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**High Commitments HR System and Turnover Intention:
Mediating Effect of Affective Commitment and Workload
Among Saudi Firms**

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ABSTRACT

High turnover rates have been a significant issue negatively impacting organisational performance, especially in developing countries. Though studies have aimed to proffer theoretical and empirical solutions to curb it, it still persists globally. Thus, this study examines the role of high commitment human resource systems on the level of turnover intention within companies in Saudi Arabia, considering the mediating effect of affective commitment and workload. To measure the relationship between these variables, this study collected data from an online survey of 82 participants who are working in various Saudi Arabian companies. The gathered numeric data were analysed using SPSS. The findings indicate that employee turnover is highly influenced by high commitment HR systems and affective commitment within Saudi Arabian organisations. This study suggests that management should implement effective HR policies that will aid the organisation to gain a competitive advantage. Also, HR managers should communicate effectively with lower-level employees to identify any issues that face them.

Keywords: high commitment HR systems, turnover intention, affective commitment, workload, Saudi Arabia.

المخلص:

تعتبر معدلات الدوران المرتفعة من القضايا الهامة التي تؤثر سلباً على أداء المنظمة، لا سيما في البلدان النامية. على الرغم من أن الدراسات هدفت إلى تقديم حلول نظرية وتجريبية للحد من ذلك، إلا أنها لا تزال قائمة على مستوى العالم. وبالتالي، تبحث هذه الدراسة في دور أنظمة الموارد البشرية عالية الالتزام على مستوى نية دوران الموظفين داخل الشركات في المملكة العربية السعودية، مع الأخذ في الاعتبار التأثير الوسيط للالتزام العاطفي وعبء العمل. لقياس العلاقة بين هذه المتغيرات، جمعت هذه الدراسة بيانات من استطلاع عبر الإنترنت شمل ٨٢ مشاركاً يعملون في شركات سعودية مختلفة. تم تحليل البيانات الرقمية التي تم جمعها باستخدام برنامج SPSS. تشير النتائج إلى أن معدل دوران الموظفين يتأثر بشدة بأنظمة الموارد البشرية عالية الالتزام والالتزام العاطفي داخل المؤسسات السعودية. تقترح هذه الدراسة أن الإدارة يجب أن تنفذ سياسات فعالة للموارد البشرية من شأنها أن تساعد المنظمة على اكتساب ميزة تنافسية. بالإضافة انه يجب على مديري الموارد البشرية التواصل بشكل فعال مع الموظفين من المستوى الأدنى لتحديد أي مشكلات تواجههم.

الكلمات المفتاحية: أنظمة الموارد البشرية عالية الالتزام، نية الدوران، الالتزام العاطفي، عبء العمل، المملكة العربية السعودية.

1. Introduction

There is a significant problem with high employee turnover rates in different parts of the world, affecting organisations significantly (Lee 2018). It is highly volatile (Lamba and Choudhary 2013) and crucial for organisations to have a policy for retaining employees so that the turnover rate remains low and mitigated (Demircioglu and Berman 2019). However, because there are different types of policies set out by organisations to decrease the turnover rate, they find the process difficult to manage (Ashar et al. 2013; Demirtas and Akdogan 2015; Mercurio 2015). Hence, turnover intention and actual turnover are highly complex, and it is imperative to understand turnover intention as early as possible to enable organisations to develop preventative measures (Albaqami 2016). Moreover, the intention to leave could direct management's attention to unsatisfactory employment practices, poor benefits, low morale, inadequate indemnity, and poor working conditions (Jehanzeb and Mohanty 2018). Thus, employee intention to leave may help the organisation evaluate the suitability of their management policies, organisational structure, HR policies, and retention schemes (Aladwan et al. 2013).

