The impact of human resource management practices on employee intention to leave: An empirical study among NGOs in Egypt

Atef Eid Mahmoud Mohamed
ESLSCA University, Egypt

Ghadeer Mohamed Badr Eldin Aboul-Ela
Faculty of Commerce and Business Administrative- Future University in Egypt

Abstract
   To survive in this very dynamic business environment, organizations including NGOs have to develop, adapt, and react to new challenges. Besides, Egypt aims to achieve and sustain development; NGOs play a critical role in achieving this goal. It is critical for NGOs to create contemporary HRM practices to enhance their employee's involvement in business activities, thereby, achieving the organization's strategic goals. The purpose of this research is to explore the impact of HRM practices on employee intention to leave.
   This research employs a quantitative methodology. Using non-probabilistic convenience sample techniques of 388 employees from the NGO organizations sector to test hypotheses using appropriate statistical techniques. The results of this research indicate that HRM practices significantly and negatively impact employees' intention to leave.

Introduction

Non-Governmental organizations (NGOs) have played an important role in national and international development. NGOs participate in the development by delivering basic needs to citizens or even by organizing policy and public campaigns for change. Besides that, NGOs have an important role in quick response to crises and emergency cases. NGOs are voluntary groups of individuals or institutions with a social mission, usually not affiliated with any government formed to provide services or advocate public policy (Karns, 2022). Although some NGOs are for-profit corporations, the vast majority are nonprofit organizations. In other words, NGOs are privately constituted organizations, such as companies, professional trade, and voluntary organizations charities, which may or may not make a profit, which is an even broader view.

Knowing how to get employees satisfied and committed to their work, being attached to the organization, being connected to organization values, and being obligated to the organization are considered critical factors for performance and organizational success (Supriyanto et al., 2016). Human Resource Management (HRM) practices provide a significant contribution to the organization in achieving its goals and objectives through the way the employees are attracted, recruited, developed, appraised, and maintained in the organization with high effective levels. These can be sustainably achieved by adopting effective human resource management practices (Ribeiro at el., 2014). Additionally, HRM practices are responsible for increasing the organization's productivity through the increase in employee satisfaction as low job satisfaction leads to low organizational productivity (Atikbay et al., 2020). Retaining human capital is a critical factor in the progress of the organization (Khalid et al., 2018).

Literature review
Human Resource Management Practices

HRM practices are responsible for generating the procedures for attracting, developing, motivating, and retaining people to achieve organizational goals and objectives by enabling managers to deal with

available human resources in an efficient way to guarantee that an organization's human capital contributes to the attainment of its goals (Al-Busaidi et al., 2021). Besides, Imna et al. (2015) elaborated that there are two kinds of HRM practices: the first one is the soft one which focuses on and is interested in measuring the organizational value bearing in employees' minds and finds ways to enhance them by training and development. The second one is the hard one because it is concerned with maximizing the benefits for both organization and employee through achieving organization's goals by applying specific HRM practices that increase employee commitment and reduce their intention to leave.

Organizations seek to adopt the most up-to-date practices and compete with each other in applying unique HRM practices to accomplish their organizational goals, especially, since HRM practices play a critical and important role in the constructive growth of the organization (Wijesiri et al., 2019). The COVID-19 pandemic had a massive impact on HRM practices, not only in attracting and retaining valuable employees within the organization, especially, due to changes in lifestyle, diversity, and work-life balance but also due to the shortage in manpower and the need to achieve the best utilization of the available workforce (Roy, 2021).

Keeping and retaining employees within the organization have become a very important role for HRM, and many practices could be applied to achieve this objective like training and development, employee empowerment, performance appraisal, and compensation. This research will focus on recruitment and selection, training and development, performance appraisal, and compensation and rewards.

Recruitment and Selection

This research will apply the definition presented by Demo et al. (2012) for recruitment and selection as the procedures related to the proposal (with theoretical and practical constructions) used to look for employees, encourage them to apply, and select the best candidate. It aims at harmonizing people's values, interests, expectations, and competencies with the characteristics and demands of the position and the organization.

Recruitment and selection are the process that is responsible for attracting the best-talented candidate and selecting the right one that fits the job. This could happen by contributing to the organization's growth and sustainability and achieving its goals and objectives. HRM practices are responsible for identifying the right match for the job, aligning the job with the organization's requirements, and increasing employee satisfaction (Badre et al., 2021). Organizations need to spend more time selecting and recruiting the best candidate and paying more attention to their development and training to retain them for the longest period, which will ultimately serve the organization's objective (Al-Hajri, 2020).

Compensation and Rewards

Many studies revealed that there is a significant relationship between compensation and rewards, on the one hand, and employee retention, on the other hand (Kaleemullah et al., 2019). Providing competitive remuneration schemes is considered a key element in keeping and retaining employees within an organization and reducing employee turnover as an organization needs to create innovative remuneration schemes, which is considered vital to tie employees with organizations (Al-Busaidi et al., 2021). The reward and compensation system is responsible for supporting the financial condition of the employees in organizations. This will, eventually, impact their productivity (Tangthong et al., 2014).

Compensation and rewards could be monetary (cash, incentives, bonuses, and allowances) or nonmonetary (appreciation letter, vacation leave, and certificates of recognition); in other words, they could be intrinsic or extrinsic. Compensation and rewards are vital factors to retain talented, skilled employees keeping them: satisfied, and more loyal, and reducing their intention to leave (Malik et al., 2020). Compensation could be financial and nonfinancial and represent the cumulative reward paid to employees in return for their services (Roy, 2021). In the same way, Mendis (2017) stated that financial rewards are related to providing employees rewards in terms of money while non-financial rewards are related to ego and self-actualization.

