Role of burnout and mentoring between high performance work system and intention to leave: Moderated mediation model

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ABSTRACT

The primary purpose of this study is to examine the role of burnout as a mediator between high performance work system (HPWS) and intention to leave (ITL). Further, the role of mentoring as a moderator between HPWS and burnout as well as between burnout and ITL has also been explored. All the middle level employees (2728) and departmental heads (132) of selected telecommunication organisations have been contacted. Data have been validated with exploratory factor analysis and confirmatory factor analysis. Structural equation modeling has been used to test the hypothesised relationships. The results proved that burnout mediates the relationship between HPWS and ITL. Further, mentoring moderates the relationship between HPWS and burnout as well as between burnout and ITL. This study contributes to the literature by identifying the black-box using burnout and mentoring to understand the HPWS and ITL relationship.

1. Introduction

Human resources (HR) are the most valuable assets of an organisation. No organisation can exist and grow without appropriate HR capabilities and competence. In the past few years, most of the organisations have adopted the HR practices such as recruitment and selection, training and development to encourage, motivate and boost employees' morale to achieve the organisational objectives (Huselid, 1995). Globalisation, privatisation/deregulation, competition and technological advancement have resulted in dramatic change in HR practices. These environmental changes have forced the organisations to adopt HPWS (Gurbuz, 2009). HPWS comprises bundle of HR practices like ability enhancing practices (training and skill development), motivation enhancing practices (high pay, career development and information sharing) and opportunity enhancing practices (employee involvement and teamwork) (Appelbaum, Bailey, Berg, & Kalleberg, 2000), which helps in providing sustainable competitive advantage to the organisation (Pereira, Fontinha, Budhwar, & Arora, 2018). HPWS focuses on productivity and efficiency that leads to higher job demands, which in turn, enhances job strain (Gulzar, Moon, Attiq, & Azam, 2014; Ramsay, Scholarios, & Harley, 2000). In order to reduce the negative effects of HPWS like burnout, ITL, and anxiety, management motivate employees by developing their knowledge, skills and abilities (KSAs), as well as empower them through delegation of authority/job control (Combs, Liu, Hall, & Ketchen, 2006). In addition to this, training

provided to the employees enhance their capabilities and power to perform particular work at a particular time, which reduces the work conflict, fatigue, and mental pressure (Jyoti, Rani, & Gandotra, 2015). In this context, mentoring plays a significant role in reducing the negative outcomes as well as increasing the positive outcomes of HPWS. The benefits of mentoring are not only work-related, mentoring can provide individuals with opportunities to enhance cultural awareness, aesthetic appreciation and the potential to lead meaningful lives. Mentoring helps the organisation to see their employees more personally and obtain knowledge about their personal and work-related needs (Christa, 2011).

It has been empirically established that HPWS results into better performance and considered as a vital contributor to organisational success (Batt, 2002; Huselid, 1995). Most of the research studies have evaluated the impact of HPWS on organisational performance (Karatepe & Vatankhah, 2014; Zhang & Morris, 2014; Hassan, Nawaz, Abbas, & Sajid, 2013; Karatepe, 2013; Khasawneh & Alzawahreh, 2012; Messersmith, Patel, Lepak, & Gould-Williams, 2011; Wei & Lau, 2010; Wu & Chaturvedi, 2009; Beltran-Martin, Roca-Puig, Escrig-Tena, & Bou-Llusar, 2008; Kintana, Alonso, & Olaverri, 2006). But Zhang and Morris (2014) revealed that the impact of HPWS on employee-related outcomes is more as compared to organisational and financial-related outcomes. So, there is a need to identify the unexplored/less explored employee-related outcomes of HPWS. In this regard, various research studies have revealed negative impact of HPWS/high performance

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work practices on ITL, but there is lack of literature about impact of HPWS on burnout (Fan et al., 2014; Kroon, Voorde, & Veldhoven, 2009), which significantly affect employees' ITL (Knani, Fournier, & Biron, 2018). Besides this, there is lot of research on mediating variables like job satisfaction (Garcia-Chas, Neira-Fontela, & Castro-Casal, 2014), job embeddedness (Bergiel, Nguyen, Clenney, & Taylor, 2009), organisational commitment (Wang, Yi, Lawler, & Zhang, 2011), organisational cynicism (Gkorezis, Georgiou, & Theodorou, 2016), emotional exhaustion (Jyoti et al., 2015) between HPWS and ITL but there is thin research regarding the role played by burnout in the above relationship. Furthermore, no research has been conducted using variables such as mentoring (moderator) that reduces the negative employee attitudes like burnout and ITL in HPWS.

