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THE IMPACT OF HIGH-PERFORMANCE WORK PRACTICES ON TURNOVER INTENTION: THE MEDIATING ROLE OF EMPLOYEE ATTITUDES

L'IMPACT DES PRATIQUES DE GESTION À HAUTE PERFORMANCE SUR L'INTENTION DE DÉPART : LE RÔLE MÉDIATEUR DES ATTITUDES DES EMPLOYÉS

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Abstract

This study investigates the underlying mechanisms by which High-performance Work Practices (HPWPs) impact turnover intention in the Moroccan IT industry. With a sample of 253 employees, the research tested a model relating the four variables: HPWPs, job satisfaction, organizational commitment, and turnover intention. The study examined both partial and full mediation of employee attitudes. Data were analyzed using PLS (Partial Least Square) with the SmartPLS 4.0 program. Results indicate that HPWPs impact turnover intention only indirectly, through organizational commitment, not job satisfaction. In the Moroccan IT industry, the cognitive and attitudinal mechanisms (commitment) are more central than evaluative job attitudes (satisfaction) in explaining how HPWPs affect retention. Thus, as satisfaction alone would not reduce turnover intention, organizations should implement HPWPs in ways that enhance commitment. By identifying these mediating mechanisms, this research contributes to opening the 'black box' relating HPWPs to organizational outcomes in HRM research.

Keywords: High-performance work practices; Job satisfaction; Organizational commitment; Turnover intention; Morocco.

Résumé

La présente étude a pour objectif d'examiner les mécanismes sous-jacents par lesquels les pratiques de gestion à haute performance (PGHP) influencent l'intention de départ dans le secteur informatique marocain. L'étude a porté sur un échantillon de 253 employés afin de tester un modèle de recherche reliant les variables suivantes : les PGHP, la satisfaction au travail, l'engagement organisationnel et l'intention de départ. Cette étude examine à la fois la médiation partielle et la médiation totale des attitudes des employés. Les données ont été analysées à l'aide de la méthode Partial Least Square (PLS) avec le logiciel SmartPLS 4.0. Les résultats indiquent que les PGHP ont un impact indirect sur l'intention de départ, par l'intermédiaire de l'engagement organisationnel, et non la satisfaction au travail. Dans le secteur informatique marocain, les mécanismes cognitifs et comportementaux (engagement organisationnel) jouent un rôle plus central que les attitudes évaluatives à l'égard du travail (satisfaction) pour expliquer comment les PGHP affectent la rétention. Ainsi, comme la satisfaction seule ne suffirait pas à réduire l'intention de départ, les organisations devraient mettre en œuvre les PGHP pour renforcer l'engagement organisationnel.

Mots clés : Pratiques de gestion à haute performance ; Satisfaction au travail ; Engagement organisationnel ; Intention de départ ; Maroc.

INTRODUCTION

Human resource management (HRM) is recognized as an essential driver of organizational performance in today's business environment (Arokiasamy et al., 2024; Mohamed et al., 2025). However, there is ongoing debate about the extent to which these practices can generate mutually beneficial outcomes both for the employees and the organization (Huselid, 1995; Jiang et al., 2012). The "mutual gains" perspective suggests that well-designed HRM systems can create value for all stakeholders. In contrast, the "dark side" view argues that certain HRM practices can generate gains for the organization at the expense of employee well-being or job satisfaction. While enhancing efficiency and productivity, these practices may be demanding and increase stress on employees, sometimes leading to unintended negative outcomes (i.e. burnout or work intensification) (Berg, 1999; Ramsay et al., 2000). Therefore, scholars and practitioners remain divided over whether these initiatives can generate sustainable competitive advantage (Peccei & Van De Voorde, 2019) and reliably translate into mutual benefits, or if their impacts are more complex and context-dependent (Ogbonnaya & Messersmith, 2019).

In a fast-growing environment such as the Moroccan IT sector, employee turnover becomes a significant challenge for organizations, due to its impact on cost, productivity, sustainability, and innovation. In contrast, turnover can be beneficial by injecting new skills and perspectives (Guthrie, 2001). Constant change in IT amplifies both the risks and benefits of turnover. Recent empirical and review-based studies have identified High-performance work practices (HPWPs) as an effective means for enhancing retention and fostering both job satisfaction and organizational commitment (Hansen et al., 2025; Raji et al., 2025). However, the effectiveness of HPWPs is not universal; in some organizational contexts, these practices may increase pressure among employees. Thus, although HPWPs are associated with positive results, their actual effects – whether desirable or undesirable, may depend largely on how employees perceive these practices as supportive and consistent (Bowen & Ostroff, 2004). This points to the need for future investigation.

Scholars have acknowledged that the link by which HPWPs influence employee behavior and intentions may not always be direct. The underlying mechanisms, often referred to as the "black box", remain underexplored (Huselid & Becker, 2011; Jiang et al., 2012). To date, few studies have examined how job satisfaction and organizational commitment mediate the effect of HPWPs on turnover intention, particularly in the IT sector of emerging markets. Although both attitudes are shaped by HPWPs, their relative influence on turnover intention differs across contexts, which encourages continuous debate in the literature. Against this backdrop, a critical

question emerges: **What mechanisms explain the relationship between HPWPs and turnover intention?**

This research is grounded in the Ability-Motivation-Opportunity (AMO) framework, which posits that HRM practices improve employee outcomes through distinct but interconnected mechanisms, and further draws on the social exchange theory, which explains how these practices encourage mutually beneficial relationships between employees and organizations. Integrating the AMO framework with mediation analysis allows us to examine how HPWPs enhance employees' abilities, motivation, and opportunities, which consequently may foster job satisfaction and organizational commitment as pathways to reduced turnover intention. Additionally, employee perceptions of how HPWPs address AMO are likely to influence their subsequent attitudes and behaviors.