Training and Development

As per Malik et al. (2020), "Training is meant to enhance the skills of employees if training is going to be conducted repetitively. After a specific period, employees will become more skilled and expert because training will develop more skills in them, and they can have a chance to get promotions on behalf of their skills" (p. 2). In addition to this, Bibi et al. (2019) explained that training and development refer to improving employees' performance, utilizing their skills, increasing their level of commitment, satisfaction, and loyalty, and decreasing turnover as well as their intention to leave through applying planned activities.

Many types of training and development could be used to increase employees' skills as well as knowledge and abilities, lead to work efficiency, increase commitment, and increase employee satisfaction. All these ultimately decrease employee intention to leave, such as coaching, the job, off the job, rotation, and mentoring (Imna et al., 2015). Furthermore, many models of training and development contain the following activity's reaction, learning, behavior, and result (Wijesiri et al., 2019).

Performance Appraisal

There is a significant relationship between performance appraisal and employee retention in an organization (Kaleemullah et al., 2019). Performance appraisal could be used as a tool for developing and motivating employees within the organization once it is used fairly and honestly (Bibi et al., 2019). The morale of employees is affected directly by performance appraisal, which will, in return, affect employee performance and satisfaction and reduce employee turnover (Al-Busaidi et al., 2021); whereas employees with a lack of trust in performance appraisal procedures and feedback systems will have a high intention to leave (Hussain et al., 2019). Performance appraisal is considered as one of the basic functions of HRM practices and is used to evaluate the performance and utilization of employees within an organization (Bibi et al., 2019).

A performance appraisal system is utilized to review and evaluate the performance of employees; get feedback regarding their performance; determine weaknesses and put suitable training programs to raise their capabilities and productivity. Thus, an effective performance appraisal system would lead to an increase in employee retention, reduce employees' intention to leave, and reduce costs and losses resulting from firing employees (Malik et al., 2020). Creating fair and accurate performance appraisals without any manipulation and political abuse will enhance the allocation of tangible and intangible rewards and compensation; besides, it will ultimately decrease employees' intention to leave (Cho et al., 2012).

Intention to Leave
Introduction

Maximizing the benefits of human resources available for any organization is considered a critical success factor in creating and sustaining a competitive advantage over its rivals and increasing efficiency and productivity (Kaya et al, 2016). Obviously, the global competition challenges organizations to keep and retain skilled, trained, and well-educated employees in order to sustain a competitive advantage among all organizations and sustain high-performance levels which are threatened by employees' intention to leave. Therefore, this phenomenon becomes more important for organizations (Alias et al, 2018).

Many researchers focused on the factors that affect employees' intention to leave even organizational factors (job stress, work environment, and task overload) and the relationship between external factors and structural factors or individual factors (burnout, psychological instability, emotional exhaustion, employees' depersonalization, and physical status), and to what extent those factors impact employees' intention to leave (Kim. 2015). While other researchers concluded that the intention to leave may be for personal or impersonal reasons, it is very challenging for organizations to study the reasons for these phenomena (Zamanan et al., 2020).

Intention to Leave Definitions

There are many definitions for the expression "intention to leave." Chen et al. (2018) defined intention to leave as "a psychological and behavioral tendency wherein employees intend to leave their current organization or profession" (p. 396). Whereas, Alias et al. (2018) pointed out that the intention to leave refers to an employee's willingness to separate from the organization and look forward to another opportunity.

Along with this, Rizwan et al. (2014) speculated that employees' intention to leave is about their evaluation and perceptions regarding the available job alternatives, and their plans to leave the current organization and move to another organization. Historically, Long (2014) hypothesized that the intention to leave is an implicit intent and is related to psychological behavior of interest. Furthermore, it has many dimensions (psychological, organizational significance, and economic dimensions). In the same manner, Gan et al. (2018) suggested that the intention to leave is related to the employees' future behavior of actual leave; therefore, the intention to leave is considered as the proxy of actual leave. In the same way, the intention to leave indicates the probability of employees who are inclined to leave the current organization and move to another one (Kim, 2015).

Reasons for Intention to Leave

Since every person is different, the reasons for employees to leave are different from one to another. There is no one definitive template for detecting when an employee is thinking of quitting, but there are common reasons for employees' intention to leave; therefore, knowing the reasons for employees' intention to leave is critical to any organization to predict the actual turnover and take all necessary actions (Slater et al., 2021).

There are many reasons for employees' intention to leave; as per Chen et al. (2018), the reasons for the intention to leave vary from personal aspects, such as work experience, psychological capital, and work-and-family conflict, to the work environment and job embeddedness. Job-hoping may be a reason for employees' intention to leave, where employees hope to change their workplace and move to another organization because the current one has failed to meet or has become unable to meet their needs and requirements (Alias et al., 2018). Thus, social, economic, and psychological factors, combined or separately, are considered reasons for the intention to leave (Hongvichit, 2015).

Methodology and Measurements Tools
The Research Variables
In this research, the following variables will be studied as follow:
Independent variable: Human Resource Management (HRM) practices
Dependent variable: intention to leave
Moderating variable: Gender
Research Hypotheses Development
In this research, the following hypotheses will be tested as follow:

Human Resource Management (HRM) Practices and Intention to Leave

Historically, Ferris et al. (1999) elaborated that human resource management (HRM) practices can add a unique and exceptional strategic competitive advantage for the company. Additionally, Ribeiro et al. (2014) illustrated that HRM practices emphasize finding and applying an effective and efficient way to attract, train, and create career opportunities and reward employees besides the development of performance appraisal. While Long et al. (2012) pointed out that human resource mismanagement has a negative impact on organizational performance. While employees desire a compensation system that is fair and commensurate with their skills and expectations, HRM has become more complex due to complications in the new lifestyle. In addition to that, Randy et al. (2002) confirmed that compensation components are important factors to retain and motivate employees. Roberto (2007) emphasized the importance of salary strategies and job enrichment strategies; in other words, he highlighted their positive relationship to job satisfaction and their negative impact on turnover intentions. Besides, Zimmerman (2009) concluded that there is a relationship between employees' job performance management and their intention to quit. In the same way, HRM practices are responsible for encouraging, developing, and, increasing their loyalty to the organization and level of satisfaction (Atikbay et al., 2020).