Though research on strategic HR management has been conducted in Indian context, but it focused more on individual or few HR practices such as performance management system (Shrivastava & Puran, 2011), career management practices (Budhwar & Baruch, 2003), recruitment and selection, pay and benefits, training and development, and employee relations (Budhwar & Boyne, 2004; Pereira & Fontinha, 2016). Additionally, very little attention has been paid on HPWS especially in the knowledge-based industry such as telecommunication organisation. HR management plays a vital role in service sector for enhancing the service quality orientation among employees (Wilkinson, Redman, Snell, & Bacon, 2009). Telecom sector is the fastest growing sector of the Indian economy. It provides employment opportunities and competition through diverse market segmentation. It also reflects far above the ground standards of service quality and information security through the adoption of best practices. It has contributed to gross domestic product (GDP) to a great extent (Chindo, 2013). Muduli, Verma, and Datta (2016) recognised the importance of the adoption of HPWS in Indian organisations for improving organisational performance by the effective engagement of employees. Moreover, they recommended to conduct more research for the betterment of HPWS in Indian context.

Further, there is lack of studies regarding impact of HPWS on ITL especially, with the help of AMO (Ability, motivation and opportunity) model/theory. It has been introduced by Bailey (1993) and supported by Appelbaum et al. (2000). Jiang, Takeuchi, and Lepak (2013) also recommended the use of AMO theory. It is considered as the most relevant theory, which focuses on effective performance through ability, motivation and opportunity enhancement practices. The present research has studied HPWS from AMO perspective due to its indispensable role in improving employees' performance and developing employees' skills, capabilities, motivation and work environment. Moreover, it provides opportunity to participate in organisation-related decision-making process (Boxall & Purcell, 2003).

In order to fill this gap, the aim of present study is to explore the linkages between HPWS (by using AMO Model) and ITL through burnout (mediating variable). Further, the study also evaluates the role of mentoring as moderator between HPWS and burnout as well as between burnout and ITL (Fig. 1). So, the study proposes to check the conditional indirect effect of HPWS on ITL through burnout in the presence of mentoring (moderated-mediation model).
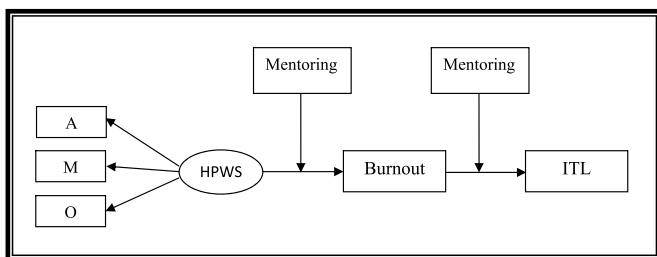

Fig. 1. Theoretical framework.
Key: HPWS-High performance work system; A-ability; M-Motivation; O-Opportunity; ITL-Intention to Leave.

The novelty/contribution of this study lies in its inclusion of burnout and mentoring while investigating the relationship between HPWS and ITL. Further, this study stresses that the indirect effect of HPWS on ITL (through burnout) is conditional in such a way that it is high for high level of mentoring and vice versa.

2. Objectives

1. To evaluate the impact of HPWS on burnout.
2. To evaluate the impact of burnout on ITL.
3. To examine the impact of burnout as a mediating variable between HPWS and ITL.
4. To explore the role of mentoring as a moderating variable between HPWS and burnout as well as between burnout and ITL.
5. To explore the conditional indirect effect of HPWS on ITL through burnout in the presence of mentoring.
6. To put forth strategic implications for managers for superior employee management and to add to the existing domain of knowledge.

[For details regarding review of literature (Table 1) of the study please refer supplementary file].