With the lack of mediation studies in the Moroccan context, our study offers new lens by examining both partial and full mediation of job satisfaction and organizational commitment in the perceived HPWPs-turnover intention relationship within an emerging economy, the Moroccan IT industry. Specifically, the study investigates: (1) the direct effects of perceived HPWPs on job satisfaction, organizational commitment, and turnover intention, (2) the direct effects of job satisfaction and organizational commitment on turnover intention, and (3) the mediating roles of job satisfaction and organizational commitment among the Moroccan IT workforce. By combining the AMO and SET frameworks, mediation (through job satisfaction and organizational commitment), and employee perception, the research offers new empirical insights into the 'black box' associating HRM practices to employee outcomes in an under-researched context.

1. THEORETICAL FRAMEWORK AND RESEARCH HYPOTHESES

HPWPs refer to a set of interrelated HRM practices designed to enhance employees' skills, motivation, and opportunities to contribute to the overall organizational performance (Jiang et al., 2012), referring to the Ability-Motivation-Opportunity (AMO) framework. The latter is a widely used theoretical model in the context of HPWP, providing a different approach through which the effectiveness of HR practices can be assimilated. A distinctive aspect of the AMO model is its focus on the intermediary role of employee outcomes in linking HPWPs to organizational outcomes (Van De Voorde et al., 2012), noting job satisfaction (Appelbaum et al., 2000; Hauff et al., 2022), organizational commitment (Kehoe & Wright, 2013), and turnover intention (Tett & Meyer, 1993). Job satisfaction is defined as a "pleasurable or positive

emotional state resulting from the appraisal of one's job or experiences" (Locke, 1976, p. 1300). It is often related to immediate work conditions. However, organizational commitment is more a psychological bond between the employee and their organization, influencing their choice of remaining a member of the company or quitting (Meyer & Alllen, 1991). As for turnover intention, it is a deliberate and conscious choice by an individual to leave the organization (Tett & Meyer, 1993). No consensus has been reached about which HRM practices form the HPWP bundle (Marin-Garcia & Martinez Tomas, 2016). Therefore, the present study will examine four perceived HPWPs, considering training as an ability-enhancing practice, information sharing and participation as motivation-enhancing practices, and autonomy as an opportunity-enhancing practice. These practices are frequently highlighted in both international and Moroccan literature as central forces behind AMO (Hauff et al., 2022; Jiang et al, 2012) The following sections detail the hypotheses developed for the study.

1.1. The effect of High-performance work practices on employee outcomes

The relationship between HPWPs and employee outcomes (job satisfaction, organizational commitment, and turnover intention) has widely been studied in the literature. However, the nature of the influence remains debatable, as different outcomes may result from this focal relationship. On the one hand, some studies report a positive impact from HPWPs on job satisfaction and organizational commitment, and a negative one on turnover intention (Fabi et al., 2015; Kehoe & Wright, 2013). On the other hand, others found HPWPs to negatively influence job satisfaction (Hauff et al., 2022; Jensen et al., 2013; Wang et al., 2021). As for organizational commitment, most studies that report a negative correlation between HPWPs and job satisfaction, claim a positive relationship with organizational commitment (Ramsay et al., 2000). Finally, the prevailing evidence demonstrates that HPWPs either reduce or have no significant effect on turnover intention (Luna-Arocas & Camps, 2007).

The reasons behind theses mixed results rely, first, on the synergistic effect of HPWPs. Studies have shown that the effect of HPWPs, when used as a collective bundle, is greater than the impact when considered in isolation (Appelbaum et al., 2000; Macky & Boxall, 2007). Fabi et al. (2015) argue that inconsistent results on employee attitudes and behaviors could result from investigating single practices or failing to account for their combined effects.

Moreover, employees' perceptions of HPWPs can lead to different outcomes. HPWPs can be perceived as job demands, intensifying work intensity and responsibilities, and exerting more control (Hauff et al., 2022; Wang et al., 2021). Conversely, drawing upon the AMO framework,

HPWPs can be perceived as enhancing employees' abilities, motivation, and opportunities (Fabi et al., 2015), emphasizing support and fairness. At the former state, studies show that HPWPs decreases satisfaction at work (Boxall & Macky, 2009; Ramsay et al., 2000) while maintaining a positive relationship with organizational commitment (Kehoe & Wright, 2013; Messersmith et al., 2011) and an insignificant effect on turnover intention (Luna-Arocas & Camps, 2007). At the latter state, scholars found that while HPWPs require additional effort, employees perceive HPWPs as developmental opportunities, leading to higher job satisfaction (Appelbaum et al., 2000; Boxall & Macky, 2009; Hackman & Oldham, 1976), higher organizational commitment (Bashir et al., 2011; Dorta-Afonso et al., 2021), and lower turnover intention (Baluch et al., 2013; Harley et al., 2007; Luna-Arocas & Camps, 2007). This perspective aligns with social exchange theory, suggesting that when employees perceive HPWPs as genuine and fair and receive empowerment, training and rewards, they tend to repay with positive attitudes and behaviors (Obeng et al., 2021).

Despite these extensive findings drawn from Western or Asian contexts, comparatively the Moroccan context remains underexplored. In the Moroccan public sector, a study found a direct positive relationship between a set of HRM practices and job satisfaction (Ouabi et al., 2024). Another study demonstrated a positive association between information sharing, recognition, and skills development and affective commitment (Azizi & Zahidi, 2025). Therefore, given the ongoing debate regarding the effects of HPWPs on employee attitudes and behaviors and the little attention given to the Moroccan context, the study aims to contribute to filling this gap in the literature. Consequently, we posit the following hypotheses:

H1: Perceived HPWPs positively influence job satisfaction.

H2: Perceived HPWPs positively influence organizational commitment.

H3: Perceived HPWPs negatively influence employee turnover intention.

