



The relationship between employees' perceptions of human resource management and their retention: From the viewpoint of attitudes toward job-specialties

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The relationship between employees' perceptions of human resource management and their retention: From the viewpoint of attitudes toward job-specialties

The purpose of this study is three fold. The first one is to investigate the relationship between employees' perceptions of human resource management (HRM) based on the commitment model and their turnover intentions (retention). The second one examines the relationship between employees' attitudes toward job-specialties and retention. The third one analyzes the impact of attitudes toward job-specialties on the relationship between employees' perceptions of HRM and retention. The facts and conclusions in this paper were drawn by using 400 employees. For the first one, the results of a multiple regression analysis showed that perceptions of rewards based on fair appraisal and job security made a difference to retention and moreover, overall perceptions of HRM increased retention. For the second one, results of a multiple regression analysis showed that inter-organizational career self-efficacy has a negative effect on retention. On the other hand, no relationship was observed between specialty commitment and retention. For the third one, inter-organizational career self-efficacy did not have an effect on the relationship between perceptions of HRM and retention but specialty commitment improved the relationship. As a whole, the importance of employees' attitudes toward job-specialties on the multi-step process model of retention and its diverse impacts and relationships were clarified.

Keywords: attitudes toward job-specialties; inter-organizational career self-efficacy; perceptions of human resource management; retention; specialty commitment; turnover intention

Introduction

Fierce competition is raging presently to secure competent human resources. Greater employment fluidity enhanced by increased job changes further intensifies the competition for securing capable, high-performing individuals as well as those who will become the future core personnel for organizations. This trend is evident even in times of economic recession, especially, in the country where economy develops rapidly like China. The keyword in terms of HRM is “retention.” In addition to the general definition of the word, i.e. “holding, maintaining, continuation and preventing from leaving,” this word takes on a new meaning in business administration. It means securing employees in a company.

On the other hand, in this present age of increased competition among companies, organizations, particularly large organizations, are looking in the direction of putting emphasis on employees’ knowledge and job-specialties, in addition to the importance of employees’ retention (Drucker, 1988). Cappelli(1999) also states that the most important issues directly faced by companies are the retention of core company staff, maintenance of employees’ commitment, and employees’ skills development and that the enhancement of employees’ knowledge and job-specialties is positioned alongside retention. In other words, it is desirable for the enhancement of the level of job-specialties of employees to result in employees’ retention or at the least does not contradict employee retention.

In this study, I analyze the relationship between employees’ perceptions of HRM and their retention from the viewpoint of attitudes toward job-specialties.

HRM and perceptions of HRM that are linked to employees' retention

Over the past few years, based on the theory of strategic HRM, in empirical research of retention, many results have been achieved that have promoted retention according to the premise that a high level of commitment from employees to the organization and the job itself will prompt greater levels of performance. These include a high involvement model (commitment model) that encourages employee participation in management as well as high performance work practices (Arthur, 1994; Huselid, 1995). These practices share a common feature: they are all based on the premise that a greater commitment to one's job and organization increases performance, which then encourages employees' participation in management. The specific practices included in the aforementioned various models are job security, selective staffing, self-management teams and empowerment, high merit-based rewards, broad-range employee education, equality in working conditions and sharing of work performance data (Pfeffer, 1998). In this study, these practices are collectively called the "practices based on the commitment model."

Will we observe a direct effect of retention by implementing HRM based on the commitment model? Even if an organization implements the HRM practice for the purpose of retention, without informing employees of this, it cannot prevent them from resigning. Guzzo and Noonan (1994) defined HR practices from the perspective of a psychological contract as "communication from the employer to its employees" (p.447) and a purposeful signal to transmit accurately employee's meanings and an aggregation of all planned messages. However there will probably be differences in

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6 attitudes that result from perception of the practice, even among the same practice. Therefore
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9 attention is paid to the concept of perceptions of HRM, defined as “perceptions towards the
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11 employees’ HRM system (practices)” (Yamamoto, 2008, p.187). Perceptions of HRM are introduced
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13 as the factors that affect retention in several prior studies (Batt and Valcour, 2003, etc.). However,
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15 with the exception of SamGnanakkan (2010) and Yamamoto (2009), there were hardly any studies
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17 on the impact of perceptions of HRM of the commitment model on retention. Accordingly, the
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19 following hypothesis was established.
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24 *Hypothesis 1 Employees’ perceptions of HRM based on the commitment model increase retention*
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30 **Employees’ attitudes toward job-specialties in the multi-step process** 31 32 **model of retention** 33 34