Furthermore, employee turnover directly affects an organisation's income and productivity, and it also leads to diminished confidence and poor working conditions among staff members (Guan and Frenkel 2018; Latorre et al. 2020). Additionally, employees who choose to leave the organisation suddenly can hurt the development and advancement of the business (Mahmood et al. 2019). The relationship between affective commitment and turnover intention of employees is reflected in the fact that when organisational ineffectiveness affects the motivation of employees, then they lose their commitment towards the organisation (Kloutsiniotis and Mihail 2018). Highly committed human resource (HR) systems look to improve and maintain high employee motivation, respecting employees' attitudes and behavioural responses so that the employees can grow an affective commitment with the organisation and thereby reduce turnover rates within the firm (Taamneh, Alsaad and Elrehail 2018).

High employee turnover rates in the Saudi Arabian context indicate a high level of dissatisfaction with Saudi Arabian organisations (Al-Ahmadi 2014; Falatah and Conway 2019; Falatah and Salem 2018; Jehanzeb and Mohanty 2018). In an empirical study, Achoui and Mansour (2007) classified the main reasons for employee turnover among Saudi organisations. They noted that the majority of the respondents believed that organisations do not motivate them to stay. As a result, the high staff turnover in Saudi Arabia has caused enormous problems for organisations as new employees need to be continually recruited, selected, and trained (Albaqami 2016; Sow 2015). Organisations then need to spend a considerable portion of their budget training new employee, and if employees continue to leave, there is a significant financial loss to the company (Jehanzeb and Mohanty 2018).

Unfortunately, previous studies in Saudi Arabia have only identified that there is considerable turnover, but they have not adequately addressed why employees are leaving the organisation after receiving appropriate training and what steps organisations are taking to overcome this problem. Therefore, this study examines these questions and proffer implications, suggestions, and recommendations on how to curb employee turnover intentions within the Saudi Arabian context.

2. Literature Review and Hypotheses Development

2.1. High Commitment HRM Systems, Affective Commitment and Turnover Intentions

Attitudinal commitment theory can be adopted to understand the affective commitment and turnover intention of employees. According to Demirtas and Akdogan (2015), commitment refers to the employee's intention to remain in the organisation and suggest that when an employee exerts cohesion or involvement within an organisation, there is a greater likelihood of individual commitment to the organisation. Attitudinal commitment theory assumes commitment is multi-dimensional, where employees remain with their respective organisations because of their nuanced learning process, career opportunities and professional benefits (Na-nan and Saribut 2019). Hence, this theory creates a psychological force that binds the

employees to the organisation and presumes that there will be less turnover (Allison et al. 2015).

High commitment HR practices can impact the employees' attitudes towards the firm (Guan and Frenkel 2018; Latorre et al. 2020; Mahmood et al. 2019). The HR manager who follows soft-HRM principles and addresses employee demands will increase organisational performance (Kloutsiniotis and Mihail 2018; Taamneh, Alsaad and Elrehail 2018). HR managers who consider employees as a profit-making asset, understand employees' attitudes and behaviours by applying various approaches to increase productivity performance for the organisation (Ciobanu, Androniceanu and LazaroIU 2019; Guan and Frenkel 2018). The mechanisms for high controlling HR systems involve the manager's reliance on the employees in terms of their inventiveness regarding employee empowerment in the decision-making process, which results in greater employee involvement (Kloutsiniotis and Mihail 2018). This can be asserted as a progressive factor for the employees' affective commitment towards the firm (Guan and Frenkel 2018).

Juhdi, Pa'wan and Hansaram (2013) argued that HR systems that involve employees in decision-making lead to richer knowledge acquisition and shared knowledge over particular decisions. Through active involvement in the decision-making process, employees also feel that they play a key role in the organisation, making them more attached. In the case of highly committed HR systems, the main motive of the HR manager relies on lower turnover intention. Several studies asserted that HR systems that are highly committed are focused on reproducing affective commitment from the employees, and the approaches used by the HR managers indicate the employees' psychological attachment to the organisation (Guan and Frenkel 2018; Latorre et al. 2020; Mahmood et al. 2019). In highly dynamic HR systems, managers are inclined to approach employees to obtain their opinions about organisational productivity and use the ideas to benefit the firm (Brunetto et al. 2012). The HR system, in this case, allows employees to find an emotional connection with the organisation and thus remain within the organisation for many years (Ciobanu, Androniceanu and LazaroIU 2019).