1.2. The effect of job satisfaction and organizational commitment on turnover intention

A review of the literature underscores the causal link between job satisfaction and turnover intention (Lee & Mowday, 1987; Tett & Meyer, 1993) and between organizational commitment and turnover intention (Meyer & Allen, 1991), generally establishing a significant negative association between the variables. Satisfied employees may be less likely to contemplate alternatives (Randhawa, 2007), but satisfaction alone does not create a profound long-term attachment with the organization that would prevent them from leaving. In contrast,

organizational commitment creates this type of bond that often involves identifying with organizational values or a sense of obligation to stay (Meyer & Allen, 1991). From a SET perspective, when employees develop strong psychological ties with organization, it tends to reciprocate by fostering their commitment and reducing their desire to leave. Thus, even when dissatisfied, the commitment developed prevents employees from quitting (Ramsay et al., 2000). While both constructs reduce turnover intention, job satisfaction decreases turnover intention through positive affect about the job, whereas organizational commitment does so through loyalty and long-term attachment. This distinction explain why commitment is often a stronger predictor of turnover intention in the literature. The negative association between the variables is not a general rule, as other scholars found contrasting findings. Spencer and Steers (1981) argue that, although dissatisfied, high performers may receive encouragements and incentives that would keep them within the company. In Morocco, Elhmaidi and Tijani (2024) found extrinsic satisfaction to have no significant influence on turnover intention. As for Jaros (1997) and Khatri (2024), they found the third dimension of organizational commitment (continuance commitment) to have no significant effect on turnover intention. The general findings – job satisfaction and organizational commitment significantly and negatively influence turnover intention – may be altered due to cultural contexts, sectoral differences, or the incentives received for different groups within the organization. Therefore, to clarify the ambiguities in the literature, we posit the following hypotheses:

H4: Job satisfaction negatively influences turnover intention.

H5: Organizational commitment negatively influences turnover intention.

1.3. The mediating roles of job satisfaction and organizational commitment

The means through which HPWPs influence turnover intention seem to be unclear in the extant literature, leading to a recurring debate about the "black box" problem. Several scholars have advocated for increased attention to understanding how HPWPs shape employee outcomes (Ogbonnaya & Messersmith, 2019). Evidence in the literature confirms that job satisfaction and organizational commitment emerge as key mechanisms explaining the HPWPs-turnover intention relationship (Fabi et al., 2015; Kehoe & Wright, 2013). It is worth mentioning that while HPWPs positively affect employee attitudes and behaviors, not all practices have the same influence. In the healthcare industry, Nasurdin et al. (2018) found an indirect association between performance appraisal and compensation and turnover intention through organizational commitment, and no such association between employment security and

turnover intention. Building on these insights, under the SET and the AMO framework, when HPWPs are perceived as enhancing abilities, fostering motivation, and offering opportunities to thrive, employees feel valued and tend to reciprocate with positive attitudes such as higher satisfaction and commitment. Consequently, these positive attitudes increase their intention to remain with the organization (Fabi et al., 2015).

Two types of mediation exist in the literature – the partial and the full mediation. The former mediation is where HPWPs decreases turnover intention both directly and indirectly (through job satisfaction and organizational commitment). Scholars demonstrate partial mediation of both employee attitudes (Fabi et al., 2015; Messersmith et al., 2011). However, the latter mediation is where the influence of HPWPs on turnover intention occurs only through employee attitudes. In the food service industry, the results of a study indicate a full mediation from affective commitment in the relationship between perceived HPWPs and the intent to remain in the organization (Kehoe & Wright, 2013). This study will examine both the direct and the indirect effects of HPWPs on turnover intention to determine which type of mediation exist in this relationship. Therefore, we posit the following hypotheses:

H6: Perceived HPWPs negatively impact turnover intention through the mediating influence of job satisfaction.

H7: Perceived HPWPs negatively impact turnover intention through the mediating influence of organizational commitment.

Based on the hypotheses derived from the literature review, a research model was developed, as illustrated in Figure 1 below:

Figure 1: Conceptual Model

Source: Authors own work

2. METHODOLOGY

2.1. Measurement Instruments

All constructs were measured with items adopted from previously used scales. Since the study is conducted within the Moroccan IT industry, all items were translated from English to French using the back-translation technique (Brislin, 1986), except for the Minnesota Satisfaction Questionnaire (MSQ) and the Organizational Commitment Questionnaire (OCQ), which were previously translated into French by Roussel (1996) and Vandenberghe and Peiro (1999), respectively. Besides the items related to the measured constructs, the survey also included six control variables, namely gender, age, education, job position, years of experience, and work mode.

The HPWPs used in this model are composed of four practices: training, information sharing, participation, and autonomy. These practices were measured on an 11-item TIPA scale proposed by Balluerka et al. (2020), 3 items for training, 2 items for information sharing, 3 items for participation, and 3 items for autonomy. All items were rated on a 5-point Likert scale ranging from 1 = Totally disagree to 5 = Totally agree. The Cronbach's alpha value for this scale was 0.827, revealing sufficient reliability.

The 20-item MSQ measured job satisfaction (Weiss et al., 1967). The scale assesses intrinsic satisfaction and extrinsic satisfaction. Cronbach's alpha was 0.892 for this scale. All items were rated on a 5-point Likert scale ranging from 1 = Very dissatisfied to 5 = Very satisfied.

The 18-item OCQ measured organizational commitment (Meyer & Allen, 1991). The scale is composed of three dimensions with 6 items for affective commitment, 6 items for continuance commitment, and 6 items for normative commitment. The Cronbach's alpha value for this scale was 0.729. All items were rated on a 5-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly agree.

Regarding turnover intention, it was measured through a 6-item scale proposed by Roodt (2004). The Cronbach's alpha value for this scale was 0.701. All items were rated on a 5-point Likert scale ranging from 1 = Never to 5 = Always.

2.2. Data Collection and Sampling

The study collected information from employees in various Moroccan IT companies between February 1, 2025, and June 30, 2025. The companies included in this study are located in major urban centers of Morocco (i.e. Rabat, Casablanca, Tangier, Oujda, and Marrakech), and those include: Netopia, Intelcia, Maroc Telecom, Orange, IBM Maroc, Capgemini, SQLI, NTT Data,

Intelcom, LOGIGroup, CDM, Inetum, FalconDev, and DELL. We sent respondents a survey by email, direct contact, and professional social media. Out of the 600 questionnaires issued, 253 valid surveys were gathered, giving a 42.16% response rate. Due to practical constraints, this study relied on non-probability sampling, which could result in selection bias. Participation in the study was based on accessibility and willingness to respond. Consequently, some segments of the Moroccan IT workforce may be over- or underrepresented, affecting the generalizability of the findings. This limitation will be considered when interpreting the results. Moreover, since the study examines employees' perception of HPWPs and their impact on turnover intention, it relied exclusively on self-reported measures, which may introduce common method bias (CMB).