According to the above-addressed literature, the first hypothesis is developed as:

H1: Human Resource Management (HRM) practices have a negative impact on employees' intention to leave.

<u>Sub hypotheses</u>

H1.1: Recruitment and selection has a negative impact on employees' intention to leave.
H1.2: Training and development has a negative impact on employees' intention to leave.

H1.3: Performance appraisal has a negative impact on employees' intention to leave.
H1.4: Compensation and reward has a negative impact on employees' intention to leave.

Gender moderates the impact of human resource management practices on employee's intention to leave
The physical characteristics and emotional characteristics of the employees affect the employees' performance and productivity. This, ultimately, affects the organization's success. Demographic characteristics affect the employee's emotional behavior where women are more likely to exhibit emotional labor than men; furthermore, age impacts the emotional behavior of the employees (Ulufer et al., 2019). Moreover, Khan et al. (2014) concluded that males have the intention to leave greater than females. In the same way, Akova et al. (2015) stated that there were significant differences among gender groups based on their intentions to quit. Aligned with them are Sharififard et al. (2019) who elaborated that demographic characteristics affect the employees' intention to leave. Omar et al. (2015) presumed that demographic characteristics, such as age, marital status, educational level, and tenure, are based on position which is not a significant difference. Thus, they are not related to the intention to leave. In contrast, Monged et al. (2019) found that demographic characteristics have a partially significant impact on the intention to leave.
*The previous research studies are utilized to drive the second hypothesis as follows:*
H2: **Gender moderates the impact of human resource management practices** *on employee's intention to leave.*

Research Conceptual Model
The following figure shows the conceptual model of studying the impact of HRM practices on the employees' intention to leave. Empirical among NGOs in Egypt.
Figure 1.1
Research Conceptual Model
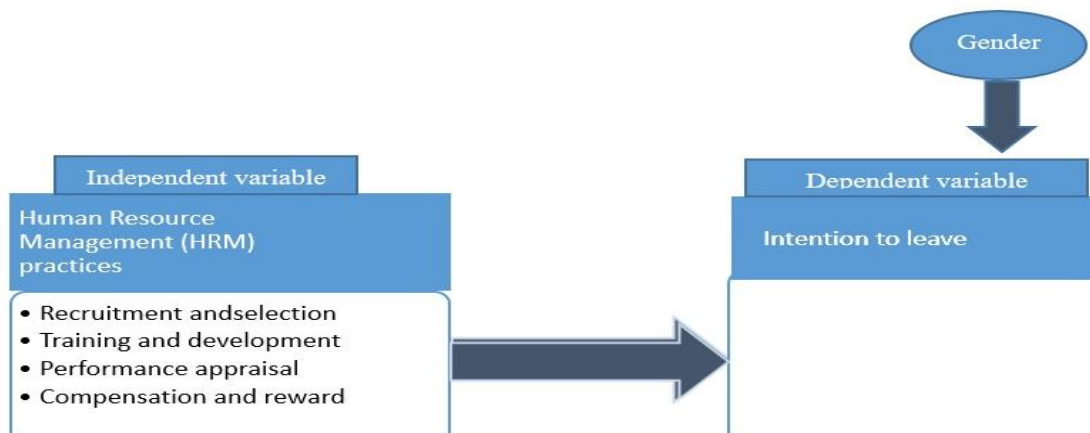
Source: Developed by the researcher.

Data Collection and Sample
The questionnaire was distributed among the employees of NGOs that were selected (Misr El Kheir (MEK) foundation, Sawiris Foundation, and Egyptian Bank for Foods) because they are considered the biggest NGOs in Egypt (in terms of the number of beneficiaries, number of employees and revenues). This is besides the ease of access to make the questionnaire. A total of 5,360 are employed in these organizations. The sample is a non-probabilistic convince sample.

Scales and Measures
This research relied on the scales developed by other researchers in order to measure the two variables of human resource management (HRM) practices using Singh (2004), and employees' intention to leave

using Roodt's Turnover Intention Scale (TIS-6). The reason for selecting these scales is due to their validity and reliability as published previously used and measured.

Statistical Methods

Statistical methods are used for the analysis and interpretation of the gathered data. Selecting the appropriate statistical method depends, massively, on the problem hypotheses, the research problem, and the research approach. The Statistical Package for Social Sciences (SPSS) and the Analysis of Moment Structure (AMOS) package were employed to analyze the gathered data.

Data analysis

This part is mainly concerned with the outcomes and results of the sample data statistical analysis based on utilizing normality test analysis along with Cronbach's alpha and correlation test analysis to assure the validity and reliability of the study constructs measurement scales through conducting descriptive statistics for main re-specified model constructs and examining the research proposed hypotheses via multiple regression analysis.

Demographics Analysis

The demographics data collected (gender, age, and management level) are gathered to prescribe the sample, and as a moderating variable, the sample size was (388) three hundred and eighty-eight, the following tables represent the characteristics of the sample as follows:

Gender

The sample size is (388) three hundred and eighty-eight. Table 4.1 shows the distribution of the sample as per their gender.