3. Theoretical framework

3.1. Perceived HPWS and burnout

HPWS focuses on increasing efficiency of all organisational operations as well as its HR (Godard, 2001). Most empirical studies on HPWS have revealed its positive impact on job satisfaction, organisational commitment, trust in management (Macky & Boxall, 2008), and affective commitment (Wu & Chaturvedi, 2009). Though, Gulzar et al. (2014) viewed that HPWS significantly leads to burnout by compelling the employees to put extra effort in the organisation. But Fan et al. (2014) revealed that HPWS are negatively related to employees' burnout. On the same lines, Kilroy, Flood, Bosak, and Chênevert (2016) found that high involvement work practices negatively influence on emotional exhaustion and depersonalisation (components of burnout). Similarly, Harley, Sargent, and Allen (2010) found that training and performance management negatively influence emotional exhaustion. In other words, implementation of best HR practices reduces the feeling of emotional exhaustion among the employees (Vanhala & Tuomi, 2006). In the same vein, Jyoti et al. (2015) empirically proved that bundled high performance HR practices negatively affect emotional exhaustion. In this context, HPWS reduces the job strain when management provides more supportive environment and have more social resources (Voorde & Beijer, 2015). In other words, HPWS provides a clear and consistent procedure that creates a feeling of procedural justice and fairness among the employees, which help to reduce burnout (Kroon et al., 2009). Further, skill-enhancing HR practices like training enhance the employees' actual potential, ability and power to perform particular task at the specific time, which reduces the fatigue and mental pressure (Shuttleworth, 2004). Pugh, Groth, and Hennig-Thurau (2011) revealed that the main focus of training is to enhance and improve the skills of the employees, which in turn reduce the feeling of emotional exhaustion. Management in HPWS focuses on motivating employees by providing intrinsic rewards, which reduce the stress level of the employees (Torre, 2012). Further, empowering HR practices give employee the autonomy and control to perform his/her job that in turn reduce the job demands and burnout (Sun & Pan, 2008). In this context, Joiner and Bartram (2004) revealed that the absence of employee empowerment is the major reason for stress among the employees. Castanheira and Chambel (2010) revealed that HR involvement system reduces the workers' burnout. So, it can be concluded that HPWS provides such environment (in terms of empowerment, autonomy, training, rewards and recognition) to employees, which

Table 1
Reliability, validity analysis and goodness of model fit.

Construct	Standardised regression weight	Average variance extracted	Composite reliability	Cronbach's Alpha	Goodness of model fit
Utilisation HPWS		0.991	0.997	0.922	$\chi^2/df = 1.591$, RMR = 0.035,GFI = 0.770, AGFI = 0.721, CFI = 0.838, RMSEA = 0.078
Ability	0.979				
Motivation	0.962				
Opportunity	0.958				
Perceived HPWS		0.791	0.919	0.962	$\chi^2/df = 3.366$, RMR = 0.023,GFI = 0.897, AGFI = 0.877, CFI = 0.952, RMSEA = 0.061
Ability	0.829				
Motivation	0.815				
Opportunity	0.802				
Burnout		0.875	0.954	0.966	$\chi^2/df = 4.355$,RMR = 0.025, GFI = 0.896, AGFI = 0.865,CFI = 0.952, RMSEA = 0.072
Emotional exhaustion	0.868				
Cynicism	0.905				
Inefficacy	0.882				
Mentoring		0.567	0.935	0.946	$\chi^2/df = 3.181$, RMR = 0.024, GFI = 0.962, AGFI = 0.943,CFI = 0.981, RMSEA = 0.058
ME1	0.791				
ME2	0.787				
ME3	0.738				
ME4	0.824				
ME5	0.807				
ME6	0.763				
ME7	0.742				
ME8	0.807				
ME9	0.883				
ME10	0.804				
ME11	0.692				
Intention to leave		0.755	0.961	0.971	$\chi^2/df = 4.862$, RMR = 0.016, GFI = 0.964, AGFI = 0.932,CFI = 0.988, RMSEA = 0.077
ITL1	0.874				
ITL2	0.890				
ITL3	0.891				
ITL5	0.876				
ITL7	0.901				
ITL8	0.908				
ITL9	0.927				
ITL10	0.905				

reduces their level of burnout at workplace. On the basis of above discussion, the following hypothesis has been framed:

Hypothesis 1. Perceived HPWS are negatively related to burnout.