Highly committed HR systems also adopt several hiring practices, performance evaluation, rewards and compensation, communication and career opportunities to develop employees and improve affective commitment. The hiring process focuses on the talent pool to identify individuals who align with organisational goals and objectives and demonstrate how prospective employees can add value to the organisation. The performance evaluation process allows employees to obtain feedback from their employers regarding their job allocation and task completion, which boosts their morale when undertaking challenging tasks. Furthermore, Allen et al. (2013) assert that employee motivation within an organisation is enhanced significantly when the HR systems include both tangible and non-tangible rewards and supplementary compensation. The rewards and compensation approach of a highly committed HR system acts to build trust and creates a steady employer/employee relationship, which further increases employee job satisfaction.

Additionally, effective communication is a necessary precursor to the delivery of strategy, change, employee commitment and competitive advantage for an organisation (Turner 2003). Studies have implied that HR systems that do not embrace procedures that allow employees to have their opinions considered will not be perceived as procedurally fair and may have adverse outcomes (Greenberg 1990; Shaw et al. 1998; Tyler et al. 1985). Meanwhile, HR systems that consider employees' opinions will positively impact their perceptions of fairness and behavioural output (Greenberg 1990; Lind and Tyler 1988; Tyler et al. 1985).

Furthermore, highly committed HR systems with career development opportunities provide training and development facilities to enhance employee skills and aptitudes. Nazir et al. (2016) stressed that career development opportunities act as a motivating factor for increased employee commitment, especially when those professional skills can be utilised in the future (Latorre et al. 2016).

2.2. Affective Commitment and Turnover Intentions

Affective commitment among employees is related to motivational dimensions. When employees receive feedback from management, it

boosts their morale and makes them more likely to have lower turnover intentions (Carmeli 2005). In this respect, the employees' affective commitment can be intercepted through their behavioural intentions, which reciprocates their behavioural approach towards the firm (Shum, Bove and Auh 2008). As proposed by Mercurio (2015), behavioural commitment theory denotes the psychological state of the individual within an organisation that is deciphered through the consequences of various actions by the individuals. This indicates that when an individual employee possesses a strong desire for their preferred action, they feel personally responsible for the allocated task (Mowday et al. 2013). This leads to increased organisational loyalty and ultimately reduces the chance of turnover intention. From this theory, it can be deduced that employee loyalty and motivation are influenced by behavioural commitment when they can choose to act according to their firm's demands and requirements.

In addition, it has been identified that employee involvement with the mission and vision statement of their organisations is one of the antecedent strategies utilised by HR management (Guan and Frenkel 2018). Over the years, HR managers have understood that affective commitment can be a core component for developing an effective workforce in a competitive world. Demirtas and Akdogan (2015) found that affective commitment is the affinity that employees have towards an organisation, encouraging the employee's best performance. It has been identified that high levels of affective commitment among employees affect organisational tenure and, at the same time, encourage other employees to become more involved within the organisation, increasing the company's success (Guan and Frenkel 2018). HR managers have asserted the affective commitment of employees is a "person-organisation-fit", which results in a positive work culture.

In various studies, it has also been observed that affective commitment is defined as the emotional relationship that employees have with the organisation, managers, or the workforce (Ashar et al. 2013). The employees have an emotional attachment with the organisation, and they also feel satisfied being an active member of the organisation they work for. It is asserted that affective commitment is positively related to the turnover intentions of the employees. The positive link between

turnover intentions and affective commitment of the employees is best expressed through various policies of HR, which affect the individualistic work-related attitudes of the employees. It is often seen that individual work-related outcomes are impacted by the employees' perception of various HR approaches. For example, Kehoe and Wright (2013) found through an empirical study of over 200 UK banking and finance industry firms that employees felt that company goals are developed without consultation reduced their motivation towards the firm, as they were less involved in the decision-making process. This affected the firms as there was a 17% employee turnover rate in that fiscal year, impacting their overall organisational performance, reducing the firm's productivity. The study demonstrated that approximately 44% of the workers showed less affective commitment towards their organisation, where employees with nearly ten years' tenure expected their thoughts around setting organisational goals and objectives would be supported by HR managers. Kehoe and Wright (2013) also identified that employees who were not involved in organisational decisions had negative work-related attitudes.