35 Does HRM based on the commitment model have a direct impact on the retention of employees?
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38 In recent studies on retention, strong validity results was found in a multi-step process model that
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40 established the intervening factors or moderating factors on job satisfaction, promotion
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42 opportunities, and organizational commitment, rather than a model where HRM has direct impact
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44 on retention (Lee and Bruvold, 2003, etc.).
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48 Job-specialties generally indicates a high level of knowledge and experience on specific fields
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50 and is defined as “trend of researching/managing only a specific field in an occupation” (Morita,
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52 2006, p.252) and “competency based on a high level of knowledge and experience in specific fields
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54 that is evaluated cross-sectionally by the (labor) market” (Yamamoto, 2009, p.118). From this,
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6 job-specialties, etc. by occupation and occupational category, or organization and occupational
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8 category combined such as “job-specialties of nursing” and “job-specialties demanded in
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10 accounting department of company A” were discussed. In other words, when considering
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12 job-specialties in specific field, unlimited subdivision will occur and it will be extremely difficult to
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14 understand them in a study with set targets.
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19 Therefore, what should be done so that job-specialties are not perceived mainly through detailed
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21 individual knowledge and experience related to specific fields? One way is to perceive
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23 job-specialties from the perspective of attitudes toward job-specialties. This is because aside from
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25 contents of job-specialties, all workers possess attitudes toward job-specialties regardless of their
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27 extent, and attitude itself can be compared with others. Through this, it is possible to avoid
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29 mentioning the differences in content for each individual field of job-specialties, which is
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31 troublesome as mentioned earlier. At the same time, the concept of job-specialties will be set free
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33 from the conventional discussion that limits only to professionals.
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40 In prior studies, attitudes toward job-specialties were discussed through two aspects–
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42 competency and intention aspects. As a competency aspect of attitudes toward job-specialties, the
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44 self-efficacy is paid to attention.
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49 Self-efficacy theory is distinct from expectations of results where certain results lead to certain
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51 behavior; the self-efficacy expectations, or in other words, the feeling of self-efficacy which show
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53 the confidence in being able to execute the necessary actions to achieve the results, is suggested to
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55 bring a crucial impact on the various selection behavior of human beings (Bandura, 1977).
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6 Thereafter from Betz and Hackett (1981) onwards, studies on career self-efficacy that applied this
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9 concept to career development theory, took off. In other words, when an individual selects
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11 behaviors related to specific career development, he must be confident that he has the required
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13 ability. Concretely, many empirical analyses were conducted as the factors related to personality
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15 that affect career development and the objective factors related to alternative employment (job)
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17 opportunities in the job-change prediction model. Therefore in this study, career self-efficacy is
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19 regarded as competency aspect of attitudes toward job-specialties. However the use of the concept
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21 of career self-efficacy that includes all behaviors related to the development of an individual's
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23 career is slightly broad for this study that focus specifically on attitudes toward job-specialties. In
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25 this study, therefore, career self-efficacy is regarded as a factor that affects the inter-organizational
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27 career development achieved by changing organizations, and established the concept of
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29 inter-organizational career self-efficacy (Yamamoto, 2008).
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37 This is defined as "belief in one's ability to continuously acquire the experience and skills
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39 through change of organization" (Yamamoto, 2008, p.25). In other words, inter-organizational
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41 career self-efficacy is attitudes toward job-specialties with a high level of applicability (in the labor
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43 market) based on a high level of knowledge/experiences in specific fields, a characteristic of
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45 job-specialties. Inter-organizational career self-efficacy is similar to concepts such as alternative
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47 job opportunities (Steers and Mowday, 1981) in preceding job-change prediction models and is also
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49 strongly related to employability.
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56 In the intention aspects of attitudes toward job-specialties, several concepts were cited and
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6 discussed from the perspective of commitment. A key concept is professional commitment. This
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8 directly focuses on the professional and is defined as “the relative strength of identification with
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10 and involvement in one’s profession” and presents the desire to stay as a part of professionals who
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12 voluntarily commit considerable amount of work for the benefits of the professional, and the target
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14 and belief in values of the professional (Morrow and Wirth, 1989). In addition, the concepts that do
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16 not focus on professionals, are career commitment and occupational commitment defined as “one’s
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18 attitude towards one’s profession or vocation” (Blau, 1985, p.278). However, except for social
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20 professionals such as lawyers, doctors and public certified accountants, commitment to occupation
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22 in Japan is vague for those with occupations other than professionals, since the positioning of
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24 occupation of workers is not clearly defined.
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32 Therefore in this study, “specialty commitment” that is operatively defined as the “commitment
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34 towards one’s job-specialties” is analyzed as attitudes toward job-specialties that represents the
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36 intention aspect. In prior studies, “specialized field commitment” that presents commitment
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38 towards specialized fields in work is considered to be close to this concept (Ishiyama, 2011).
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40 According to Ishiyama (2011), specialized field commitment has the highest professional, and
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42 increases as an occupational type increases in discretion of duties.
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51 **Impact of attitudes toward job-specialties on retention**

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53 How will the competency aspect of attitudes toward job-specialties affect retention? It is
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55 believed that if one’s job-specialties can be applied to other organizations and career development
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6 is considered possible, turnover intention will be encouraged considerably. In preceding empirical
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9 studies, the results of meta-analysis showed a positive correlation between alternative job
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11 opportunities, turnover intention and actual resignation (Hom, Walker, Prussia, and Griffeth, 1992).
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13 In addition, the level of marketability, a similar concept, also contributed positively to turnover
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15 intention (Veiga, 1983). Inter-organizational career self-efficacy itself also increased turnover
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17 intention significantly (Yamamoto, 2008). From these results, in this study I established the
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19 following hypothesis based on the self-efficacy theory.
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25 *Hypothesis 2 A high level of inter-organizational career self-efficacy affects retention negatively*
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30 What kind of relationship is observed between intention aspect of attitudes towards
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32 job-specialties and retention? Gouldner (1957) divides workers into those who emphasized on
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34 specialized skills as cosmopolitans and those who emphasized affiliated organization as locals. This
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36 is an idea of conflict where cosmopolitans are considered as professional and locals as
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38 non-professional. However, later empirical studies verified models with concepts that
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40 cosmopolitans and locals do not conflict with each other and that both were independent; these
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42 studies then became dominant (Glaser, 1963; Frango and Brumbaugh, 1974). In other words,
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44 cosmopolitans and locals are independent and there are people among the professionals who excel
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46 in both and that they are compatible (Glaser, 1963). This result is believed to reflect a situation
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48 where the percentage of professionals belonging to an organization is becoming overwhelmingly
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50 higher. This means a convergence of organization and job-specialties in employees' awareness. The
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6 same can be said of the organization employees of non-professional core of this study. For example,
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9 the correlation between professional commitment (career commitment) that represents emphasis on
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11 specialized skills and organizational commitment that represents loyalty towards the organization
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13 are becoming significant in many studies (Carson and Bedeian, 1994, etc.). Results of a meta-
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15 analysis also show moderate positive correlation between the two (Wallace, 1993).
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19 In prior studies that analyzed the relationship between intention aspect of attitudes toward
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21 job-specialties and retention, career commitment was found to have a negative effect on intention
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23 of organizational change behavior (Yamamoto, 1995), and also contributed negatively towards
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25 actual resignation (Blau, 1989). In addition, a high level of commitment in a specialized field also
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27 showed a weakening effect on turnover intention (Ishiyama, 2011). In this way, in prior studies as
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29 well, the intention aspect of attitudes toward job-specialties showed a tendency to increase retention.
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33 From the above, I established the following hypothesis in this study.
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38 *Hypothesis 3 A high level of specialty commitment increases retention*
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43 **Impact of attitudes toward job-specialties in the relationship between** 44 **perceptions of HRM based on the commitment model and retention** 45 46 47