Table 1.1

Gender distribution

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	280	72.2%	72.2	72.2%
	Female	108	27.8%	27.8	100.0%
	Total	388	100.0	100.0	

This table indicates that the majority of the sample are males representing 72.2% of the sample. This concentration is due to the nature of these organizations.

Age

Table 1.2 prescribes the distribution of the sample as per their age

Table 1.2

Age distribution

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 –30	59	15.2%	15.2%	15.2
	31 – 40	223	57.5%	57.5%	72.7
	Above 40	106	27.3%	27.3%	100.0
	Total	388	100.0	100.0	

This table shows that almost 58% of the sample falls in the range of 31-40; this indicates that the majority of the sample falls in the middle of the workforce period.

Management Level

Table 1.3 shows the distribution of the sample as per their management level in their organizations.

Table 1.3

Management-level distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
	Management level				
Valid	Junior	34	8.8%	8.8	8.8
	Senior	154	39.7%	39.7	48.5
	section head	91	23.5%	23.5	71.9
	Manager	71	18.3%	18.3	90.2
	senior manager	31	8.0%	8.0	98.2
	Director	7	1.8%	1.8	100.0
	Total	388	100.0	100.0	

This table shows that around 40% of the sample are at the seniority level in their career. This indicates that the sample concentrates on the second layer of the professional ladder.

Cronbach Alpha Report

In the preliminary analysis test, the researcher assessed the internal consistency of the research instrument. Overall, all of the instrument scales had acceptable reliability. Internal consistency, for the variables, was estimated using the reliability score, Cronbach's alpha, with Cronbach's alpha of .70 representing acceptable reliability (Nunnally, 1978). Table 1.4 shows the result of Cronbach analysis.

Table 1.4

Cronbach's Alpha

Construct	Cronbach's Alpha	N of Items
Recruitment and Selection	.902	6
Training and Development	.911	6
Performance Appraisal	.932	5
Compensation and Reward	.881	5
HRM	.996	22
Intention to Leave	.535	6

Normality Test

The researcher carried out a normality test on the collected data to check whether it is normally distributed or not using Shapiro-Wilk tests as recommended by Uma Sekaran (Sekaran, 2003).The researcher concluded that the parametric test of the collected data can be used for carrying out statistical tests, such as correlation and regression analysis.

Correlation Test Analysis

A correlation test is a statistical test used to check the relationship or association between two variables. In this section, a correlation test has been carried out on the collected data to test the relationship between a dependent variable and independent variables. Since the researcher used an interval scale in questionnaire items for all variables, Pearson correlation was used to calculate the correlation coefficient between variables (Sekaran & Bougie, 2016).

Correlation between intention to leave and HRM practices

The results shown in the table below indicate a statistically significant negative correlation between intention to leave and HRM; this means that a higher intention to leave is associated with higher HRM in this sample.

The correlation between intention to leave and HRM is considered to be medium since the correlation coefficient is (r = -.472, p < .000).

The results shown in the table below indicate a statistically significant negative correlation between intention to leave and recruitment and selection, which means that a higher intention to leave is associated with higher recruitment and selection in this sample.

The correlation between intention to leave and recruitment and selection is considered to be medium since the correlation coefficient is (r = -.390, p < .000).

The results shown in the table below indicate a statistically significant negative correlation between intention to leave and training and development, which means that a higher intention to leave is associated with higher training and development in this sample.

The correlation between intention to leave and training and development is considered to be medium since the correlation coefficient is (r = -.411, p < .000).

The results shown in the table below indicate a statistically significant negative correlation between intention to leave and performance appraisal; this means that a higher intention to leave is associated with higher performance appraisal in this sample.

The correlation between intention to leave and performance appraisal is considered to be medium since the correlation coefficient is (r = -.448, p < .000).

The results shown in the table below indicate a statistically significant negative correlation between intention to leave and compensation and rewards; this means that a higher intention to leave is associated with higher compensation and rewards in this sample.

The correlation between intention to leave and compensation and rewards is considered to be medium since the correlation coefficient is (r = -.453, p < .000).

Regression Analysis
HRM & Intention to Leave
H1: Human Resource Management (HRM) practices have a negative impact on employees' intention to leave.

Table 1.5
Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.472[a]	.223	.221	.53790	1.868

a. Predictors: (Constant), HRM
b. Dependent Variable: Intention to leave

Table 1.6
ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.086	1	32.086	110.895	.000[b]
	Residual	111.685	386	.289		
	Total	143.772	387			

a. Dependent Variable: Intention to leave
b. Predictors: (Constant), HRM

Table 1.7
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.386	.148		29.581	.000
	HRM	-.411	.039	-.472	-10.531	.000

a. Dependent Variable: Intention to leave

The researcher carried out a simple linear regression test to assess the effect on the intention to leave (outcome variable) based on **HRM** (predictor variable). The results shown in Table 1.5 and Table 1.6 indicate a significant regression equation (F (1, 386) = 110.895, p < .001) and R^2 of .223. This R2 indicated that HRM can explain 22.3% of the variance of the intention to leave.

As shown in Table 1.7, the unstandardized regression coefficient is (β = -.411, p < .001) indicates that for every one-unit increase in **HRM**, there will be a -.411unit increase in intention to leave in case all other variables are considered constant.

The result above supports (H1) that HRM significantly negatively impacts the employees' intention to leave in NGOs in Egypt, where (β = -.411, p < .001), and the model is fit as R² of .223.

Recruitment and Selection & Intention to Leave

H1.1: Recruitment and Selection has a negative impact on employees' intention to leave.