3. DATA ANALYSIS AND RESULTS

3.1. Demographic characteristics

Among the 253 participants, 61.11% were male. The IT workforce is predominantly male, with 51.19% of respondents aged 25-35, indicating that the sample is primarily composed of young individuals. The most common level of education is a five-year college degree (79.76%). Additionally, the majority of participants were executives (30.56%). A large proportion of respondents have less than five years of professional experience, with hybrid arrangements being the most preferred work mode, reflecting contemporary organizational trends.

3.2. Data analysis and processing

The study used Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypotheses and measurement models. Given the relatively small sample size, PLS-SEM is considered robust, whereas Covariance-Based SEM (CB-SEM) may be preferable for theory testing in larger samples. PLS-SEM was chosen due to its strength in predictive modeling and its flexibility in handling non-normally distributed data. Following the suggestions of Hair et al. (2019), a two-phase method was used. The measurement model was examined for reliability, convergent and discriminant validity. Then, the structural model was evaluated for fit using path coefficients, determination coefficients (R^2), effect size (f^2), cross-validated redundancy (Q^2), and finally, Standardized Root Mean Square Residual (SRMR). To obtain reliable estimates of standard errors and confidence intervals, bootstrapping with 10,000 resamples was used. Given the importance of maintaining sample size and maximizing statistical power, mean imputation was conducted using SPSS and SmartPLS to reduce data loss and preserve the

sample's representativeness (Hair et al., 2014). This method, although simple, can introduce bias and reduce variability. Future research should consider more sophisticated approaches such as multiple imputation or full information maximum likelihood. Additionally, when data for both independent and dependent variables are sourced from the same entity, the possible existence of CMB should be investigated. First, we used the Harman's single-factor test, a widely used but limited approach. The findings reveal that CMB was not a significant issue since the initial component accounted for 34.7% of the variation, which is below the 50% threshold. Second, the study's VIF values (below 4.84) showed no issues with multicollinearity or CMB, indicating sufficient data quality for subsequent analysis. The results show no influence of missing data or common method variance.

3.3. Measurement model evaluation (Lower-Order Constructs)

To assess the reliability and validity of the measurement model (lower-order constructs), indicator reliability, internal consistency reliability, convergent validity, and multicollinearity tests were used (see Table 1). In terms of individual item reliability, the factor loadings ranged from 0.646 to 0.943, all of which are above the baseline value of 0.60 suggested by Chin (1998). Since all constructs showed Cronbach's alpha values and composite reliability values (ρc) higher than 0.70, then the model is internally consistent and reliable (Hair et al., 2014). AVE assessed convergent validity in this study. Table 1 demonstrates that all latent variables exceeded Fornell and Larcker (1981)'s AVE threshold (0.50). The construct and its measures are linked since each variable accounts for a significant percentage of variance in its observed indicators, confirming convergent validity. Since all VIF values are less than 5, the indicators are not collinear, ensuring unbiased route coefficient estimate in the future structural model (Hair *et al*., 2019).

Table 1: Evaluation of the Measurement Model (Lower-Order Constructs)

Construct	Items	Outer loadings	VIF	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
High-performance work practices (HPWPs)							
Training (TRA)	**TRA1**	0.904	2.597	0.903	0.903	0.939	0.837
	TRA2	0.928	3.498				
	TRA3	0.913	2.894				
Information sharing (INFS)	**INFS1**	0.917	2.528	0.806	0.806	0.912	0.837
	INFS2	0.913	2.338				
Participation (PRT)	**PRT1**	0.923	4.100	0.905	0.905	0.941	0.841
	PRT2	0.943	4.455				
	PRT3	0.884	2.267				
Autonomy (AUTO)	**AUTO1**	0.908	3.134	0.916	0.916	0.947	0.856
	AUTO2	0.939	4.217				
	AUTO3	0.928	3.853				
Job satisfaction (JOBS)							
Intrinsic satisfaction (INTS)	**INTS1**	0.779	2.463	0.924	0.925	0.937	0.621
	INTS2	0.786	2.186				
	INTS4	0.834	3.096				
	INTS5	0.798	2.746				
	INTS6	0.793	2.621				
	INTS7	0.771	2.622				
	INTS9	0.836	2.929				
	INTS10	0.726	2.301				
	INTS11	0.766	3.244				
Extrinsic satisfaction (EXTS)	**EXTS1**	0.744	2.383	0.894	0.897	0.917	0.614
	EXTS2	0.801	2.431				
	EXTS3	0.864	4.838				
	EXTS4	0.848	4.001				
	EXTS6	0.758	2.199				

	EXTS8	0.676	2.028				
	EXTS9	0.780	2.837				
Organizational commitment (ORGC)							
Affective commitment (AFFC)	**AFFC1**	0.884	3.834	0.945	0.946	0.956	0.786
	AFFC2	0.917	4.624				
	AFFC3	0.907	3.526				
	AFFC4	0.931	2.223				
	AFFC5	0.892	3.682				
	AFFC6	0.780	2.479				
Continuance commitment (CONC)	**CONC1**	0.800	2.095	0.890	0.920	0.914	0.639
	CONC2	0.862	2.896				
	CONC3	0.816	2.513				
	CONC4	0.863	2.523				
	CONC5	0.746	2.608				
	CONC6	0.696	2.293				
Normative commitment (NORC)	**NORC1**	0.769	1.843	0.914	0.915	0.933	0.700
	NORC2	0.835	3.295				
	NORC3	0.878	4.291				
	NORC4	0.844	2.680				
	NORC5	0.871	3.377				
	NORC6	0.818	2.483				
Turnover intention (TURI)							
Turnover intention (TURI)	**TURI1**	0.859	1.426	0.701	0.762	0.828	0.620
	TURI4	0.839	1.533				
	TURI5	0.646	1.265				

