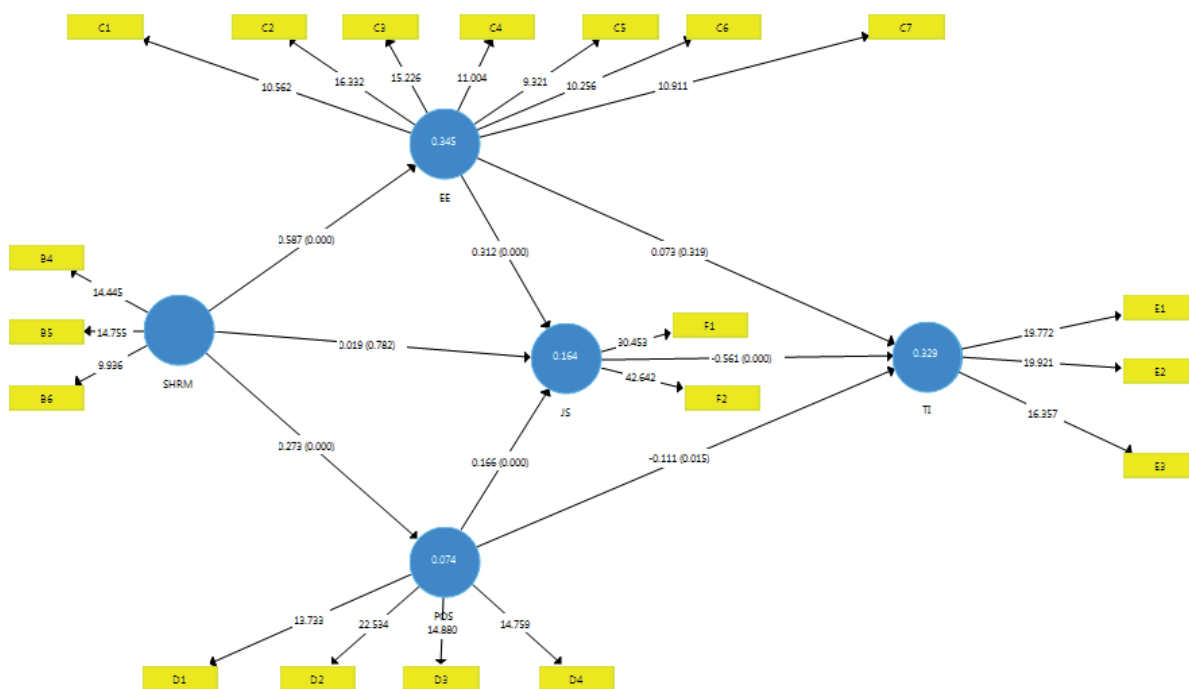


Figure 3: Variance Based SEM Model of the Research

Table 4: Path Coefficients of the Variance Based SEM of the Research

Hypotheses	Variables	Standardized β coefficient	Standard Error	t value	P value	Decision
H ₁	SHRM → JS	0.019	0.067	0.277	0.782	Rejected
H ₂	SHRM → EE	0.587	0.066	8.836	0.000***	Supported
H ₃	SHRM → POS	0.273	0.057	4.791	0.000***	Supported
H ₄	EE → JS	0.312	0.071	4.414	0.000***	Supported
H ₅	EE → TI	0.073	0.073	0.998	0.319	Rejected
H ₆	POS → JS	0.166	0.047	3.550	0.000***	Supported
H ₇	POS → TI	-0.111	0.046	2.432	0.015*	Supported
H ₈	JS → TI	-0.561	0.057	9.907	0.000***	Supported

p<0.05 *, p<0.01 **, p<0.001 ***

Figure 3. shows the standardized regression coefficients between latent variables of the research model, their statistical significance, and the t statistics between latent variables and scale items. Table 4 presents the path coefficient values of the research model.