Table 1.8
Model Summary ᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.390ᵃ	.152	.150	.56189	1.870

a. Predictors: (Constant), Recruitment and selection
b. Dependent Variable: Intention to leave

Table 1.9
ANOVA ᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.906	1	21.906	69.385	.000ᵇ
	Residual	121.866	386	.316		
	Total	143.772	387			

a. Dependent Variable: Intention to leave
b. Predictors: (Constant), Recruitment and selection

Table1.10
Coefficients ᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.130	.156		26.448	.000
	Recruitment and selection	-.333	.040	-.390	-8.330	.000

a. Dependent Variable: Intention to leave

The researcher carried out a simple linear regression test to assess the effect on intention to leave (outcome variable) based on **recruitment and selection** (predictor variable). The results shown in Table 1.8 and Table 1.9 indicate a significant regression equation (F (1, 386) = 69.385, p < .001) and R² of .152. This R2 indicated that recruitment and selection can explain 15.2% of the variance of the Intention to leave.

As shown in Table 1.10, the unstandardized regression coefficient is (β = -.333, p < .001), which indicates that for every one-unit increase in **recruitment and selection**, there will be a -.333unit increase in intention to leave in case all other variables are considered constant.

The result above supports (sub-H1.1) that recruitment and selection significantly negatively impact the employees' intention to leave in NGOs in Egypt, where (β = -.333, p < .001), and the model is fit as R² of .152.

Training and Development& Intention to Leave

H1.2: Training and development has a negative impact on employees' intention to leave

Table 1.11
Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.411[a]	.169	.167	.55644	1.857

a. Predictors: (Constant), Training and development
b. Dependent Variable: Intention

Table 1.12
ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.258	1	24.258	78.349	.000[b]
	Residual	119.513	386	.310		
	Total	143.772	387			

a. Dependent Variable: Intention
b. Predictors: (Constant), Training and development

Table 1.13
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.195	.154		27.172	.000
	Training and development	-.348	.039	-.411	-8.851	.000

a. Dependent Variable: Intention

The researcher carried out a simple linear regression test to assess the effect on intention to leave (outcome variable) based on **training and development** (predictor variable). The results shown in Table 1.11 and Table 1.12 indicate a significant regression equation (F (1, 386) = 78.349, p < .001) and R² of .169. This R2 indicated that training and development can explain 16.9% of the variance of the Intention to leave.

As shown in Table 1.13 the unstandardized regression coefficient is (β = -.348, p < .001), which indicates that for every one-unit increase in **training and development**, there will be a -.348 unit increase in intention to leave in case all other variables are considered constant.

The result above supports (sub-H1.2) that training, and development significantly negatively impact the employee's intention to leave in NGOs in Egypt, where (β = -.348, p < .001), and the model is fit as R² of .169)

Performance appraisal& and intention to leave
H1.3: Performance appraisal has a negative impact on employees' intention to leave

Table 1.14
Model Summary ᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin–Watson
1	.448ª	.201	.199	.54560	1.890

a. Predictors: (Constant), Performance appraisal
b. Dependent Variable: Intention

Table 1.15
ANOVA ª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.869	1	28.869	96.981	.000ᵇ
	Residual	114.903	386	.298		
	Total	143.772	387			

a. Dependent Variable: Intention
b. Predictors: (Constant), Performance appraisal l

Table 1.16
Coefficients ª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.950	.115		34.354	.000
	Performance appraisal	-.304	.031	-.448	-9.848	.000

a. Dependent Variable: Intention

The researcher carried out a simple linear regression test to assess the effect on intention to leave (outcome variable) based on **performance appraisal** (predictor variable). The results shown in Table 1.14 and Table 1.15 indicate a significant regression equation ($F_{(1, 386)} = 96.981$, $p < .001$) and R^2 of .201. This R2 indicated that performance appraisal can explain 20.1% of the variance of the Intention to leave.

As shown in Table 1.16, the unstandardized regression coefficient is ($\beta = -.304$, $p < .001$). This indicates that for every one-unit increase in **performance appraisal**, there will be a -.304 unit increase in intention to leave in case all other variables are considered constant.

The result above supports (sub-H1.3) that performance appraisal significantly negatively impacts the employees' intention to leave in NGOs in Egypt, where ($\beta = -.304$, $p < .001$), and the model is fit as R^2 of .201

Performance Appraisal & Intention to Leave
H1.4: Compensation and reward has a negative impact on employees' intention to leave.

Table 1.17
Model Summary ᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin–Watson
1	.453ª	.205	.203	.54399	1.868

a. Predictors: (Constant), Compensation
b. Dependent Variable: Intention

Table 1.18
ANOVA ª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.544	1	29.544	99.837	.000ᵇ
	Residual	114.228	386	.296		
	Total	143.772	387			

a. Dependent Variable: Intention
b. Predictors: (Constant), Compensation

Table 1.19
Coefficients ª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.074	.126		32.466	.000
	Compensation and reward	-.341	.034	-.453	-9.992	.000

a. Dependent Variable: Intention

The researcher carried out a simple linear regression test to assess the effect on intention to leave (outcome variable) based on **compensation and reward** (predictor variable). The results shown in Table 1.17 and Table 1.18 indicate a significant regression equation (F (1, 386) = 99.837, p < .001) and R² of .205. This R2 indicated that compensation and reward can explain 20.5% of the variance of the Intention to leave.

As shown in Table 1.19, the unstandardized regression coefficient is (β = -.341, p < .001). This indicates that for every one-unit increase in **compensation and reward**, there will be a -.341unit increase in intention to leave in case all other variables are considered constant.

The result above supports (sub-H1.4) that compensation and reward significantly negatively impact the employees' intention to leave in NGOs in Egypt, where (β = -.341, p < .001), and the model is fit as R² of .205.