3.2. Burnout and ITL

Conservation of resources theory envisages to maintain the employees' well-being, by constructing and sustaining resources in such a way that employees' use the available resources to guard themselves against the negative consequences of stressful experiences (Wright & Hobfoll, 2004). Wright and Hobfoll (2004) and Treuren (2017) used this theory to explain the management of burnout and ITL respectively. Burnout refers to physical, emotional and mental exhaustion, which can leave individuals feeling exhausted, frustrated and depleted of energy (Deery, Walsh, & Guest, 2011). It is a state of exhaustion in which one is cynical about the value of one's occupation or capacity to perform (Maslach, Jackson, & Leiter, 1996). Drake and Yadama (1996) revealed that burnout comprises emotional exhaustion and depersonalisation. It is considered as a very serious occupational health hazard, frequently allied with employee dissatisfaction, lowered productivity, absenteeism and turnover (Schwarzkopf et al., 2017). Complex organisational information system creates stressful conditions that may increase the emotional exhaustion and depersonalisation among employees, which in turn increase their ITL (Knani & Fournier, 2013). Various researchers such as Kim and Stoner (2008); Huang, Chuang, and Lin (2003) proved that burnout is a significant predictor of ITL. When burnout levels are high, employees are more probable to have the thoughts of leaving the organisation (Boyas, Wind, & Ruiz, 2013). Besides this, Ahmed (2016); Jyoti et al. (2015); Kramer, Guillory, and Hancock (2014) have provided empirical evidence that emotional exhaustion is significantly related to turnover intentions. Similarly, Lu and Gursoy (2016)

empirically proved that emotional exhaustion and cynicism significantly and positively affects turnover intention. Hence, the next hypothesis has been framed:

Hypothesis 2. Burnout is significantly related to Intention to leave.

3.3. Perceived HPWS, burnout and ITL

Discussion in Hypothesis 1 and Hypothesis 2 reveals that HPWS affects burnout and burnout affects ITL. HPWS aims at boosting organisational performance through positive employee outcomes such as high commitment, job satisfaction and extra-role behaviours. So, there are less chances of burnout and job dissatisfaction (Zhang, Zhu, Dowling, & Bartram, 2013) and hence, reduced ITL. HPWS reduce employees' negative feelings, i.e. level of burnout (Kroon et al., 2009), which in turn reduce their ITL. For instance, ability-enhancing HR practices like extensive training and competency development programmes improve the efficiency of the employees (Pare & Tremblay, 2007) and enhance their intellectual abilities. In this context, employees feel less burnout and have higher intention to stay in the organisation. Further, motivation-enhancing HR practices e.g. performance management reduce conflict in role clarity and role overload (Jyoti et al., 2015). Such initiatives reduce employees' burnout and they do not think about leaving their job (Bartram, Casimir, Djurkovic, Leggat, & Stanton, 2012). Performance-based compensation also reduces the employees' burnout even at high levels of job demands (Jyoti et al., 2015). Lastly, opportunity-enhancing HR practices such as empowerment give decision-making authority to employee in the organisation, which reduces the level of depersonalisation (Gkorezis et al., 2016) and lessen their ITL. HPWS develops such culture, which is employee friendly (flexible HR practices, delegation of authority, recognition etc.) that reduce ITL due to low level of burnout among the

employees. Thus, the next hypothesis is:

Hypothesis 3. Burnout mediates the relationship between perceived HPWS and ITL.

3.4. Perceived HPWS, mentoring and burnout

The concept of mentoring is based on social exchange theory and used for conservation of resources. Social exchange theory focuses on development of good workplace relationships and mutual arrangement between employees and managers for both the benefit of employees as well as the organisation (Cole, Schaninger, & Harris, 2007). Further, this theory suggests that reciprocal obligations are generated through series of interactions between employees, who are in a state of mutual interdependence. Conservation of resource theory prevents the unnecessary stress and strain and also improves the relationship between supervisors and subordinates (Hobfoll, Halbesleben, Neveu, and Westman, 2018). Rutti, Helms, and Rose (2013) stated that mentoring is a two-way relationship between the superior and subordinate. It is an important predictor of employees' career development (Gozukara, 2017; Jyoti & Sharma, 2015). It can be applied in almost every professional context (Brondyk & Searby, 2013) as an important strategy through which administrators and senior faculty retain and promote their new faculty members (Johnson, 2001). Hall and Sandler (1983) viewed that success does not always depend upon **what you know but whom you know**; not only on your hard work, but on the guidance, support and advocacy from those already reputable in the system. Mentoring for new employees is considered as a strong factor for their retention (Naim & Lenka, 2017). It is also recognised for the development of employees' confidence level, ability to make changes in practices and understanding of subject-matter (Cordingly & Buckler, 2012). In other words, mentoring plays a crucial role towards individual growth (Brondyk & Searby, 2013) or socialisation into the profession (Grossman, 2013). Blackwell (1989) revealed that mentoring is a process by which people of superior rank/expertise instruct, counsel, guide, and assist in intellectual and/or career development of individuals of lower rank/expertise (Brondyk & Searby, 2013; Jyoti & Sharma, 2017).