The employees' affective commitment can evolve through numerous approaches implemented by the HR manager so that employees can remain loyal and satisfied with the organisation. To increase affective commitment among employees, Kehoe and Wright (2013) proposed that the human resource department performs many types of motivational approaches so that employees can become emotionally bonded with management functions. Through affective commitment, employees build up a degree of trust with their employers and HR managers as they are exposed to various compensatory benefits, performance management programmes, salary raises, workload distribution, training facilities, etc. All these approaches significantly increase the morale of employees, which consequently reduces the turnover intention of the employees. Therefore, it is interlinked - affective committed employees are subject to fewer turnover intentions due to their motivational aptitudes and views towards the organisation.

According to Demirtas and Akdogan (2015), there are two types of turnover intention: voluntary and involuntary. With voluntary turnover intention, employees intend to leave the firm willingly; this often occurs

when an employee looks for alternative employment opportunities based on their professional background. On the other hand, involuntary turnover intention is related to the employees' perception of the firm regarding job dissatisfaction and motivational dimensions. In relating employee turnover intention with the affective commitment of employees, Mowday, Porter and Steers (2013) stressed that employees with positive affective commitment towards a firm are connected through emotional intelligence, which positively affects their performance throughout their tenure with the organisation. Also, the evidence showed that employees working in a committed affective environment had reduced turnover intention due to the motivating factors like good rewards and career development opportunities. This is also indicative of HR managers' motivating approaches and gestures resulting in low turnover intentions found in a study by Nouri and Parker (2013). Thus, it can be asserted that employees' affective commitment acts as a vital aspect of the employee retention process within an organisation.

Furthermore, the ways employees perceive organisational commitment in terms of HRM's effective and motivational approaches affect the likelihood of them remaining loyal to the organisation. As such, their choice of affective commitment makes employees look for productive career opportunities, which act as a significant factor in lessening turnover intention.

2.3 Workload and Turnover Intentions

Workload is the number of activities that necessitate capabilities and mental processes that must be accomplished within a given period, either psychologically or physically (Dhaniala 2010; Suarathana and Riana 2016). Workload is also the mental requirements and physical tasks, or a combination of tasks held to carry out prescribed duties (Bowling et al. 2015; Liu and Lo 2018; Qureshi et al. 2012). In addition, according to Hariyati (2011), workload could also be referred operationally to numerous factors such as the task demands or efforts made to do the work. Heydarian and Abhar (2011) defined workload more specifically, stating that it occurred when difficulty increased, achievability decreased, and the employee had to invest more mental and physical effort to complete an objective.

Many researchers have supported a positive relationship between workload and turnover intention (Diane et al. 2007). Glaser et al. (1999) found that significant relationships between workload and turnover. Having an adequate workload may inspire employees to continuously learn to master skills, improve their confidence and work performance (Chen et al. 2010). However, excessive workloads reduce both employee motivation and performance (Schaufeli and Bakker 2004) because employees are overwhelmed (low self-efficacy) as they feel the tasks at hand are impossible to accomplish. In addition, excessive workload might harm health and lead to negative emotions such as burnout and increase turnover intentions (Deepak 2013). Furthermore, a three-year cross-lagged study found job demands undermined employee well-being and led to burnout and ill-health in a sample of Finnish dentists (Hakanen, Schaufeli and Ahola 2008).