Moderation Analysis

H2: Gender moderates the impact of human resource management practices on employees' intention to leave.

In order to test the hypothesis that gender is proposed as the moderator variable, moderates the relationship between the intention to leave as the dependent variable, a hierarchical multiple regression analysis was conducted using PROCESS version 3.4 macros plugin for SPSS software that was developed by Andrew Hayes in 2013 to measure path analysis through mediation and moderation effect in a model, this tool can tell the interaction of moderating and independent variables on the dependent variable in moderation models (Hayes et al., 2017).

The Interaction between Gender and HRM to Intention to Leave

Gender, and HRM as a moderating variable on intention to leave

The interaction between the HRM and gender, as a moderating variable, was found to be statistically insignificant [β = -.0770, 95% CI (-.2411, .0872), p > 0.05]. With a P value of .3571> 0.05, it indicates that the relationship between the HRM and intention to leave is not moderated by Gender, which does not support H2.

The following table summarizes the result of the data analysis and the relationship among the different variables using the statistical tools.

Table 1.20

Summary of the results

#	The hypothesis	The result
H1	Human Resource Management (HRM) practices have a negative impact on employees' intention to leave.	Accepted
H1.1	Recruitment and selection has a negative impact on employees' intention to leave.	Accepted
H1.2	Training and development has a negative impact on employees' intention to leave.	Accepted
H1.3	Performance appraisal has a negative impact on employees' intention to leave.	Accepted
H2	Gender moderates the impact of human resource management practices on employee's intention to leave.	Rejected

Confirmatory Factor Analysis for Validity and Composite Reliability

The results indicated that the measures meet the acceptable level of measurement reliability. Discriminant validity was, then, verified by assessing the square root of AVE for each construct. This has to be greater than the squared correlation estimates between the construct and other constructs.

Discussion and conclusion
Discussion of the Results
Hypothesis one: Human Resource Management (HRM) practices have a negative impact on employees' intention to leave

The analysis results and findings indicate that HRM practices can explain 22.3% of the variance of the intention to leave. This percentage is significantly negative and means that effective HRM practices will decrease employees' intention to leave. The significance of the dimensions of HRM practices vary as follow: recruitment and selection can explain 15.2% of the variance of the intention to leave; training and

development can explain 16.9% of the variance of the intention to leave; performance appraisal can explain 20.1% of the variance of the intention to leave and compensation and reward can explain 20.5% of the variance of the intention to leave.

This result is consistent with Al-Busaidi et al. (2021) and Nasir et al. (2016) who stated that effective HRM practices, such as training & and development, compensation & and rewards, performance appraisal and recruitment & and selection, have led to a reduction in employee intention to leave and actual turnover. Likewise, Dawwas (2022) elaborated that employees who have positive feelings about training, performance appraisal, and compensation are more likely to report lower levels of turnover intention. Conversely, Chong et al. (2013) found that the relationship between training and turnover intention is correlated but not significant. Moreover, Haines et al. (2010) highlighted that training and development increase turnover by making employees more attractive to other organizations. Additionally, Khatri et al. (2001) and Meyer et al. (1997) addressed that payment is not an important component in turnover intention.

The researcher explained the result as applying effective HRM practices will negatively influence employees' behavior and intention to leave and will help the organization's management retain its employees. Therefore, to create a competitive advantage for the organization through its human resources, organizations should keep competitive benefits, compensation structure, and clear promotion procedures for employees. This will have a significant impact on retaining the employees without ignoring the role of scientific updating training and development programs in raising employees' capabilities and competencies, and performance appraisal systems that mainly enable organization management in identifying the areas requiring development in addition to the end-of-year promotion.

Hypothesis two: Gender moderates the impact of human resource management practices on employees' intention to leave.

The analysis results and findings indicate that gender, as a moderating variable, was statistically insignificant for both HRM practices. This result is consistent with Mengstie (2020) who elaborated that there is no significant difference in turnover intention between male and female participants. In the same way, Kim et al. (2017) found that gender was not significant in employee turnover intention. On the contrary, Sökmen et al. (2016) found that females have a lower intention to leave when compared with males.

Recommendation

NGO managers, who participated in the interview related to the problem discussed, were invited to share their viewpoints regarding the research results and recommendations posed. The following table presents recommendations regarding these results and findings.

Hypothesis: (H1) it is expected that Human Resource Management (HRM) practices have a negative impact on employees' intention to leave.

Results: HRM practices significantly and negatively impact the employees' intention to leave in NGOs.

Recommendations: Setting and applying effective HRM practices will help organizations retain their employees and reduce their intention to leave through:

Creating an identifiable process and criteria for choosing the right candidate who will fit with the job requirements and specifications from one side and the organization's culture and values from the other side. Besides that, all steps and processes of recruiting and selection should be known to all employees within the organization.

Designing and implementing training programs that elevate employees' competencies, knowledge and skills and increase their productivity are proposed to be designed as:

The advancement, innovation, and changes in the marketplace.

The results of performance appraisal are to overcome the weak areas and enhance the employees' capabilities.

Applying a suitable and fair performance appraisal system that suits all professional levels and considers the differences and requirements of each vacancy in order to enable the organizations to determine the shortcomings and weaknesses points to develop suitable programs to overcome and enhance these points. This system should consider the following:

The requirements of each job within the organization.

The variation in qualifications among the employees within the organization.

The role and responsibility of each employee within the organization.

Implementing a competitive salary scheme that considers the qualifications and responsibilities of each vacancy and copes with the changes in the market as well as the economic conditions.

Hypothesis: (H2) it is expected that demographic characteristics (gender) moderate the impact of human resource management practices on employees' intention to leave practices.