de Oliveira and da Silva (2015) viewed that organisation selects those leaders, who are able to cultivate positive relations with their subordinates, based on trust, respect, and sense of obligation. Further, they revealed that organisation invests in order to improve HR management practices (i.e. ability-motivation-opportunity framework), which encourage the superiors to develop quality relationships with their subordinates. Further, leader/mentor helps the employees to understand the working of HPWS in a better manner. In this process, the mentor provides varied career/psycho-social support, which helps to reduce the stress, anxiety, emotional exhaustion, etc. among the employees (Qian, Han, Wang, Li, & Wang, 2014). Similarly, HPWS also provide greater autonomy and job control to the employees in order to reduce their burnout level. So, interaction of HPWS and mentoring attributes has a synergistic effect in reducing the employees' burnout. Well defined career paths set through HPWS together with career support from mentor, help employees to reach their career goals and also reduce their career-related anxieties. Further, mentor's psychological support in a HPWS help employees to establish better work-life balance and reduce the job burnout. Based on the above discussion the following hypothesis has been framed:

Hypothesis 4. Mentoring moderates the relationship between perceived HPWS and burnout.

3.5. Burnout, mentoring and ITL

As discussed above, burnout is related to ITL (H2) and mentoring helps to reduce this relationship by providing support, direction and feedback regarding career plans and personal development to the mentee. Mentoring has been linked to career advancement, enhanced job and career satisfaction, optimistic organisational socialisation, and reduced turnover intentions (Weaver & Chelladurai, 2002). Further, coaching, exposure, challenging tasks (career-related mentoring functions) enhance ability and effectiveness, which reduce the employees' work-related stress (Greiman, 2007) and turnover intentions (Craig, Allen, Reid, Riemenschneider, & Armstrong, 2013). Mentoring relationships are vital career resources for employees as these assist in organisational development, increase in salary, and job satisfaction (Ragins & Cotton, 1999; Scandura & Ragins, 1993). Some of the researchers have evaluated the role of mentoring as a moderator between burnout and employee-related outcomes e.g. Shrivastava (2011) revealed that mentoring moderates the relationship between job burnout and career development. Dawley, Andrews, and Bucklew (2010) revealed mentoring (as a moderator) increases the negative impact of perceived organisational support, supervisor support, job fit on turnover intentions relationship. Further, Jyoti and Sharma (2015) revealed that interaction of mentoring functions and mentoring culture as well as mentoring structure enhance career development. Lentz and Allen (2009) revealed that mentoring moderates the relation between perceived career aspect and outcomes variable. The above discussion reveals that mentoring when clubbed with positive employee attitudes reduces employee's ITL. Similarly, when emotionally exhausted employee is counselled by an efficient mentor it reduces his negative attitudes (Qian et al., 2014). The psycho-social support provided by the mentor through counselling and exhibiting friendly behaviour helps to reduce the positive impact of burnout on ITL. Mentoring acts like a healing remedy for emotionally exhausted employee and reduces its negative outcomes. Similarly, when inefficacious (component of burnout) employee is coached and counselled by the mentor it will not only result in better performance but will also reduce his negative attitude i.e. ITL. Further, psycho-social mentoring functions will also reduce the positive effect of cynicism on ITL. Based on this, next hypothesis has been framed:

Hypothesis 5. Mentoring moderates the relationship between burnout and ITL.

4. Research design and methodology

4.1. Generation of scale items[1]

4.1.1. Perceived HPWS measure

HPWS has been measured by AMO Model i.e. ability (Sample item: Need based training is provided to the employees), motivation (Sample item: Your compensation increases according to your performance increases) and opportunity (Sample item: Employees are involved in decision making). This model improves employees' performance by increasing their capabilities and motivation level. It provides opportunity to do their work in comfortable and better way. It has been used for measuring the scale items only. Thirty-six items have been generated from Jensen, Patel, and Messersmith (2013); Kroon, Van De Voorde, and Timmers (2013); Chi and Lin (2011); Gardner, Wright, and Moynihan (2011); Wei, Han, and Hsu (2010) and Pare and Tremblay (2007). The value of cronbach's alpha is 0.962.