2.4 Hypotheses

Based on the prevailing literature, there has been little done to understand and address the issues surrounding the high turnover rates in the Saudi Arabian context. The literature also indicates that there is a perceived connection between affective commitment and employee turnover intentions as well as workload and turnover intentions. High commitment HR systems tend to impact affective commitment and workload and on and turnover intentions. Therefore, Figure 1 measures of high commitment HRM systems, affective commitment and turnover intentions were adopted and modified from the study of Kehoe and Wright (2013), while the measure for workload and turnover intentions were adopted from Xiaoming et al. (2014) to illustrates a moderated mediated hypothesis used to test the following seven hypotheses that this study investigates.

- H1:** Higher Commitment Human Resource Systems negatively influences the level of Turnover Intention.
- H2:** High Commitment Human Resources positively influences Affective Commitment.
- H3:** High Commitment Human Resource Systems negatively influences Workload.

- H4:** Affective Commitment negatively influences Turnover Intention.
- H5:** Affective Commitment mediates the relationship between Commitment Human Resource Systems and Turnover Intention.
- H6:** Workload positively impacts Turnover Intention.
- H7:** Workload mediates the relationship between Commitment Human Resource Systems and Turnover Intention.

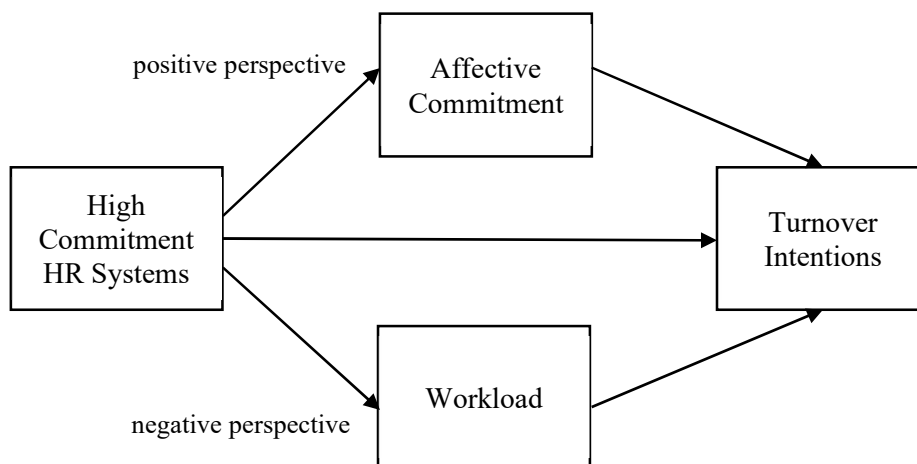


Figure 1: Research Framework

3. Research Methodology

This study implemented an online quantitative survey research approach, which asked people about their characteristics, opinions, and beliefs (Cooper and Emory, 1995; Tharenou et al. 2007). By using this approach, the researcher can gather data from a large respondent pool in a short time (Neuman, 2011) and produce reliable and valid data. The online survey is also economical and can quickly gather data concerning the various factors affecting staff turnover (Bhattacharjee, 2012). Thus, time and cost are two of the main advantages of this survey method. Furthermore, the quantitative survey methods make comparisons between different circumstances and locations more

accessible, as well as produce forecasts and extrapolate trends using quantitative methods.

3.1 Data Collection

Using an online questionnaire designed to elicit responses regarding the various factors affecting staff turnover in various industries, data was collected from 100 Saudi firms. Decision-makers within these organisations were asked to use a multifarious web-based approach to increase sample diversity (Scott et al. 2014). The decision-makers invited participants from the targeted companies to complete the online survey via their company email, website, and Facebook page. The 5-point Likert scale consisted of four sections and measured high commitment human resources system, workload, affective commitment, and turnover intention.