Note: TRA = Training; PRT = Participation; INFS = Information sharing; AUTO = Autonomy; EXTS = Extrinsic satisfaction; INTS = Intrinsic satisfaction; AFFC = Affective commitment; CONC = Continuance commitment; NORC = Normative commitment; TURI = Turnover intention

Source: Authors own work

3.4. Discriminant validity – HTMT and Fornell–Larcker criterion (Lower-Order Constructs)

The findings confirm that discriminant validity has been established, as all of the HTMT values were below the recommended threshold of 0.9 (Henseler et al., 2015) (see Table 2), and the square root of AVE for each construct is greater than its correlations with other constructs, demonstrating that they are empirically distinct from one another (see Table 3).

Table 2: Evaluation of Discriminant Validity (HTMT) (Lower-Order Constructs)

	AFFC	AUTO	CONC	EXTS	INFS	INTS	NORC	PRT	TRA	TURI
AFFC										
AUTO	0.420									
CONC	0.338	0.084								
EXTS	0.709	0.434	0.258							
INFS	0.624	0.520	0.199	0.814						
INTS	0.657	0.574	0.201	0.886	0.614					
NORC	0.708	0.299	0.428	0.465	0.414	0.412				
PRT	0.582	0.682	0.235	0.583	0.658	0.597	0.425			
TRA	0.557	0.443	0.182	0.702	0.852	0.581	0.365	0.558		
TURI	0.538	0.165	0.225	0.475	0.342	0.343	0.399	0.242	0.349	

Note: TRA = Training; PRT = Participation; INFS = Information sharing; AUTO = Autonomy; EXTS = Extrinsic satisfaction; INTS = Intrinsic satisfaction; AFFC = Affective commitment; CONC = Continuance commitment; NORC = Normative commitment; TURI = Turnover intention

Source: Authors own work

Table 3: Evaluation of Discriminant Validity (Fornell–Larcker criterion) (Lower-Order Construct

	AFFC	AUTO	CONC	EXTS	INFS	INTS	NORC	PRT	TRA	TURI
AFFC	0.886									
AUTO	0.391	0.925								
CONC	0.345	0.064	0.799							
EXTS	0.654	0.396	0.259	0.784						
INFS	0.545	0.448	0.176	0.692	0.915					
INTS	0.617	0.530	0.197	0.805	0.531	0.788				
NORC	0.658	0.275	0.414	0.423	0.356	0.382	0.836			
PRT	0.539	0.623	0.230	0.525	0.562	0.548	0.387	0.917		
TRA	0.515	0.404	0.187	0.631	0.728	0.533	0.333	0.505	0.915	
TURI	-0.451	-0.130	-0.088	-0.375	-0.254	-0.271	-0.345	-0.207	-0.295	0.787

Note: TRA = Training; PRT = Participation; INFS = Information sharing; AUTO = Autonomy; EXTS = Extrinsic satisfaction; INTS = Intrinsic satisfaction; AFFC = Affective commitment; CONC = Continuance commitment; NORC = Normative commitment; TURI = Turnover intention

Source: Authors own work

3.5. Measurement model evaluation (Higher-Order Constructs)

Following the two-step approach recommended in the PLS-SEM literature (Hair et al., 2014), an examination of the measurement model (higher-order constructs) is required. In this study, the constructs of High-Performance Work Practices (HPWPs), Job Satisfaction (JOS), Organizational Commitment (ORGC), and turnover intention (TURI) were conceptualized as higher-order constructs (HOCs) using a reflective–reflective measurement approach. All criteria for reliability and validity (as previously described in the Lower-Order Constructs section) were met for higher-order constructs, making them suitable for hypothesis testing (see Table 4).

Table 4: Evaluation of the Measurement Model of Higher-Order Constructs

Items	Outer loadings	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE	VIF
TRA	0.832	0.827	0.841	0.885	0.659	2.193
PRT	0.822					1.984
INFS	0.864					2.403
AUTO	0.723					1.676
EXTS	0.956	0.892	0.901	0.949	0.902	2.837
INTS	0.944					2.837
AFFC	0.922					1.785
CONC	0.744	0.729	0.906	0.834	0.637	1.220
NORC	0.874					1.899
TURI1	0.856					1.426
TURI4	0.831	0.701	0.752	0.830	0.622	1.533
TURI5	0.665					1.265

Note: TRA = Training; PRT = Participation; INFS = Information sharing; AUTO = Autonomy; EXTS = Extrinsic satisfaction; INTS = Intrinsic satisfaction; AFFC = Affective commitment; CONC = Continuance commitment; NORC = Normative commitment; TURI = Turnover intention

Source: Authors own work

3.6. Discriminant validity – HTMT and Fornell–Larcker criterion (Higher-Order Constructs)

Findings confirm that discriminant validity is established for all higher-order constructs in this study, as HTMT values fall below the cut-off criteria (0.90) (see Table 5), and the square root of AVE in each latent is larger than its correlations with other latent constructs (see Table 6).