4.1.2. Utilisation of HPWS measure

Earlier studies have used dichotomous scale to measure the prevalence of HPWS in the organisation but recent studies have focused on assessing the actual implementation of HPWS (Jensen et al., 2013; Becker & Huselid, 2006). HPWS utilisation has been measured through

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[1] The improvised scale items along with original scale items has been given in the supplementary file.

three dimensions i.e. ability, motivation and opportunity. This scale comprised twenty-five items adapted from Jensen et al. (2013); Wei et al. (2010) and Pare and Tremblay (2007). The cronbach's alpha of this scale is 0.922. We have also checked the discriminant validity between utilisation HPWS and perceived HPWS measures. The value of squared correlation (0.190) between the constructs is less than the average variance explained by the two constructs (AVE utilisation HPWS = 0.991; AVE perceived HPWS = 0.791) which proves discriminant validity.

Departmental level measure of HPWS has been used to assess the validity of employees' perception about HPWS in the organisation and to address the problem of common method variance (Gerhart, Wright, & McMahan, 2000). A combined data sheet has been prepared which comprised 103 set of responses from departmental heads and employees about the HPWS. The data sheet of 103 employees has been prepared through random sample of cases in SPSS version 16.0. The standardised loading (SRW = 0.574, p < .005) revealed a significant impact of HPWS utilisation on perceived HPWS, which cross validates our responses about HPWS from the employees (Jensen et al., 2013).

4.1.3. Burnout

Burnout scale consists of 27 items adapted from Maslach and Jackson (1981), Breso, Salanova, and Schaufeli (2007), and Pietarinen, Pyhalto, Soini, and Salmela-Aro (2013). It includes three dimensions i.e. emotional exhaustion (9 items), the sample item is: "I feel that I am burned out from my work"; cynicism (12 items), the sample item is: "I feel alienated at the workplace"; and inefficacy (6 items), the sample item is: "I don't feel stimulated when I reach my goals" (α = 0.966).

4.1.4. Mentoring

Mentoring has been measured with the help of fifteen items adapted from Scandura and Ragins (1993). The sample item is: "my mentor instructs me about my job". The value of cronbach's alpha is 0.946.

4.1.5. Intention to leave

ITL has been measured through eleven items adapted from Watty-Benjamin and Udechukwu (2014); Glambek, Matthiesen, Hetland, and Einarsen (2014); Jyoti (2013), Vanderpool and Way (2013). The sample item is "At present, I am actively searching for other job". This scale has a cronbach's Alpha value is 0.971.

4.2. Data collection

The population consisted of 2728 employees and 132 departmental heads working in six private telecommunication organisations (Airtel, Aircel, Idea, Reliance, Vodafone, Tata) operating in Chandigarh, Shimla and Jammu (North India). Information regarding all study variables i.e. HPWS, burnout, mentoring and ITL has been procured from employees whereas information about HPWS has also collected from departmental heads. All the middle level employees and departmental heads of selected telecommunication organisations have been contacted to generate the research information. Out of 2728 questionnaires distributed to the employees, 702 questionnaires have been returned back (Response rate = 25%) and 103 questionnaires have been received from the departmental heads (response rate is 75%).

In the total sample, 68% are males, 61% are between 20-30 years of age. Majority of respondents are married (63%) and professional degree (46%) and about 55% have 1–5 years of work experience. Majority of the respondents belonged to below Rs. 20,000 (23%) and Rs. 20,000–Rs 40,000 (53%) group and rest (24%) belonged to above Rs. 40,000 group. Gender, marital status and work experience of the respondent have been taken as control variables as these can possibly influence employees' ITL (Jensen et al., 2013).