4. Data Analysis and Discussion

4.1 Cronbach's Alpha Test

Table 1 depicts the results of a Cronbach's alpha test that was applied to the different variables selected for this research. The study shows that Cronbach's alpha value for most of the variables is greater than 0.7 - Workload (0.804), High Commitment HR Systems (0.790), Affective Commitment (0.749) and Turnover Intention (0.484). Therefore, the data is reliable and can be used for further inferential statistical analysis.

Table 1: Cronbach's Alpha Test

	Cronbach's Alpha	No. of Items
Affective Commitment	.749	8
Turnover Intention	.484	5
High Commitment HR Systems	.790	10
Workload	.804	6

4.2 Descriptive Statistics

Table 2 demonstrates that the high arithmetic mean values were associated with High Commitment HR Systems (3.512) and Affective Commitment (3.503). This indicates that employee turnover levels are highly influenced by high commitment HR systems and affective commitment. These

findings support the work of Lamba and Choudhary (2013), who identified that in today's extremely competitive business dimensions, human resource practices in the organisational context accounts for a higher connectivity with employees so that these practices can influence them in terms of organisational performance. Demirtas and Akdogan (2015) found that affective commitment is the affinity that employees have towards their organisation, encouraging their best performance. High levels of affective commitment among employees affect how long they decide to stay with an organisation. At the same time, it encourages other employees to become more involved within the organisation, which ultimately increases the success of the company.

Table 2: Descriptive Statistics

N=82	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commitment	82	1.75	5.00	3.5030	.56039
Turnover Intention	82	1.60	5.00	3.2976	.55444
High Commitment HR Systems	82	2.00	5.00	3.5122	.56227
Workload	82	1.67	4.83	3.3841	.61346

4.3 Correlation

The following section presents Pearson correlations measures used the test hypotheses *H1-H5*.

<i>H1: High Commitment HR Systems negatively influences the level of Turnover Intention (N=82)</i>		High Commitment HR Systems	Turnover Intention
High Commitment HR Systems	Pearson Correlation	1	.299**
	Sig. (2-tailed)		.006
Turnover Intention	Pearson Correlation	.299**	1
	Sig. (2-tailed)	.006	

There is a low positive correlation between a High Commitment HR Systems and Turnover Intention for **H1** (0.299**). Thus, this score indicates that the null hypothesis is rejected, and with a higher commitment to human resources, employees will be able to enhance their level of turnover intention.

H2: High Commitment HR Systems positively influences Affective Commitment (N=82)		High Commitment HR Systems	Affective Commitment
High Commitment HR Systems	Pearson Correlation	1	.567**
	Sig. (2-tailed)		.000
Affective Commitment	Pearson Correlation	.567**	1
	Sig. (2-tailed)	.000	

There is a low positive correlation between Commitment Human Resource Systems and Affective Commitment for **H2** (0.567**). Thus, it can be said that the null hypothesis is accepted and indicates that a higher commitment to human resources helps enhance the affective commitment of employees. Employees show lower turnover intentions when they are more affectively committed to the organisation as they create an emotional attachment with the goals and objectives of the organisation (Hom et al. 2017). Additionally, employees are likely to increase their affective commitment if they are provided with organisational support that identifies the scope of the organisation for valuing their contributions and support of the employees, which can consequently determine their well-being within the organisation (Srivastava and Dhar 2016).

<i>H3: High Commitment HR Systems negatively influences Workload</i> (N=82)		High Commitment HR Systems	Workload
High Commitment HR Systems	Pearson Correlation	1	.308**
	Sig. (2-tailed)		.005
Workload	Pearson Correlation	.308**	1
	Sig. (2-tailed)	.005	

There is a low positive correlation between Commitment Human Resource Systems and Workload for **H3** (0.308**). Thus, the null hypothesis is rejected and indicates that if an organisation has a high commitment HR system; it will enhance the overall workload within the business.