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49 What kind of effect does the competency aspect of attitudes towards job-specialties have on the
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51 retention effect of perceptions of HRM? Through an analysis on the impact model of retention,
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53 Yamamoto (2008) found a situation of “paradox between career development and confidence,” so
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55 to speak. There was a downward trend in turnover intention due to career development imposed by
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6 perceptions of HRM (emphasis on career self-reliance of employees). At the same time, career
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9 development increased inter-organizational career self-efficacy. In other words, turnover intention
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11 decreased due to career development but at the same time increased the confidence that one was
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13 able to change jobs or can manage even after a job-change, conversely producing a paradox that
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15 increased turnover intention. It suggests that an aggregation of positive indirect effects through
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17 increased confidence from career development and negative direct effect from career development
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19 determines turnover intention. As a result, it was verified that negative direct effect due to career
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21 development was larger. In other words, during the process where workers decide whether or not to
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23 change jobs voluntarily, conflict due to the above paradox is closely involved. For example, while it
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25 is believed that comprehensive training and development, a key dimension of the commitment
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27 model, causes the retention effect by enhancing employees' skills and improve career development,
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29 improvement in inter-organizational career self-efficacy which is also the result of career
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31 development decreases that effect. However, perceptions of HRM cited by Yamamoto (2008) are of
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33 only one dimension and difficult to generalize. Therefore in this study, I established and verified the
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35 following hypothesis based on a theoretical framework of the commitment model, which expands
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37 the range of HRM.
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48 *Hypothesis4 Retention effect of perceptions of HRM based on the commitment model will decrease*
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50 *as inter-organizational career self-efficacy becomes higher.*
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56 What kind of effect does intention aspect of attitudes toward job-specialties have on the retention
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6 effect of perceptions of HRM? In modern society, it is common that the individual enters multiple
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8 organizations and groups at the same time and as a result, commitment is made on one level or
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10 another to multiple organizations and targets. In the field of organizational behavior, there were
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12 many prior studies based on multiple commitments where workers commit themselves to multiple
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14 targets. According to Morrow (1983), work commitment related to the broad sense of work is
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16 divided into value focus, career focus, job focus, organization focus and union focus, depending on
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18 the target of commitment. Specialty commitment of this study is included in career focus. In prior
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20 studies, differences in impact on attitude of worker due to differences in commitment to multiple
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22 targets, has been discussed. For example, in the event of dual commitment where organizational
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24 commitment and professional commitment are both high, motivation level became highest (Glaser,
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26 1963). In studies that focused on retention, dual commitment with higher organizational
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28 commitment and professional commitment was found to have a negative effect on turnover
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30 intention than organizational commitment alone (Shin,2001). In other words, the multiplier effects
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32 of both organizational commitment and professional commitment were observed towards retention.
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34 This could be due to commitment to both the organization one belongs to where conflicts occur
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36 easily and specialized skills. Originally, the HRM practices of the commitment model was aimed at
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38 improvement of employees' commitment towards organization and jobs, and many prior studies
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40 found that improvement in organization commitment increased retention (Adams and Beehr,1998).
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42 Therefore, we established the following hypothesis.

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56 *Hypothesis5 Retention effect of perceptions of HRM based on the commitment model increases as*
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6 *specialty commitment becomes higher.*
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11 The relationship between the above variables is represented graphically in Figure 1.
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Fig1

Method

This study was conducted by a questionnaire research through internet on monitors possessed by research specialist company M from October 23, 2007 to the 26th. The survey eliminated very small companies by limiting subject eligibility to 400 full-time employees of private-sector companies with a full-time staff of 30 or more.

Their mean organizational tenure was 15.47years (SD9.794). Men accounted for 79.0% and women, 21.0%. Their breakdown in terms of academic background was: high schools, 19.3%; junior college/vocational schools, 13.3%; universities, 55.8%; and graduate schools, 11.8%. There was a high rate of those with a higher education. Their job type breakdown was: sales, 13.5%; research & development, 12.5%; information processing, 11.8%; marketing, 10.5%; and general/clerical, 8.5%. The breakdown of their positions was: salaried employee, 39.5%; supervisors/managers, 23.0%; assistant (deputy) managers, 5.5%; section managers, 18.0%; department managers and deputy managers, 3.8%; above department manager levels, 6.3%; and professionals, 4.0%.

Measurement instruments

Retention

Prior studies classified retention indices by two criteria: organization vs. individuals and subjective vs. objective. As individual-based objective indices, resignation and organizational tenure were adopted, while turnover intention was adopted as a subjective index. As this study is based on the surveys of individuals, we limited ourselves to the use of individual-based indices in our attempt to examine their relationship with HRM. If one wants to examine a model that tries to prevent future resignations, one needs to select indices that encompass psychological aspects. This is why this study uses turnover intention as a retention index.

The turnover intention shows an individual's intention immediately before resignation and was used in many prior studies (Boselie and Wiele, 2002, etc.). Meta-analyses have shown some correlation between turnover intention and resignation (Tett and Meyer, 1993, etc.). Also, it is quite possible to limit the analysis to spontaneous resignations. This study used Van Yperen, Hagedoorn, and Geurts (1996), etc., for reference and measured turnover intention using two items, i.e., "I would like to take up different employment" and "I would like to resign from the company to which I now belong" using the 1-5 Likart scale (coefficient alpha=.833).

Perceptions of HRM based on the commitment model

Referencing prior studies (Ivancevich, 2003, etc.) in Europe and the United States, this study considered three domains of HRM, i.e., recruitment, education, and appraisal/compensation. I then

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6 explored the dimensions discussed in high involvement work practices, high performance work
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8 practices studies reported by Arthur (1994), Huselid (1995), and Pfeffer (1998) and others. I then
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10 adopted the following dimensions and items that fit the structure of many Japanese organizations as
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12 follows: Rewards based on fair appraisal (8 items), comprehensive training and development (6
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14 items), job security (4 items), enrichment of the employee benefits (3 items), careful recruiting (2
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16 items)(cf. Table 1).
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24 *Inter-organizational career self-efficacy*