Results: Gender insignificantly moderates employees' intention to leave in NGOs.

Recommendations: The HR department should not bother hiring a specific gender as both males and females are indifferent towards the intention to leave.

Research Limitations and Future Research Recommendations

This part will address the limitations of this research and proposed future studies:

Limitations

The following are the limitations of the research:

Inability to access most of the NGOs due to the absence of HR departments in most of those NGOs.

Inability to generalize the results of this research overall NGOs due to the non-probabilistic sampling techniques.

Future Research

Applying this study to NGOs which are specialized in providing medical services in order to examine the interaction among working in NGOs and the health sector.

There is a need to concentrate on contextually relevant moderators/mediators within the NGO sector. These include the role of demographics, such as age and years of experience, to better understand the impact of HRM practices on employees' intentions.

Conclusion

This research aims at analyzing the impact of HRM practices on employee intention to leave. This research is conducted in NGOs operating in Egypt (MEK Foundation, Sawiris Foundation, and Egyptian Bank for Foods). The results indicate that HRM practices significantly and negatively impact employees' intention to leave

References

Akova, O., Cetin, G., & Cifci, İ. (2015). The relation between demographic factors and the turnover intention in pre-opening hotel businesses. Procedia-Social and Behavioral Sciences, 207, 377-384.

Al-Busaidi, Z. A. H., Alias, R. B., & Alam, M. N. The Influence of Human Resource Management Practices on Employee Performance at Private Companies in Oman: Moderating Role of Organizational Politics.

ALDamoe, F. M. A., Yazam, M., & Ahmid, K. B. (2012). The mediating effect of HRM outcomes (employee retention) on the relationship between HRM practices and organizational performance. International Journal of Human Resource Studies, 2(1), 75.

Al-Hajri, S. A. (2020). Employee Retention in light of Green HRM practices through the Intervening role of Work Engagement. Annals of Contemporary Developments in Management & HR (ACDMHR), 2(4), 10-19.

Alias, N. E., Rohmanan, N. H., Ismail, S., Koe, W. L., & Othman, R. (2018). Factors influencing turnover intention in a Malaysian manufacturing company. KnE Social Sciences, 771-787.

Atikbay, T., & Öner, Y. (2020). Effects of human resources management practices and organizational justice perceptions on organizational cynicism: A research on municipalities in a developing country. Management Science Letters, 10(8), 1659-1670.

Badre, D. (2021). HRM Practices and Its Impact on Employee Satisfaction. Aktar, A. and Pangil, F.(2018)," Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist, 7-8.

Bibi, P., Ahmad, A., & Majid, A. H. (2019). HRM practices and employee retention: The moderating effect of work environment. In applying partial least squares in tourism and hospitality research. Emerald Publishing Limited.

Chen, H., Li, G., Li, M., Lyu, L., & Zhang, T. (2018). A cross-sectional study on nurse turnover intention and influencing factors in Jiangsu Province, China. International Journal of Nursing Sciences, 5(4), 396-402.

Cho, Y. J., & Lewis, G. B. (2012). Turnover intention and turnover behavior: Implications for retaining federal employees. Review of public personnel administration, 32(1), 4-23.

Chong, P. W., Khor, W. H., Lee, J. L., Ooi, S. Y., & Tan, Y. K. (2013). The impact of HRM practices on employee turnover intention in UTAR (Doctoral dissertation, UTAR).

Dawwas, M. I. (2022). The Relationship between HRM Practices, Ethical Climate, and Turnover Intention. Baltic Journal of Law & Politics, 15(1), 331-351.

Demo, G., Neiva, E. R., Nunes, I., & Rozzett, K. (2012). Human resources management policies and practices scale (HRMPPS): Exploratory and confirmatory factor analysis. BAR-Brazilian Administration Review, 9, 395-420.

Ferris G, Whochwarter W, Buckley M, Harrell-Cook G and Frink D (1999), "Human Resources Management: Some New Directions", Journal of Management, Vol. 25, pp. 385-415.

Gan, Y., Gong, Y., Chen, Y., Cao, S., Li, L., Zhou, Y., ... & Lu, Z. (2018). Turnover intention and related factors among general practitioners in Hubei, China: a cross-sectional study. BMC family practice, 19(1), 1-9.

Haines, V. Y., Jalette, P., & Larose, K. (2010), The Influence of Human Resource Management Practices on Employee Voluntary Turnover Rates in the Canadian non-governmental sector, Industrial and Labor Relations Review, 63(2), 228-246.

Hayes, A. F., Montoya, A. K., & Rockwood, N. J. (2017). The analysis of mechanisms and their contingencies: PROCESS versus structural equation modeling. Australasian Marketing Journal (AMJ), 25(1), 76-81.

Hongvichit, S. (2015). The research progress and prospect of employee turnover intention. International Business Research, 8(6), 218.

Imna, M., & Hassan, Z. (2015). Influence of human resource management practices on employee retention in Maldives retail industry. International Journal of Accounting, Business and Management, 1(1), 1-28.

Kaleemullah, S., & Behl, S. C. HRM PRACTICES AND EMPLOYEE RETENTION: DEVELOPMENT OF A MEASUREMENT MODEL.

Karns, M. P. (2022, November 21). nongovernmental organization. Encyclopedia Britannica. https://www.britannica.com/topic/nongovernmental-organization

Kaya, N., Aydin, S. and Ayhan, O. (2016) The Effects of Organizational Politics on Perceived Organizational Justice and Intention to Leave. American Journal of Industrial and Business Management, 6, 249-258.

Khalid, S., Rehman, C. A., & Muqadas, F. (2018). Exploring the mediating role of affective commitment on organizational justice and turnover intention. Pakistan Business Review, 19(4), 1012-1028.