<i>H4: Affective Commitment negatively influences Turnover Intention</i> (N=82)		Affective Commitment	Turnover Intention
Affective Commitment	Pearson Correlation	1	.290**
	Sig. (2-tailed)		.008
Turnover Intention	Pearson Correlation	.290**	1
	Sig. (2-tailed)	.008	

There is a low positive correlation between Affective Commitment and Turnover Intention for *H4* (0.290**). Thus, the null hypothesis is rejected and indicates that if an organisation can build affective commitment within the enterprise, it helps employees reduce their turnover level.

<i>H5: Workload positively impacts Turnover Intention (N=82)</i>		Turnover Intention	Workload
Turnover Intention	Pearson Correlation	1	.443**
	Sig. (2-tailed)		.000
Workload	Pearson Correlation	.443**	1
	Sig. (2-tailed)	.000	

There is a low positive correlation between workload and turnover intention (0.443**). Thus, the null hypothesis is accepted and indicates that better turnover intention taken by an employee within an organisation increases their overall workload.

4.4 Multiple Regressions

The following section shows regression analysis used the test hypotheses *H6* and *H7*.

Model Summary: <i>H6: Affective Commitment mediates the relationship between Commitment Human Resource Systems and Turnover Intention.</i>						
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate		
1	.333 ^a	.111	.089	.52932		
ANOVA ^a						
Model		Sum of Squares	Df	Mean ²	F	Sig.
1	Regression	2.765	2	1.383	4.934	.010 ^b
	Residual	22.134	79	.280		
	Total	24.900	81			
Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.994	.419		4.754	.000
	Affective Commitment	.175	.127	.177	1.37	.172
	High Commitment HR Systems	.196	.127	.199	1.54	.126

Linear regression model

In the model below, the independent variable has been identified for presenting the dependent variable.

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3 \dots \dots \dots \text{(Model 1)}$$

$$Y = 1.994 + 0.175X_1 + 0.196X_2$$

Dependent variable = Turnover Intention

Independent variable = Affective commitment and Commitment Human Resource Systems

Findings

R²

The R² value for the model is 11.1% and indicating that 11.1% of the variance in Turnover Intention can be explained through an independent variable such as Affective Commitment and High Commitment Human Resource Systems.

F-Value

The calculated F-value is greater than the critical value of F, so this model is accepted. The analysis shows that the value ratio of explained to unexplained variance is high. Thus, it can be said that regression variables are significant to explain the dependent variable.

P-Value

Affective Commitment and High Commitment Human Resource Systems do not influence Turnover Intention as it is statistically significant. The P-value of Affective Commitment and High Commitment Human Resources System is greater than 0.01% at a 1% level of significance.

Coefficients

The coefficient value indicates that Affective Commitment (0.175) and High Commitment Human Resource Systems (0.196) have dependability on Turnover Intention. If there were a one-unit change in Affective Commitment and High Commitment Human Resource Systems, Turnover Intention would increase by 17.5% and 19.6%, respectively. Similarly, Cropanzano *et al.* (2017) state that when an employee implicitly or explicitly links with the social environment of their organisation, then the percentage of affective commitment for the employees increases to its maximum as the level of satisfaction is high among those employees. They are considered to have less turnover intention due to the motivating aspects of highly committed HR systems. The implication of social exchange theory states that an employee responds to turnover intention when the various approaches applied by a company's HR systems satisfy or dissatisfy an employee within an organisation.

Model Summary: H7: Workload mediates the relationship between Commitment Human Resource Systems and Turnover Intention.						
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate		
2	.475 ^a	.225	.206	.49415		
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	5.609	2	2.804	11.484	.000 ^b
	Residual	19.291	79	.244		
	Total	24.900	81			
Coefficients^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.490	.404		3.684	.000
	High Commitment HR System	.178	.103	.180	1.730	.087
	Workload	.350	.094	.387	3.718	.000

Linear regression model

In the model below, the independent variable has been identified for presenting the dependent variable.

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3 \dots \dots \dots \text{(Model 2)}$$

$$Y = 1.490 + 0.178X_1 + 0.350X_2$$

Dependent variable = Turnover Intention

Independent variables = Commitment Human Resource Systems and Workload

Findings

R²

The R² value for the model is 22.5% and shows that 22.5% of the total variance in Turnover Intention can be explained through independent variables such as High Commitment Human Resource Systems and Workload.