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27 Self-efficacy, as reported in its earlier definition, originally refers to a sense of efficacy in the
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29 execution of a specific task or job. However, the focus of this study is not on specific tasks but the
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31 high level of application (in the labor market) based on advanced knowledge/experience in specific
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33 fields. Unlike specific self-efficacy based on expectations (situational expectations) specified by the
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35 situation (specific tasks, etc.) (Bandura, 1977), Eden (1988) defines general sense of self-efficacy
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37 as the concept of self-efficacy based on expectations towards one's competence that is generally
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39 applied regardless of specific situations. This is because the level of application investigated in this
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41 study is a relatively stabilized self-efficacy of one's own competency. In addition, it is different
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43 from perceptions of alternative employment (job) opportunities in prior studies, in that it not only
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45 includes job change but also the display of competency after job-change. Therefore in this study, I
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47 created a 6 items scale by using Adams and Beehr (1998) as reference (Table 2).
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Specialty commitment

In this study, specialty commitment is considered to be a part of career attitudes which demonstrates an awareness of one's career. Based on the scale of Noe, Noe, and Bachhuber (1990) that created scales for career motivation (London, 1983), a comprehensive concept of career attitude, a specialty commitment scale was created. In concrete terms, similarly with career goal, job-specialties were believed to be included in the dimension of career identity, an important element in career motivation. I established the 9 items by changing goals among the items of same dimension from "career" and "career goal" to "job-specialties," "specialty field" and "specialty competency" (Table 2).

As the inter-organizational career self-efficacy scale and specialty commitment scale in this study were newly established, there are few data on validity and reliability in prior studies. Therefore we shall examine whether the discriminant validity is found between possibility of promotion (cf. McEnrue, 1989) and career satisfaction scale (cf. Greenhaus, Parasuraman, and Wormley, 1990), which are key career attitudes, with the view that both scales are included in career attitudes in a broad sense.

Control variables

For control variables, I used gender, age, academic background, position, which are believed to affect relationship between perceptions of HRM and retention.

Results

To examine the convergence validity of perceptions of HRM scale, a factor analysis was conducted based on major factor method (Table 1). 5 factors with a fixed value of more than 1.0 were extracted, and their cumulative contribution percentage was 67.2%. As a result, each factor was interpreted as follows: the first factor as rewards based on fair appraisal, the second factor as comprehensive training and development, third factor as job security, the fourth factor as enrichment of the employee benefits (work-life balance emphasis) and the fifth factor as careful recruiting (RJP). The underlined factor loading added items of more than 0.4 and forms each scale from its average value. The perceptions of HRM of the commitment model are considered through the aforementioned 5 dimensions.

Table 1

In order to examine that the two scales of attitudes toward job-specialties analyzed in this study are discriminated from other similar career attitudes items (career satisfaction and possibility of promotion), or in other words, to examine the discriminant validity, factor analysis using the principal factor method was carried out. After eliminating items with high load in the multiple factors, 4 factors with a fixed value of more than 1.0 were extracted, and their cumulative contribution percentage was 63.4% (Table 2). As a result, high factor loading were shown in first factor for inter-organizational career self-efficacy, the second factor for career satisfaction, third factor for possibility of promotion and the fourth item for specialty commitment, respectively. From

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6 this, the discriminant validity between the scales was verified.
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Table 3 indicates the descriptive statistics, reliability, coefficients among variables of scale used in this study (excludes career satisfaction and possibility of promotion).

Table3

To verify hypotheses 1 to 3, a multiple regression analysis was held with turnover intention as the dependent variable and perceptions of HRM, attitudes toward job-specialties as the independent variable (Table 4-1).

First of all, in terms of impact of perceptions of HRM on turnover intention, a significant negative effect was found in rewards based on fair appraisal and job security on turnover intention (individual HRM model). However, because positivity was also found in coefficients in other dimensions, the overall average value (total perceptions of HRM) was separated from individual perception. As a result, hypothesis 1 was verified because the coefficient was significantly negative.

In addition, hypothesis 2 was verified because inter-organizational career self-efficacy was found to have significantly increased turnover intention. As specialty commitment did not affect turnover intention significantly, hypothesis 3 was rejected.

The various moderators for each perception of HRM dimension and inter-organizational career self-efficacy were added to the multiple regression equation, and verified through an F test with an

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6 increment of coefficient of determination (Table 4-1). As a result, hypothesis 4 was rejected as no
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8 significant moderator effect was found.
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In a similar manner, moderator for the various perception of HRM level and specialty commitment were added to the multiple regression equation of individual HRM model and verified by conduct of F test with an increment of coefficient of determination for hypothesis 5 (Table 4-2). As a result, with the exception of job security, significant negative moderator effects were found in dimensions. Therefore hypothesis 5 was roughly verified.

Table4-2

To clarify the impact of specialty commitment on the relationship between perceptions of HRM and turnover intention, an analysis by high and low groups was conducted on the 4 relationships with significant moderator effect. Results showed that although a strengthening in perception of rewards based on fair appraisals in both the specialty commitment high and low group leads to a weakening of turnover intention, this trend is more prevalent in higher groups (Figure 2).

Fig2

In both specialty commitment high and low groups, the stronger the perception that training and development were complete, the weaker the turnover intention becomes but the trend was

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6 particularly obvious in high groups (Figure 3).
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Fig3

In specialty commitment high group, the stronger the perception that careful recruiting (RJP) was implemented, the weaker the turnover intention becomes. However, in contrast, turnover intention slightly increases in the low groups (Figure 4).



Fig4

In both specialty commitment high and low groups, the stronger the perception of the enrichment of the employee benefits, the weaker the turnover intention becomes. However this trend was particularly obvious in high groups (Figure 5).



Fig5

Discussion and implications

From this study, retention effect of perceptions of HRM based on the commitment model was verified on the whole. This result was consistent with many prior studies that perceived HRM by organizational practice levels. In other words, it can be said there is a constant validity in the functional study perspective that perceived HRM from the employees' perception.