5. Results

5.1. Exploratory factor analysis

Exploratory factor analysis (EFA) has been conducted to identify the factors of different scales used in the present study. The test of appropriateness of a factor analysis has been verified through Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (Hair, Black, Babin, Anderson, & Tatham, 2010). The statement with factor loading < 0.50 and multiple factor loadings have been deleted (Hair et al., 2010). Initially, HPWS scale has been reduced to 25 items after EFA that converged under three factors (ability, motivation and opportunity). Further, burnout scale has been reduced to 22 items and converged under three factors (i.e. emotional exhaustion, cynicism and inefficacy). 9 items of mentoring have been retained after EFA that converged under one factor. Similarly, 8 items of ITL have been retained after EFA and converged under one factors. The KMO values of all the scales are above 0.70 and total variance explained by all the constructs is above 60% (Hair et al., 2010).

5.2. Common method variance

The data have been procured for majority of study related variables from single source, which can cause the common bias problem (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Harman's one factor test (Lindell & Whitney, 2001) has been used to check this problem and the result revealed the variance explained by single factor is < 25% (12%). Further, common latent factor has also been used and the result revealed that fit indices of four factor model are better ($\chi2$ = 2.388, RMR = 0.060, GFI = 0.821, AGFI = 0.808, CFI = 0.926, RMSEA = 0.046) than common latent factor model ($\chi2$ = 13.782, RMR = 0.197, GFI = 0.208, AGFI = 0.157, CFI = 0.316, RMSEA = 0.141), which proves that common method biasness (CMB) is not the issue in present research (Jiang, Le, & Gollan, 2017).

5.3. Confirmatory factor analysis

Confirmatory factor analysis (CFA) has been used to assess the goodness of model fit, reliability and validity of the scales. Items with standardised regression weights (SRW) < 0.50 have been deleted (Hair et al., 2010). Zero order CFA models have been designed for mentoring and ITL (as one factor solution emerged after EFA). Second order CFA models have been designed for HPWS and burnout, as three factors emerged for each after EFA.

Further, reliability of the constructs in the study has been checked using composite reliability. In the present study, the values of composite reliability is above the threshold limit (utilisation HPWS = 0.997), (perceived HPWS = 0.919), (burnout = 0.954), (mentoring = 0.935) and (ITL = 0.961). Discriminant validity has been proved by comparing the average variance extracted with squared correlations among different constructs (Hair et al., 2010). The average variance extracted for all the constructs is higher than the squared correlation thereby proving discriminant validity (Table 2). Further, average variance extracted and standardised estimates (> 0.50) proved the convergent validity (Table 1).

Further, parceling technique has been used to reduce the number of manifest variables. Parcel comprises the sum (or average) of two or more items, responses, or behaviours (Little, Cunningham, Shahar, & Widaman, 2002). Dimensionality of the items has been assessed through exploratory factor analysis for the purpose of applying parceling technique (Bandalos & Finney, 2001). Zhang et al. (2012) stated that strategy of item parceling gives more ideal ratio of sample size to the number of estimated parameters. In this study, we parceled the twenty-five items of HPWS scale and twenty-one items of burnout scale because too many items loading on a single latent construct in CFA models may increase measurement errors (Jiang et al., 2017). The

Table 2
Discriminant validity.

Constructs	Correlation matrix			
	Perceived HPWS	Burnout	Mentoring	Intention to leave
Perceived HPWS	**0.791**			
Burnout	(0.123) −0.351**	**0.875**		
Mentoring	(0.001) 0.041	(0.001) −0.024	**0.567**	
Intention to leave	(0.066) −0.258**	(0.073) 0.271*	(0.000025) −0.005*	**0.755**

internal-consistency approach has been adopted to parcel the items on the basis of grouping criterion (Little et al., 2002). Three parcels have been generated for perceived HPWS construct. Eight items parcel of ability, nine items parcel of motivation and nine items parcel of opportunity have been generated by averaging their score. Similarly, three parcels have been generated for burnout construct. Six items parcel of emotional exhaustion, nine items parcel of cynicism and six items parcel of inefficacy have also been parceled by averaging their score (as recommended by Jiang et al., 2017). To check the accuracy of measurement model, comparison between four-factor model (perceived HPWS, mentoring, burnout and ITL) and one factor model has been made. The results revealed superiority of four factor model ($\chi 2 = 1.866$, RMR = 0.201, GFI = 0.024, AGFI = 0.943, CFI = 0.931, RMSEA = 0.037) over one factor model ($\chi 2 = 31.680$, RMR = 0.331, GFI = 0.340, AGFI = 0.220, CFI = 0.374, RMSEA = 0.218), which depicts that the four study variables are unique and different from each-other.