Table 5: Discriminant Validity – HTMT Criterion (Higher-Order Constructs)

	HPWP	JOBS	ORGC	TURI
HPWP				
JOBS	0.828			
ORGC	0.657	0.684		
TURI	0.348	0.437	0.501	

Note: HPWP = High-Performance Work Practices; JOBS = Job Satisfaction; ORGC = Organizational Commitment; TURI = Turnover Intention

Source: Authors own work

Table 6: Discriminant Validity – Fornell-Larcker Criterion (Higher-Order Constructs)

	HPWP	JOBS	ORGC	TURI
HPWP	0.812			
JOBS	0.717	0.95		
ORGC	0.574	0.613	0.798	
TURI	-0.279	-0.345	-0.422	0.789

Note: HPWP = High-Performance Work Practices; JOBS = Job Satisfaction; ORGC = Organizational Commitment; TURI = Turnover Intention

Source: Authors own work

3.7. Structural model assessment

The structural model was developed to examine the relationships between HPWPs and JOS, ORGC, and TURI. The results displayed in Table 7 indicate that no problem in the evaluation of the structural model exists, as all R^2 values are higher than 0.182. The model performs reasonably well in predicting job satisfaction, organizational commitment, and turnover intention, according to Cohen (1988). The effect size analysis shows that HPWPs had a large effect on job satisfaction ($f^2 = 1.057$) and organizational commitment ($f^2 = 0.492$) and no substantial effect on turnover intention ($f^2 = 0.000$). This emphasizes the central role of HPWPs in positively influencing employee attitudes and suggests that they may not directly affect turnover intention in this sample. Furthermore, all VIF values were found to be below the recommended threshold of 5, indicating no multicollinearity concerns (see Table 7). Finally, the predictive relevance of the model was examined through Q^2 values for the endogenous

constructs, which were all above 0, ranging from 0.068 to 0.509. This thus confirms the model's predictive relevance (Chin, 1998).

Table 7: Assessment of the structural model

		Endogenous Variables		**R-squared**	**R-squared Adjusted**	(Cohen, 1988)
	R-squared		**JOBS**	0.512	0.514	0.26 Substantial
			ORGC	0.327	0.330	0.13 Moderate
			TURI	0.182	0.191	0.02 Weak
	Endogenous Variables	**HPWP**	**JOBS**	**ORGC**	**TURI**	(Cohen, 1988)
Effect size (F-squared)	**HPWP**		1.057	0.492	0.000	0.35 Substantial
	JOBS				0.012	0.15Medium
	ORGC				0.088	0.02 Weak
	TURI					
	Endogenous Variables	**HPWP**	**JOBS**	**ORGC**	**TURI**	(Hair et al., 2014)
Collinearity (Inner VIF)	**HPWP**		1.000		2.189	VIF < 5
				1.000		
	JOBS				2.348	
	ORGC				1.703	
	TURI					
	Endogenous Variables		**JOBS**	**ORGC**	**TURI**	$Q^2 > 0$
Q^2			0.509	0.322	0.068	(Chin, 1998)

Note: HPWP = High-Performance Work Practices; JOBS = Job Satisfaction; ORGC = Organizational Commitment; TURI = Turnover Intention

Source: Authors own work

As for the Model Fit Indices, the SRMR value is 0.049, which is less than 0.08, and the NFI value is 0.910, indicating a satisfactory model fit (see Table 8). These results collectively suggest that the theoretical model is consistent with the data and provides a strong representation of the relationships between the variables.

Table 8: Model Fit Indices for the Saturated and Estimated Models

Fit Index	Saturated Model	Estimated Model
SRMR	0.045	0.049
d_ULS	0.250	0.280
d_G	0.120	0.135
Chi-square	210.352	225.876
NFI	0.920	0.910

Source: Authors own work

3.8. Hypothesis testing

Following the guidelines of Hair et al. (2014), a resampling procedure of 10,000 subsamples was conducted in SmartPLS to ensure the robustness of the results of both direct and indirect relationships.

Table 9 presents the results of the hypothesis test for the direct relationships in the model.

Results show that HPWPs have a positive and highly significant impact on job satisfaction (B = 0.717, t = 22.057, p = 0.000), supporting hypothesis 1. The impact of HPWPs on organizational commitment was positive and significant (B = 0.574, t = 13.142, p = 0.000), supporting hypothesis 2. This suggests that implementations of HPWPs result in enhanced satisfaction and commitment. The slightly higher coefficient for job satisfaction illustrates that employees interact very well with these practices in terms of their immediate workplace experience. As for organizational commitment, the results imply that HPWPs are effective tools for deeper ties and long-term attachment. For Moroccan IT managers, this highlights the importance of investing in practices that would achieve both short-term and long-term outcomes. Findings reveal a statistically insignificant relationship between HPWPs and turnover intention (B = 0.028, t = 0.314, p = 0.754), rejecting hypothesis 3. The impact of job satisfaction on employees' turnover intention was negative and insignificant (B = -0.151, t = 1.330, p = 0.183), which rejects hypothesis 4. Organizational commitment had a negative and highly significant relationship with turnover intention (B = -0.348, t = 4.732, p = 0.000), supporting hypothesis 5. For every one-unit increase in employees' organizational commitment, their intention to leave decreases by 0.348 units. Practically, managers fostering commitment by building loyalty and developing strong psychological bonds are likely to produce meaningful reduction in turnover.

Table 9: Hypothesis Testing (Direct Relationships)

Bath	B	Standard deviation	T statistics	P-values	Results
HPWP -> JOBS	0.717	0.033	22.057	0.000	Supported
HPWP -> ORGC	0.574	0.044	13.142	0.000	Supported
HPWP -> TURI	0.028	0.090	0.314	0.754	Not supported
JOBS -> TURI	-0.151	0.114	1.330	0.183	Not supported
ORGC -> TURI	-0.348	0.073	4.732	0.000	Supported

Note: HPWP = High-Performance Work Practices; JOBS = Job Satisfaction; ORGC = Organizational Commitment; TURI = Turnover Intention

Source: Authors own work

Table 10 presents the results of the hypothesis test for the indirect relationships in the model. Results show that the indirect effect that HPWP has on turnover intention via job satisfaction is insignificant (B = –0.108, t = 1.332, p = 0.183), rejecting hypothesis 6. Findings also reveal strong and significant mediation pathways through organizational commitment (B = -0.200, t = 4.418, p = 0.000), supporting hypothesis 7. This shows that HPWPs reduces turnover intention by enhancing commitment, and not satisfaction. This reveals that managers should focus on implementing practices that build commitment, rather than enhance satisfaction only, in order to retain employees.