An investigation of each dimensions found that in particular, perceptions of rewards based on fear appraisal had the effect of increasing retention. By applying the perspective of procedural justice of

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6 the equity theory (Adams, 1965) which refers to perceived fairness of the process and procedures
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8 until the achievement of outcome (remuneration), it is necessary to implement practices such as
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11 training of the person evaluating managerial positions that conduct HR appraisal that leads to
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13 remuneration, disclosure of results of elements and process of HR appraisal as well as establishment
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15 of opportunities for filing of disagreement with the HR appraisal. The implementation of these
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17 practices will increase procedural justice for employees towards their affiliated organization and lead
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19 to an improvement in acceptance of fair appraisal of results/performance of employees. It is
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21 suggested that improving on these points and planning procedural justice in relation to the decision
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23 process contribute to retention.
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30 In addition, perception of job security is found to increase retention. Originally, job security is an
31
32 important pillar in Japanese management and creates a stable relationship between organizations
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34 and employees. Hence, employees will not have to fear unexpected dismissal, and can live their
35
36 lives with peace of mind. In addition, even when employees plan career development in the
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38 organization for the long term, job security is taken as a precondition. Recovery of investment
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40 made by organization for cultivating talent is possible provided that the employees stay in the
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42 company to work for a certain period of time. These advantages are appraised by employees and
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44 are believed to contribute to stability. To enable employees to feel a sense of stability, strong
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46 messages that emphasize guaranteed employment within their best capabilities sent from the
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48 management top to employees will probably be most effective.
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56 **Third, the relationship between this study and the wage management was suggested. The**
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6 classical economics tells us that one of the major factors to retain employees was pay level. And
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8
9 prior studies showed the higher pay decreases employee turnover (Batt and Valcour, 2003; Fairris,
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11 2004). In the regression analysis, the age factor explains fairly stable. Age seems to be correlated
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13 with pay level. Pay level might explain well employees' intention to move. As the respondents were
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15 from different employees with different pay systems, the result of the present study contains the
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17 possibility to be able to admit even by the viewpoint of the wage management.
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21 Differences in relationship between retention in attitudes toward job-specialties were clarified.
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23 The awareness that one's job-specialties are applicable to the labor market has a direct negative
24
25 impact on retention. With regards to this point, most prior studies focused on employees in Europe
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27 and the United States and this study is apparently the first of its kind to clarify the relationship
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29 between attitudes toward job-specialties and retention among employees in Japan, a country rooted
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31 firmly in lifetime employment practice.
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38 On the other hand, no direct effect was found in the level of specialty commitment on retention.
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40 Results showed that the relationship between organizational behavioral concepts with common
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42 targets is stronger than that of organizational behavioral concepts with different targets, which can
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44 be explained through the "domain fit hypothesis" (Yamamoto, 1996). According to this hypothesis,
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46 for instance between intention to leave (change) and work commitment , organizational
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48 commitment, which is a commitment where the organization is the object, is assumed to have the
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50 strongest effect on turnover intention, which is the intention to leave (change) which holds the
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52 organization as the target. In other words, the level of specialties commitment has a strong effect on
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6 intention to leave (change) from said job-specialties (not analyzed in this study) but did not have
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9 the same strong effect on the intention to leave (change) from organization of different object.

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11 From the results of this study, it was found that an employee with a high level of specialty
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13 commitment, tended to show more significant retention effect if their perceptions of being fairly
14
15 treated were high. Originally, job-specialties are marked by characteristics of individuality/rareness
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17 where it is different from the others or the acquisition is difficult. In other words, in the case of high
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19 commitment towards job-specialties which are hard to acquire or that differentiate one employee
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21 from other employees, it was found that there was a psychological mechanism that wished to stay
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23 longer in an organization with fair appraisal and treatment.
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30 Employees with naturally high specialty commitment are highly concerned with increase in one's
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32 own capability and career development. Therefore, it was also clarified that as their commitment to
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34 job-specialties increases, they will perceive that the training and development is enriching, and so a
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36 stronger retention effect is observed. This is because of the belief that training and development of
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38 organization actually makes up a large share in competency development of workers.
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43 In addition, perception of the enrichment of the employee benefits of the affiliated organization
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45 tended to increase retention with employees with high specialty commitment. In modern
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47 organizations, enrichment of the employee's benefits is the basic conditions for long-term work
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49 continuity for both males and females. In fact, the retention effect of policies emphasizing on
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51 work-life-balance and enrichment of welfare benefits did not differ in terms of gender (Yamamoto,
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53 2009). On the other hand, employees with high specialty commitment will want to work or
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6 continue to work long term in jobs that improve their job-specialties or enable them to develop their
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8 job-specialties. This is because in order to acquire job-specialties, it is necessary to experience and
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10 learn for long periods of time. Therefore it is believed that the level of specialty commitment
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12 increased the retention effect of perceptions of enrichment of the employee benefits.
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16 However, effect of inter-organizational career self-efficacy on retention effect of perception of
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18 HRM was not found. This is believed to be because of differences in relationship between
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20 inter-organizational career self-efficacy and specialty commitment of HRM. According to the
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22 human capital theory(Becker,1975), in organizations mainly of non-professionals which are the
23
24 object of this study, training and development in the organization mainly equip workers with
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26 special skills of the company, and not necessarily generic skills which can be applied to any
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28 organization. In other words, inter-organizational career self-efficacy aimed at general applicability,
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30 is not influenced by HRM and directly effects retention. On the other hand, job-specialties, which is
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32 the object of specialty commitment, is not linked to general skills to the extent of
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34 inter-organizational career self-efficacy, and thus had an impact on the relationship between HRM
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36 and retention.
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46 On the whole, the importance of attitudes toward job-specialties of employees in the multi-step
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48 process model of retention was verified. In other words, by taking due consideration of individual
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50 employees' awareness of job-specialties subject to an impact of implementation of HRM practices,
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52 effective retention is strongly demanded by organization. To increase retention of employees in an
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54 organization, it is necessary to improve "job-specialties management" by clarifying what the
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6 job-specialties are for each occupational category and job, implementing appropriate appraisal of
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8 them, and establishing the environment and system that improves them in organizations in Japan as
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10 in US or Europe.
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13 14 15 16 **Limitations and future research** 17