The significance of the path coefficients was tested for the analysis of the research model. As can be seen in Table 4, the hypothesis H₁, which assumes that SHRM has a positive effect on JS, was rejected (β=0.019; p=0.782); whereas both the hypothesis H₂, which assumes that SHRM has a positive effect on EE (β=0.587; p<0.000), and the hypothesis H₃, which assumes that SHRM has a positive effect on POS (β=0.273; p<0.000), were supported. In addition, the hypothesis H₄, which assumes that EE has a positive effect on JS, was supported (β=0.312; p<0.000) whereas the hypothesis H₅, which assumes that EE has a positive effect on TI, was rejected (β=0.073; p=0.319). Furthermore, both the hypothesis H₆, which assumes that POS has a positive effect on JS (β=0.166; p<0.000), and the hypothesis H₇, which assumes that POS has a negative effect on TI (β=-0.111; p<0.05), were supported. The hypothesis H₈, which assumes that JS has a negative effect on TI, was also supported (β=-0.561; p<0.000).

3.4.2. Mediation impact analysis

The effects among the variables, which were observed as a result of the analysis performed using the bootstrapping method, are given in Table 5. The VAF values were calculated to determine the mediating effect in the model. The mediating effect is calculated with the following formula: $VAF = \frac{Indirect\ effect}{Indirect\ effect + Direct\ effect}$. Accordingly, if VAF < 0.20, there is no mediating effect; if 0.20 ≤ VAF ≤ 0.80, there is partial mediating effect; and if VAF ≥ 0.80, then there is full mediating effect (Chang et al., 2019; Doğan, 2019; Yang et al., 2019; Sarstedt et al., 2014, Klarner et al., 2013). Table 5 shows the effects of the variables in the research model.

As a result of the analysis, the direct, indirect and total effects of latent variables were shown in Table 5. Accordingly, as the VAF value was 0.745, the hypothesis H₉ was supported, suggesting that EE has a partial mediating effect on the effect of SHRM on JS (β=0.183; p<0.000). On the other hand, since the indirect effect of employee empowerment on the effect of SHRM on TI was not statistically significant, the hypothesis H₁₀, which assumes that EE has a mediating effect on the effect of SHRM on TI, was rejected (β=0.043; p=0.308). As the VAF value was 0.817, the hypothesis

Table 5: The Effects of Variance-Based SEM Variables.

Hypotheses	Effects	Direct Effect	Indirect Effect	Total Effect	VAF Values	Mediating effect	Decision
	SHRM→JS	0.019		0.247***			
	SHRM →TI			-0.126**			
	EE →TI	0.073		-0.104			
	POS→TI	-0.111*		-0.204***			
H ₉	SHRM→ EE→JS		0.183***		0.741	Partial mediation	Supported
H ₁₀	SHRM→ EE →TI		0.043			Indirect effect not significant	Rejected
H ₁₁	SHRM →EE→ JS→TI		-0.103***		0.817	Full mediation	Supported
H ₁₂	SHRM→ POS →JS		0.045**		0.182	No mediation	Rejected
H ₁₃	SHRM →POS →TI		-0.030*		0.238	Partial mediation	Supported
H ₁₄	SHRM→ POS →JS →TI		-0.025**		0.198	No mediation	Rejected
H ₁₅	SHRM →JS→TI		-0.010			Indirect effect not significant	Rejected
H ₁₆	EE→ JS →TI		-0.175***		1.683	Full mediation	Supported
H ₁₇	POS→ JS→ TI		-0.093**		0.456	Partial mediation	Supported