Table 10: Hypothesis Testing (Indirect Relationships)

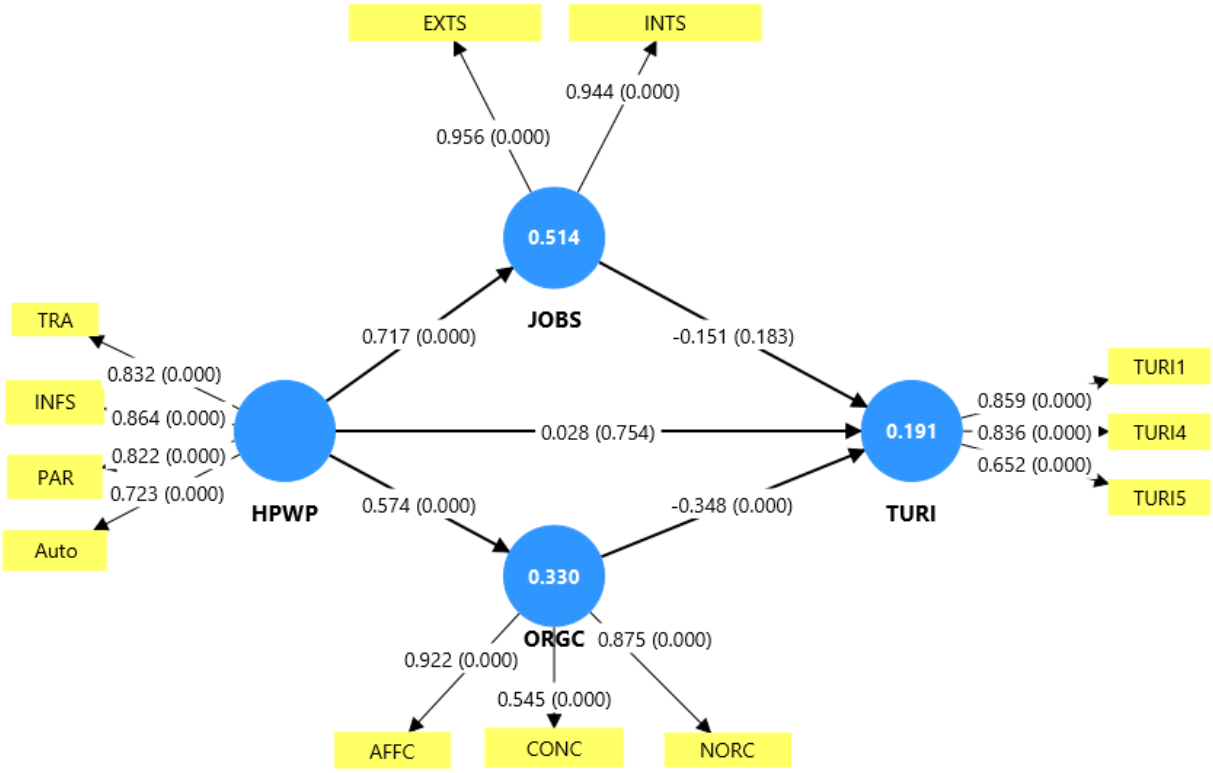
Bath	B	Standard deviation	T statistics	P-values	Results
HPWP -> JOBS -> TURI	-0.108	0.081	1.332	0.183	Not supported
HPWP -> ORGC -> TURI	-0.200	0.045	4.418	0.000	Supported

Note: HPWP = High-Performance Work Practices; JOBS = Job Satisfaction; ORGC = Organizational Commitment; TURI = Turnover Intention

Source: Authors own work

Figure 2 represents the conceptual model estimated using PLS-SEM. The figure illustrates the hypothesized relationships between the main constructs of the study – the independent variable (HPWPs) and the dependent variable (turnover intention). The model also reflects the mediating roles of job satisfaction and organizational commitment.

Figure 2: Estimates of the Model (PLS)



Source: Authors own work

4. DISCUSSION

As anticipated, our results show that perceived HPWPs positively enhance both job satisfaction and organizational commitment. The results go in line with the findings of prior studies (Alfes et al., 2013; Bashir et al., 2011; Berg, 1999; Fabi et al., 2015; Hauff et al., 2022). Theoretically, HPWPs enhance employees' skills through training, motivate them through information sharing and participation, and offer them the opportunities to contribute through autonomy. These improvements might strengthen employees' emotional bond and loyalty. The findings offer counterevidence to conclusions which claim that HPWPs are perceived by employees as demanding and generating additional stress, emotional exhaustion, and burnout, leading to dissatisfaction (Berg, 1999; Ramsay et al., 2000). In the Moroccan context, the rapid growth and development of the IT sector, could make organizations more concerned and invested in employees' satisfaction and commitment. Additionally, the practical responsiveness to practices that foster inclusion, autonomy, and empowerment might go back to the collectivist nature of the society. Although the findings are positive in this context, it is important to

recognize that in other settings, HPWPs can be perceived as demanding and result in negative outcomes. Thus, the results are not universal and can be perceived and experienced by employees differently. Therefore, even in positive environments, we advise managers to remain attentive to possible unintended outcomes.

Contrary to our expectations, no direct relationship was found between HPWPs and turnover intention, confirming the occurrence of the "black box" phenomenon. The evidence resonates with empirical studies suggesting an indirect effect of HPWPs on turnover intention (Alfes et al., 2013; Gong et al., 2009; Kehoe & Wright, 2013). The fact that perceived HPWPs have no direct effect on turnover intention implies that these practices alone, although necessary, are not sufficient to decrease turnover intention. Moreover, in order for these practices to decrease employees' intention to leave, organizations must ensure that employees feel the benefits of HPWPs. These findings suggest new pathways in the exploration of the dynamics underpinning these relationships, with a particular focus on the unexpected role of job satisfaction.