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20 First, this study was based on a cross-sectional data at one point in time. Therefore, it will be
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22 necessary to implement a longitudinal study analyzing the relationship between perceptions of
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24 HRM at the point of this survey and the retention thereafter (in the future), for it is a time-lapse
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26 study that will enable us to verify a cause-and-effect relationship between perceptions of HRM and
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28 retention. It then will be possible to measure the validity of practices by examining how newly
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30 introduced practices and the improvement of existing practices will affect retention.
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36 The second limitation is that this study was limited to full-time employees working in Japan,
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38 which likely prevents the generalization of the study's findings. However, at least these findings
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40 may lead to clarifying the retention process of organizational employees in the context of Asian
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42 studies. It is hoped that surveys in the West with different cultural backgrounds and further
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44 comparative surveys between Asia and the West will be implemented in the future.
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49 The third limitation is the further elaboration of the analysis of job-specialties and attitudes
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51 toward job-specialties. The results of this study are not sufficient to cover all aspects of awareness
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53 of job-specialties of workers. For example, there is likely a high need to analyze aspects of values
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55 and interests regarding attitude towards job-specialties, such as those seen in career anchor. In
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6 addition, although not analyzed in this study, it is believed that verification of the relationship
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9 between job-specialties and attitudes toward job-specialties suggests a move towards the drafting of
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11 HRM practices for retention of talent with high job-specialties.
12

13 14 15 16 **Acknowledgements**

17
18
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20
21 Association of Administrative Science held on November 26-27, 2011, in Tokyo, Japan.
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23

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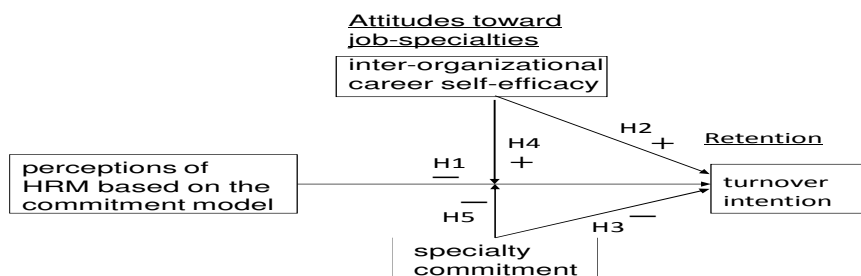


Figure 1. Relationship between variables of this study

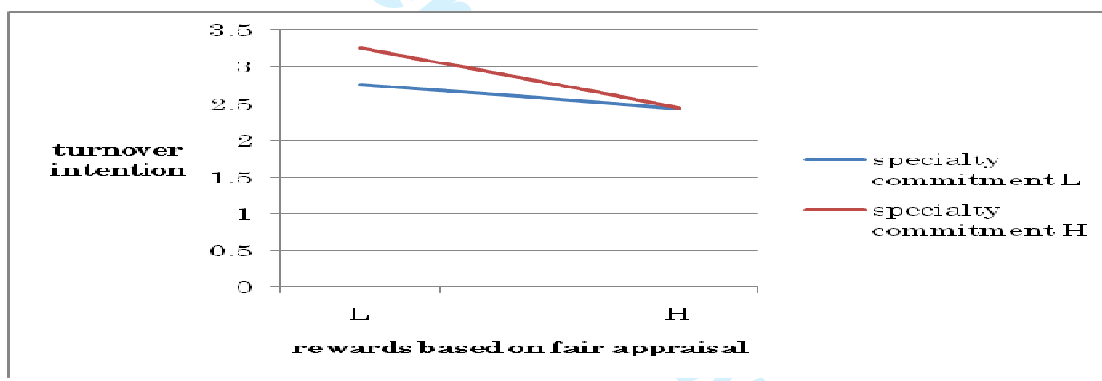


Figure 2. Impact of specialty commitment on relationship between rewards based on fair appraisal and turnover intention

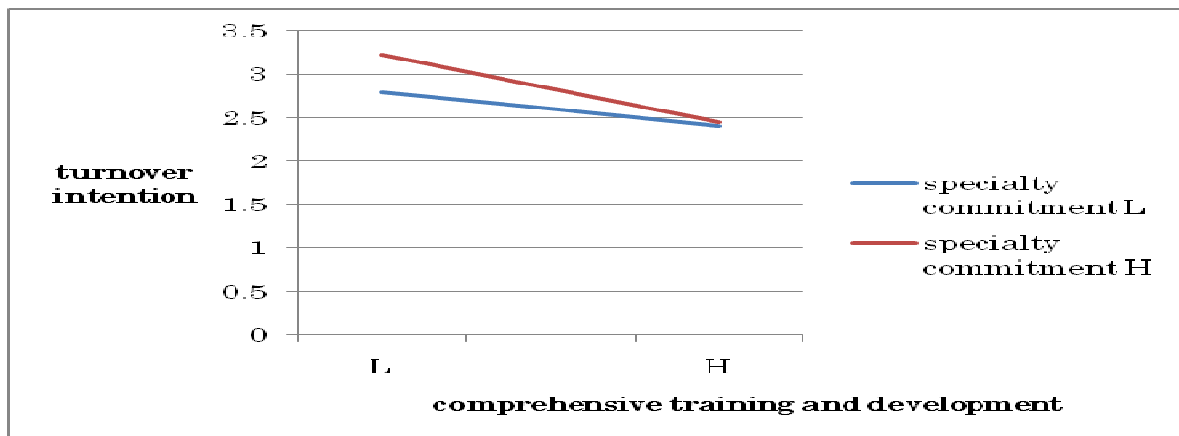


Figure3. Impact of specialty commitment on comprehensive training and development and turnover intention

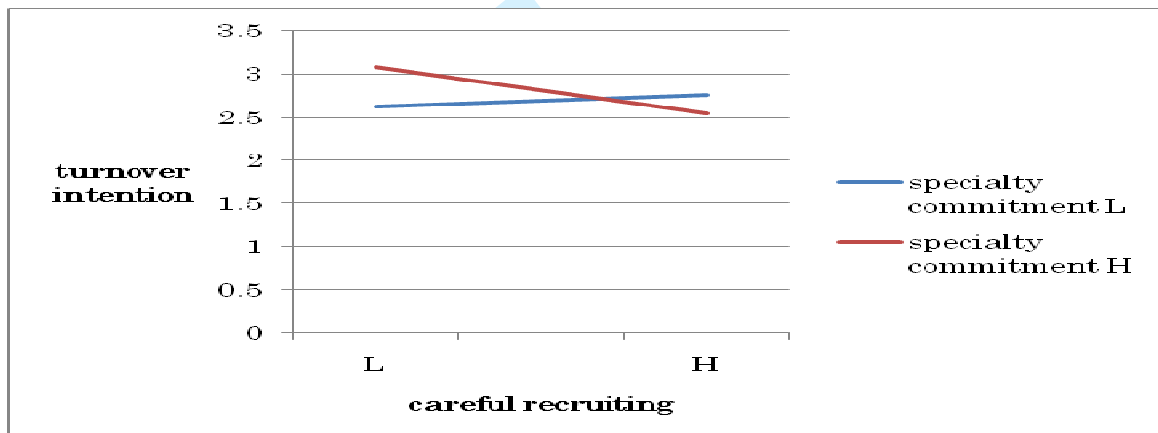


Figure4. Impact of specialty commitment on the relationship between careful recruiting and turnover intention