F-Value

The F-value is greater than the critical value of F. This model can be accepted and shows that the value ratio of explained to unexplained variance is high. Thus, it can be said that regression variables are significant in order to explain the dependent variable.

P-Value

High Commitment Human Resource Systems does not influence Turnover Intention. It is statistically significant because the P-value of High Commitment Human Resource Systems is greater than 0.01% at a 1% level of significance. However, Workload influences Turnover Intention. Workload is statistically significant with a P-value greater than 0.01% at a 1% level of significance.

Coefficients

The coefficient value indicates that Workload (0.350) and Commitment Human Resource Systems (0.175) have dependability on Turnover Intention. If there were a one-unit change in Workload and Commitment Human Resource Systems, Turnover Intention would increase by 35% and 17.5%, respectively. Through several studies, it can be identified that highly committed HR systems adopt various practices, including developing employees, hiring, performance evaluation, rewards and compensation, communication processes, and career opportunities. The hiring process adopted by highly committed HR systems reciprocates for talented pools of employees to be inserted in the organisational workplace scenario. This certainly helps employees connect with the organisational goals and objectives as they care enough to recognise their contribution to the organisations through HR managers' hiring processes (Alfes et al. 2013).

5. Conclusions

This study examined the mediating effect of affective commitment and workload on the relationship between high commitment HR systems and turnover intentions among Saudi firms. The findings show that employees are highly influenced by high commitment HR systems and affective commitment to enhance their overall level of turnover within Saudi organisations. This study also showed that with a higher commitment to human resources, employees would be able to enhance their level of turnover intention. Furthermore, this study also identified that if an organisation is able to build affective commitment within the enterprise, then it helps employees enhance their turnover level. As such, higher commitment to human resources helps enhance the affective commitment of employees.

This study implies that HR systems in Saudi firms that are inclined towards higher involvement of employees lead to richer knowledge acquisition and shared knowledge about a particular decision for the organisation's benefit (Juhdi et al. 2013). For employees, if employees in Saudi firms feel that they are actively involved in their firms' decision-making process, this leads them to consider themselves an integral part of their firms, making them more likely to stay.

In today's competitive business dimensions, HR practices in the organisational context recognise the need for greater connectivity with employees so that they can increase organisational performance (Lamba and Choudhary, 2013). Hom et al. (2017) assert that employees show lower turnover intentions when they are more affectively committed to the organisation as they create emotional attachments with the organisation's goals and objectives. This is also true of Saudi employees.

As it is evident that workload negatively affects employees' working efficiency and reduces the productivity of the organisation, management must implement effective HR policies that aid the organisation to gain a competitive advantage (Allen et al. 2013). HR managers should communicate effectively with lower-level employees

to identify the issues they face. Employees should communicate more effectively with the leaders by making them aware of their issues while training or working on new projects. Top management among Saudi firms should review all their departments to create a picture of the issues faced by their employees while coordinating with the other departments. Management should identify the reasons for high employee turnover in the workplace, and issues brought up by employees must be acknowledged by the team leaders.

Furthermore, since employee performance depends on their levels of motivation and the benefits they receive, leaders should adopt different kinds of motivational techniques by which they are able to achieve organisational goals. Every organisation faces issues related to employee retention, which affect the working procedure of the business by which they are not able to maintain the brand value of the organisation in the market. To improve the organisation's efficiency, top management should adopt appropriate leadership styles, unique HR policies, and engagement strategies to retain their employees for extended periods to gain a competitive advantage.

The perceptions of respondents are all different with regards to HR policies; some people think soft HR policies must be adopted, while others think rigid policies are a better option. Therefore, it is hard to manage all of these viewpoints under a single research path. Future studies can focus on the impact of soft HR policies and hard HR policies on turnover intention in the same context or other settings.

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