Notably, unlike most previous studies (Jaros, 1997; Tett & Meyer, 1993), job satisfaction did not predict turnover intention. However, organizational commitment was found to be a strong antecedent of turnover intention, aligning with the results of Jaros (1997) and Meyer and Allen (1991). The literature clearly highlights that organizational commitment is a much stronger predictor of turnover intention than job satisfaction (Shore & Martin, 1989). Although job satisfaction creates positive feelings at work, in the Moroccan IT sector, it is the stronger psychological bond that employees develop with the organization that prevents them from leaving. This psychological bond develops on different levels – affective, normative, and continuance. The first two dimensions of commitment are especially influential in collectivist societies (Meyer, Stanley & Parfyonova, 2012), explaining why organizational commitment shapes employee behaviors in Morocco. Employees connect to their organization not simply because they feel attached to it, but because they feel responsible and invested in it (Meyer & Allen, 1991). Furthermore, job satisfaction is a more immediate and task-related attitude, and an affective response to one's job that might not necessarily translate into an attachment with the organization. Prior studies have shown that satisfied employees can still leave the organization when offered better opportunities, while committed ones rarely quit (Tett & Meyer, 1993). From a cultural perspective, Moroccan values emphasize social ties, loyalty, and belonging more than affective states (Hassi & Storti, 2023). In line with this, the Hofstede's model illustrates that collectivist societies place greater value on loyalty and social bonds. Therefore, with the particular importance that Morocco places on community bonds, it is clear

why organizational commitment plays a more central role in retaining employees than job satisfaction. While these cultural explanations are plausible and supported by prior studies, they remain hypothetical.

While these direct effects provide important insights into the factors influencing turnover intention, a deeper and related understanding emerges when considering the mediating mechanisms at play. The findings reveal that HPWPs reduce turnover intention in the Moroccan IT sector only through organizational commitment and not through job satisfaction as widely assumed. The results resonate with prior research suggesting that organizational commitment explains better the HPWPs-turnover intention link than job satisfaction (Alfes et al., 2013; Kehoe & Wright, 2013; Tett & Meyer, 1993). From the "black box" perspective, this study highlights the underlying mechanisms through which HPWPs reduce turnover intention in the Moroccan IT sector. On the one hand, while HPWPs enhance employee enjoyment (job satisfaction), it fails to establish strong psychological bonds that would deter them from leaving the organization. On the other hand, HPWPs are regarded as an investment in employee well-being, hence reinforcing their loyalty and dedication to the firm, which lowers their intention to leave. According to SET, when employees feel valued and perceive HPWPs as supportive, they reciprocate organizational investment with loyalty and a lower intention to leave. To effectively reduce turnover, organizations should invest in practices that create a sense of loyalty, responsibility, and long-term attachment rather than practices that boost immediate satisfaction.

CONCLUSION

This study examined the impact of HPWPs on turnover intention, with job satisfaction and organizational commitment serving as mediating factors. The results show that HPWPs indirectly influence turnover intention through organizational commitment. Findings also demonstrate that job satisfaction is not a key mediator in the HPWPs-turnover intention relationship.

Few studies have explored parts of the HPWPs-employee outcomes chain in the Moroccan context (Abbana Bennani & Hassi, 2024; Elhmaidi & Tijani, 2024). Therefore, our research contributes to the literature by combining HPWPs, job satisfaction, organizational commitment, and turnover intention in one theoretical model in Morocco. Moreover, most strategic HRM studies come from Western or Asian countries (Hauff et al., 2022; Jiang et al., 2012), with few from African countries (Nkongolo Kaajila et al., 2026). Thus, our study extends the HPWPs

literature by exploring the relationship between HPWPs and employee outcomes in a North African country. The study emphasizes how cultural and institutional frameworks determine the operation of HR practices. Additionally, this research clarifies the underlying mechanisms through which HPWPs influence employee outcomes. Organizational commitment, rather than job satisfaction, emerged as the key mediator in reducing turnover intention, which sheds light on what happens in the "black box" of HRM. Furthermore, given that job satisfaction did not influence turnover intention, it highlights that although HPWPs shape employees' attitudes, the latter will not consequently influence their behavior. The distinction between the mediating impacts of job satisfaction and organizational commitment clarified the difference between immediate affective states and stronger psychological bonds.

The study illuminated ways through which managers, policymakers, and HR practitioners can increase the benefit of HRM practices. Findings indicate that to retain employees in the Moroccan IT sector, organizations can invest in implementing HPWPs that enhance employees' abilities, motivate them, and provide them the opportunity to contribute. The study suggested four HPWPs as a solution to reduce employee turnover intention. Organizations are advised to adopt HRM practices in bundles rather than isolated practices. Moreover, we emphasize that in order for managers to retain talents, they should strive to ensure that HPWPs are perceived positively and as a concern for employees' well-being instead of being viewed as additional workload. Furthermore, since the results identified organizational commitment as a key mechanism in the HPWPs-turnover intention link, managers should focus on developing strong psychological bonds rather than surface-level satisfaction. This can be achieved by building loyalty and trust, ensuring fairness, implementing recognition systems, providing career development opportunities, etc.

Despite its contributions, the study is not without limitations. First, the present study examined the effect of four HPWPs on employee attitudes and behavior. Although we suggest that HR managers focus on training, information sharing, participation, and autonomy, we encourage future research on other practices to analyze their effects on employees' attitudes and behaviors, as different components of the HR system have different effects on the same outcomes (Alfes et al., 2013; Jiang et al., 2012). Adding more HPWPs will make the model more comprehensive. Additionally, the present research examined only two mediators (job satisfaction and organizational commitment), leaving room for other mediators such as work engagement and organizational justice. Furthermore, the study explored the relationship of HPWPs and turnover intention in the Moroccan IT sector, which limits the scope of the research. Thus, other sectors

and countries can be added to the study in order to offer generalizations. It should also be noted that the findings are subject to potential CMB since the study relied solely on self-reported data (employees' perceptions) collected at the same time. A further consideration is that, while control variables were included in the model, their effects were not discussed in the interpretation of results. This limits the perspective of demographic or contextual factors influencing the results. Moreover, the cross-sectional nature of our data limits our ability to infer causal relationships. Therefore, important variations may exist across segments. Finally, although our study included respondents of different ages, genders, working positions, educational backgrounds, and organizations, it did not statistically test for differences in effects between these groups. Together, these limitations impact the interpretation and generalizability of our findings.

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