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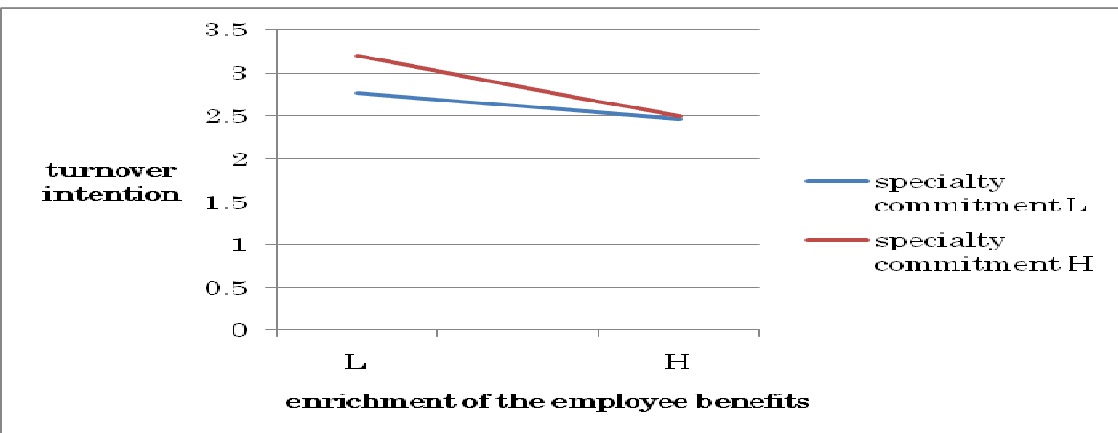


Figure5. Impact of specialty commitment on relationship between enrichment of the employee benefits and turnover intention

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Table1. Results of a factor analysis on perceptions of HRM items

Items	Factors					h ²
	1	2	3	4	5	
Individual job performance is thought very much as important in personnel appraisal	<u>.845</u>	-.010	.025	.036	-.136	.611
Individual job performance is greatly reflected on the determination of a salary	<u>.845</u>	-.054	-.022	-.127	-.089	.507
According to individual job performance, fast promotion is expected	<u>.795</u>	-.123	.111	-.033	-.012	.545
Employees get satisfactory feedback about the result of performance evaluation	<u>.654</u>	-.020	-.074	.071	.144	.549
Personnel appraisal is designed so that fairness may be maintained	<u>.603</u>	.121	.054	-.013	.139	.662
The point of personnel appraisal is clarified in advance	<u>.597</u>	.225	-.084	.116	-.114	.530
I think that the selection method of promotion is successful	<u>.565</u>	.083	-.097	-.002	.218	.564
The determination method of a salary and a bonus is very fair	<u>.490</u>	-.075	.058	.071	.222	.434
A lot of time is assigned to employee education compared with the other companies	-.065	<u>.850</u>	.016	.049	-.021	.686
Structure/program for talent cultivation is enhanced	.059	<u>.812</u>	.041	.026	-.079	.714
I have been well-trained by this company for my current job	-.092	<u>.745</u>	-.073	-.008	.223	.627
Policy/principle of talent cultivation is clear	.308	<u>.550</u>	-.025	-.011	.009	.625
In current company/place of work, OJT is emphasized	.159	<u>.514</u>	.180	-.040	-.024	.497
OJT by boss and seniors is conducted well	.243	<u>.436</u>	.019	-.020	.174	.579

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6	It is premised on employees serving in a long period of time continuously	-.108	.131	<u>.824</u>	.003	-.061 .690
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8						
9	Long-term employment is secured	.075	-.086	<u>.713</u>	.054	-.025 .525
10						
11						
12	This company has done all it can to avoid layoffs	-.050	-.122	<u>.595</u>	.056	.291 .472
13						
14						
15	This company does a good job of placing competent people in important position.	.126	.163	<u>.474</u>	-.081	-.087 .314
16						
17						
18	This company accepts change of a temporary service form by child-rearing or care (short-time					
19	service etc.)	.026	-.026	.045	<u>.837</u>	-.155 .661
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23						
24	Support for making a return smooth is offered as opposed to the employee who is temporarily					
25	separated from work with child-rearing, care, etc.	-.006	-.082	.030	<u>.798</u>	.140 .678
26						
27						
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29						
30	My company promotes acquisition of a child-care leave or nursing-care leave	-.044	.192	-.038	<u>.733</u>	-.020 .651
31						
32						
33	This company specifies what kind of capability is required of a recruitment stage	.029	.015	.041	-.058	<u>.796</u> .671
34						
35						
36	Aptitude required to work in a recruitment stage is specific	.051	.106	-.029	.000	<u>.712</u> .649
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39	Correlations between factors	—				
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42	Factor2	.731	—			
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45	Factor 3	.398	.479	—		
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48	Factor 4	.387	.568	.537	—	
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51	Factor 5	.641	.605	.351	.360	—
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Note. n=400; The factor loading is obtained after the oblique promax rotation.