Khan, M. S., Khan, I, Kundi, G. M., Yar, N. B., & Saif, N. (2014). The impact of Demography on Intention to Leave among the Academicians in the Public and Private sectors Universities of Khyber Pakhtunkhwa, Pakistan. Industrial Engineering Letters, 4(3), 1-10.

Khatri, N., Budhwar, P. & Chong, T. F. (2001), Explaining employee turnover in an Asian context, Human Resource Management Journal, 11, 54–74.

Kim, J. (2015). What increases public employees' turnover intention? Public Personnel Management, 44(4), 496-519.

Kim, S., Tam, L., Kim, J. N., & Rhee, Y. (2017). Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture, and organization-employee relationship quality. Corporate Communications: An International Journal.

Long, C. S., Perumal, P., & Ajagbe, A. M. (2012). The impact of human resource management practices on employees' turnover intention: A conceptual model. Interdisciplinary journal of contemporary research in business, 4(2), 629-641.

Long,C.S, Perumal,P. (2014). EXAMINING THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES' TURNOVER INTENTION. International Journal of Business and Society, Vol. 15 No. 1, 2014, 111 - 126.

Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR Practices on Employee Retention: The Role of Perceived Supervisor Support. Journal of Public Value and Administrative Insight, 3(1), 1-7.

Mendis, M. V. S. (2017). The impact of reward system on employee turnover intention: a study on logistics industry of sri lanka. International journal of scientific & technology research, 6(9), 67-72.

Mengstie, M. M. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. BMC psychology, 8(1), 1-11.

Meyer, J., & Allen, N. (1997), Commitment in the Workplace: Theory, Research and application. Sage, Newbury Park, CA.

Monged, T. M., Raghab, M. A., & Tantawi, P. (2019). The Effect of Demographic Factors on Organizational Justice and Intention to Leave in the Private Higher Education Sector in Egypt. Open Access Library Journal, 6(7), 1-19.

Muhammad Rizwan, Muhammad Qadeer Arshad, Hafiz Muhammad Atif Munir, Faisal Iqbal, Atta Hussain. (2014) Determinants of Employees intention to leave: A Study from Pakistan. International Journal of Human Resource Studies, 2014, Vol. 4, No. 3

Nasir, N. F. B. M., & Author, D. I. B. S. (2016). The role of HRM practices in influencing employees 'intention to leave. International Academic Research Journal of Social Science, 2(1), 27-32.

Nunnally, J. C. (1978). Psychometric theory. New York: McGraw-Hill.

Omar, K., Anuar, M. M., Ahmad, A., Ismail, R., & Din, B. (2015). Nurses' Intention to Leave: Do Demographic Factors Matter. Journal of Human Resources Management and Labor Studies, 3(2), 53-63.

Randy, K. C., Vivienne, W. L., Thomas, L. T. (2002). Personnel Review, 31(4), 44-56.

Ribeiro, N., & Semedo, A. S. (2014). Human Resources Management Practices and Turnover Intentions: The Mediating Role of Organizational Justice. IUP Journal of Organizational Behavior, 13.

Roberto, L., & Arcas, H. (2007), A model of high-performance work practises and turnover intentions, Personnel Review, 37, 26-46.

Roy, B. (2021). HRM Practices on Employee Retention: A Comparative Study (No. 6656). EasyChair.

Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach. John Wiley & Sons.

Sekaran, U., (2003). Research methods for business: a skill-building approach, 4th ed. ed. John Wiley & Sons, New York.

Sharififard, F., Asayesh, H., Rahmani-Anark, H., Qorbani, M., Akbari, V., & Jafarizadeh, H. (2019). Intention to leave the nursing profession and its relationship with work climate and demographic characteristics. Iranian Journal of Nursing and Midwifery Research, 24(6), 457.

Slater, P., Roos, M., Eskola, S., McCormack, B., Hahtela, N., Kurjenluoma, K., & Suominen, T. (2021). Challenging and redesigning a new model to explain intention to leave nursing. Scandinavian Journal of Caring Sciences, 35(2), 626-635.

Sökmen, A., & Ekmekçioglu, E. B. (2016). The relationship between organizational justice, organizational commitment and intention to leave investigating gender difference. Int. J. Bus. Manage, 5, 27-31.

Supriyanto, A. S., & Soetjipto, B. E. (2016). Organizational justice and the role of organizational commitment in mediating the effect of job satisfaction on intention to leave. International Journal of Economic Research, 13(2), 587-601.

Tangthong, S., Trimetsoontorn, J., & Rojniruntikul, N. (2014). HRM Practices and Employee Retention in Thailand—A. International Journal of Trade, Economics and Finance, 5(2), 162-166.

Ulufer, S., & Soran, S. (2019). Effects of demographic factors and personality on Emotional Labor. Mediating role of intention to leave. Research on cabin crew. Transportation Research Procedia, 43, 129-138.

Wijesiri, N. S., Paranagama, G. S., Sirirwardhana, M. M., Thilakarathna, D. L. N. C., Weerarathna, R. S., & Pathirana, U. P. G. Y. (2019). The Impact of HR Practices on Employee Retention; A Case of BPO Sector, Sri Lanka. International Journal of Human Resource Studies, 9(1), 1-21.

Zamanan, M., Alkhaldi, M., Almajroub, A., Alajmi, A., Alshammari, J., & Aburumman, O. (2020). The influence of HRM practices and employees' satisfaction on intention to leave. Management Science Letters, 10(8), 1887-1894.

Zimmerman, K. (2009). The impact of job performance on employee turnover and the voluntary turnover process, a Meta-analysis and path model, Personnel Review, 38(2), 142-158.