p<0.05 *, p<0.01 **, p<0.001 ***

H_{11} was supported, suggesting that EE and JS have a serial full mediating effect on the effect of SHRM on TI ($\beta=-0.103$; $p<0.000$). In addition, as the VAF value was 0.182 (less than 0.20), the hypothesis H_{12} , which assumes that POS has a mediating effect on the effect of SHRM on JS, was rejected ($\beta=0.045$; $p<0.01$). As the VAF value was 0.238, the hypothesis H_{13} was supported, suggesting that POS has a partial mediating effect on the effect of strategic human resources management on TI ($\beta=-0.03$; $p<0.05$). As the VAF value was 0.198 (less than 0.20), the hypothesis H_{14} , which assumes that POS and JS have a serial mediating effect on the effect of SHRM on TI, was rejected ($\beta=-0.025$; $p<0.01$). Moreover, since the indirect effect of JS on the effect of SHRM on TI was not statistically significant, the hypothesis H_{15} , which assumes that JS has a mediating effect on the effect of strategic human resources management on TI, was rejected ($\beta=-0.01$; $p=0.792$). As the VAF value was 1.683, the hypothesis H_{16} was supported, suggesting that JS has a full mediating effect on the effect of EE on TI ($\beta=-0.175$; $p<0.000$). As the VAF value was 0.456, the hypothesis H_{17} was supported, suggesting that JS has a partial mediating effect on the effect of POS on TI ($\beta=-0.093$; $p<0.01$).

4. Conclusion and Discussion

The results of this study have revealed that the organizations' SHRM understanding affects their employees' both EE and POSs, whereby employees better express themselves in organizational decision-making processes and fulfill their socio-emotional needs, increasing their JS and reducing their TI. Similarly, this study have determined that SHRM affects JS positively and TI negatively. These results on the relationship between SHRM and JS are consistent with those of previous studies about SHRM (Jain, 2005; Mudor and Tooksoon, 2011; Hamid et al., 2014; Haque, 2018; Sareen, 2018). Adopting a SHRM approach at workplace increases both EE and perceived organizational support. These results are also supported by those of previous studies on the relationship between SHRM and EE (Bhatnagar 2013; Eren et al., 2014; Daneshfard and Souri, 2017; Para-González et al., 2019) and the relationship between SHRM and POS (Adresi and Darun, 2017).

Another result of this study has shown that EE and POS of employees have positive effects on JS and negative effects on TI. These results are compatible with

those of previous studies on the mediating effect of JS on the effect of EE on TI (Bhatnagar 2013; Para-González et al., 2019; Qing et al., 2019), and on the mediating effect of JS on the effect of POS on TI (Suthipan 2010; Adresi and Darun 2017). Accordingly, EE and POS of employees increases JS and reduces TI. These results are supported by those of previous studies on the relationships between JS and EE (Aldaihani, 2019; Di Maggio et al., 2019; Singh et al., 2019; Tunay, 2019), between POS, JS and TI (Rhoades and Eisenberger, 2002; Rai, 2017), between JS and TI (Bayarçelik and Fındıklı, 2016; Al-Kilani, 2017; Lim et al., 2017; Zamanan et al., 2020).

In this context, it is necessary for managers to adopt a SHRM understanding and encourage employees to participate in decision-making processes through EE practices in order to increase their JS, which is an important factor on organizational performance, to strengthen their organizational commitment, to raise their POS, to fulfill their socio-emotional needs, and to enhance their sense of well-being (Adresi & Darun, 2017; Para-González et al., 2019). Thus, employees will have a positive attitude towards the organization, and as their stress at workplace will decrease with the increase in their JS, they will respond faithfully to the organization, increasing their work engagement and decreasing their TI (Korff et al., 2017). Thus, this situation will reduce employee turnover in the workplace, reducing managers' expenditure on employee training and increasing employees' work performance (Juhdi et al., 2013).

This study reveals that a human resources management compatible with organizational strategy can improve employee performance and JS and reduce TI. Similarly, this study has demonstrated that SHRM practices aim to improve employee performance, increase organizational commitment, and positively affect JS, producing motivation results such as increased productivity and decreased TI.

Future studies can reduce the sampling error regarding the generalization of the results obtained from the samples by collecting the data in different time periods and moderator effect between variables can be examined. Consequently, the result of the analysis has revealed that the explained variance between the variables can be increased with the mediation effect of other variables.

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