Table2. Results of a factor analysis on attitudes toward job-specialties and career attitudes items

Items	Factors				h ²
	1	2	3	4	
My knowledge and skills about work are useful immediately even after job change	<u>.887</u>	.024	.002	-.063	.739
My current capability and skill can be used in the other company	<u>.833</u>	-.053	.040	-.040	.638
The level of my job-specialties is accepted generally	<u>.807</u>	-.013	-.030	.064	.701
I have specialized knowledge and skills which I can teach to people who aren't colleagues	<u>.677</u>	.122	-.070	-.003	.510
I have enough knowledge and skills so that I can obtain a certain income outside my company	<u>.556</u>	.181	.054	-.100	.366
Even if I take up different employment, I have confidence adopted by labor conditions equivalent to now	<u>.531</u>	-.212	.219	.091	.350
I am satisfied with the success I have achieved in my career	.056	<u>.707</u>	-.031	.090	.578
I am satisfied with the progress I have made for income	-.181	<u>.664</u>	.196	-.161	.491
I am satisfied with the progress I have made toward meeting my overall career goal	.237	<u>.616</u>	.018	-.050	.522
I am satisfied with the progress I have made for promotion	-.163	<u>.517</u>	.400	-.039	.554
I am satisfied with the progress I have made for the development of skills or knowledge	.198	<u>.514</u>	-.074	.133	.445
I anticipate many opportunities for me to be promoted in this company	.106	.077	<u>.757</u>	-.037	.664
Being promoted frequently in the future is expected	.158	-.057	<u>.733</u>	-.027	.548
I have an opportunity to promote in this company more than the present position and rank	-.127	.217	<u>.553</u>	.174	.529

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The utmost efforts are not regretted, either, if it is for raising the level of my job-specialties	-0.096	-0.175	.066	<u>.907</u>	.659
Applying my specialized capability leads to the rise of work motivation	.132	.199	-.246	<u>.529</u>	.457
The field of my job-specialties to want to raise the level was decided clearly	.001	.223	.054	<u>.524</u>	.454
I have a clear plan for raising the level of my job-specialties	.231	-.055	.220	<u>.398</u>	.404
<hr/>					
Correlations between factors	—				
Factor2	.379	—			
Factor 3	.194	.497	—		
Factor 4	.608	.421	.280	—	

Note. n=400; The factor loading is obtained after the oblique promax rotation.

Peer Review Only

Tabel3. Descriptive statistics, reliability, correlational coefficients among variables

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1 gender ^a	.790	.408	—											
2 age	42.07	8.584	.356**	—										
3 academic background ^b	2.60	.929	.102*	-.006	—									
4 position ^c	2.343	1.561	.302**	.496**	.247**	—								
5 fair appraisal	2.699	.807	.113*	.058	.096	.243**	(.896)							
6 training & development	2.675	.816	.059	.089	.078	.173**	.739**	(.898)						
7 job security	3.198	.828	.023	.022	.116*	.091	.393**	.479**	(.770)					
8 careful recruiting	2.830	.925	.045	.038	.088	.111*	.594**	.595**	.324**	(.836)				
9 employee benefits	3.127	.992	.006	.069	.115*	.148**	.365**	.512**	.470**	.296**	(.842)			
10 career self-efficacy	3.035	.7913	.087	.094	.062	.160**	.178**	.124*	.080	.300**	.021	(.862)		
11 specialty commitment	3.207	.699	.087	-.006	.104*	.190**	.277**	.234**	.158**	.361**	.125*	.562**	(.744)	
12 turnover intention	2.693	1.068	-.082	-.242**	-.004	-.197**	-.256**	-.271**	-.227**	-.093	-.242**	.123*	.054	(.833)

Note. $n=400$; (): the coefficient alphas are in parentheses; ^a1 =“male” and 0 =“female”; ^b1= “high school”,

2=“Associate’s”, 3=“Bachelor’s”, 4=“Master’s or Ph.D.”; ^c1=“salaried employee or professionals”, 2=“Assistant

manager”, 3=“Deputy manager”, 4=“Manager”, 5=“Deputy general manager”, 6=“More than director”; * $p<.05$;

** $p<.01$.

Table 4-1. Results of regression analysis of HRM and attitudes toward job-specialties on retention

Variables	β						
	individual HRM	total HRM	appraisal	training	security	recruiting	benefits
	model	model	-efficacy	-efficacy	-efficacy	-efficacy	-efficacy
			model	model	model	model	model
gender	.015	.014	.013	.014	.015	.011	.015
age	-.201***	-.198***	-.202***	-.202***	-.199***	-.201***	-.204***
academic background	.037	.036	.037	.036	.036	.039	.037
position	-.071	-.082	-.069	-.070	-.074	-.067	-.068
rewards based on fair appraisal	-.172*		-.166*	-.172*	-.172*	-.167*	-.172*
training & development	-.095		-.095	-.089	-.099	-.098	-.091
job security	-.110*		-.109*	-.109*	-.111*	-.108*	-.111*
careful recruiting	.077		.080	.077	.077	.088	.076
employee benefits	-.091		-.092	-.091	-.087	-.094*	-.090
total perceptions of HRM		-.319***					
career self-efficacy	.155**	.173**	.146*	.149*	.156**	.143*	.156**
specialty commitment	.044	.059	.048	.045	.046	.044	.043
fair appraisal \times self-efficacy			-.028				

Table4-2. Results of regression analysis of HRM and attitudes toward job-specialties on retention

Variables	β					
	individual	appraisal	training	security	recruiting	benefits
	HRM model	-commitment model	-commitment model	-commitment model	-commitment model	-commitment model
gender	.015	.005	.011	.013	.017	.017
age	-.201***	-.199***	-.201***	-.201***	-.194**	-.205***
academic background	.037	.038	.036	.038	.037	.038
position	-.071	-.067	-.068	-.072	-.068	-.064
rewards based on fair appraisal	-.172*	-.142**	-.176*	-.172*	-.159*	-.178*
training and development	-.095	-.103	-.072	-.091	-.107	-.077
job security	-.110*	-.098**	-.100**	-.109*	-.097**	-.117*
careful recruiting	.077	.079	.075	.077	.099	.079
enrichment of the employee benefits	-.091	-.088	-.088	-.093	-.084	-.087
inter-organizational career self-efficacy	.155**	.171**	.156**	.154**	.161**	.154**
specialty commitment	.044	.018	.030	.044	.004	.043
fair appraisal×specialty commitment		-.133**				
training & development×specialty commitment			-.101*			

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6	job security× specialty commitment				-.018	
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9	careful recruiting× specialty commitment				-.149**	
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12	employee benefits× specialty commitment					-.093*
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15	R ²	.192***	.208***	.202***	.192***	.212***
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18	ΔR ²	.016**				
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