5.4. Hypotheses testing

Structural Equation Modeling (SEM) has been used to check various hypothesised relations. It is a multivariate technique that seeks to explain the relationship among multiple variables (Kaplan, 2008). In the present study, the relationship between perceived HPWS, burnout, mentoring and ITL have been assessed.

5.4.1. Perceived HPWS and burnout

Perceived HPWS significantly and negatively affects burnout (SRW = −0.427, $p < .05$), which provides support for the first hypothesis. HPWS facilitate employees to get the essential resources to meet their job demands which reduce their level of burnout (Kilroy et al., 2016). Ability-enhancing HR practices improve skills and abilities pertinent to employees' tasks and development, which enhance their satisfaction with their task and also reduce their emotional exhaustion. Motivation-enhancing HR practices such as positive performance feedback, rewards and fairness in the compensation system increase their confidence level (reduces inefficacy). Opportunity-enhancing HR practices provide the opportunity to the employees to participate in decision-making and incorporate their suggestions for the welfare of organisation, which increase employees' sense of attachment and responsibility towards the organisation. Such positive attitudes reduce the level of cynicism among the employees. On these lines, Sun and Pan (2008) revealed that failure of the organisation to provide proper training, pay salary on time will lead to higher emotional exhaustion.

5.4.2. Burnout and ITL

Burnout significantly and positively affects ITL (SRW = 0.502,

$p < .05$), which is consistent with previous studies (Lu & Gursoy, 2016). Thus, the hypothesis second stands accepted. The employees, who perceive their job as stressful have higher intention to leave (Firth, Mellor, Moore, & Loquet, 2004). Wong and Lin (2007) found that organisations, which provide less time to engage in leisure activities have frustrated employees and they do not want to work in the same organisation for a long time. Contrary, employees enjoy working in the organisations that have better working environment and high quality of care standards. In such organisations, employees have less/no feeling of burnout and in turn low ITL the organisation. On the same lines, Amponsah-Tawiah, Annor, and Arthur (2016) viewed that provision of flexible work-place opportunities (e.g. work from home) to the employees reduces employees' burnout and ITL.

5.4.3. Impact of perceived HPWS on ITL: Mediating role of burnout

To check the mediating effect, we used the Kelloway (1998) in which three contrasting models have been framed i.e. no mediation, partial mediation and full mediation.

In the no-mediating model, the direct impact of perceived HPWS on intention to leave has been checked, which is significant ($p < .001$). In partial mediation model, both direct (from perceived HPWS to intention to leave) and indirect path relationships (from perceived HPWS to ITL through burnout) have been checked which also revealed significant the direct and indirect impact ($p < .001$). In full mediation model, indirect relationship between perceived HPWS and ITL (i.e. perceived HPWS → burnout → ITL) have been analysed, which is significant ($p < .001$).

The selection between the three contrasting models has been made on the basis of chi-square difference test (Knepp & Entwisle, 1969). The no mediation model is significantly different from full mediation as well as partial mediation models. Further, there is significant difference between full and partial mediation models (Table 3). The goodness of fit indices of partial mediation model are better than the no mediation and full mediation models. So, it is concluded that burnout partially mediates the relationship between perceived HPWS and ITL. Further, Sobel (1982) revealed significant indirect effect in case of full mediation (Indirect effect = Sobel statistics = 3.89, $p < .001$) as well as partial mediation (Sobel statistics = 2.63, $p < .001$) models thereby confirming the hypothesis third i.e. burnout mediates the relationship between perceived HPWS and ITL.

5.4.4. Test of moderation

In this study, we have taken mentoring as moderating variable, which is metric in nature. Therefore, in order to check the moderation, interaction effect has been used (Little, Bovaird, & Widaman, 2006) by creating the latent interaction variable. The results revealed that the interaction of perceived HPWS and mentoring is significantly predicting

Table 3
Mediation analysis.

Model	$\chi 2$	$\Delta\chi 2$	GFI	AGFI	CFI	RMR	RMSEA
No mediation (I)	136.095	58.486***(I&III)	0.963	0.943	0.987	0.016	0.058
Partial mediation (II)	175.431	39.336***(II&I)	0.962	0.947	0.988	0.016	0.046
Full mediation (III)	194.581	19.15***(II&III)	0.959	0.942	0.986	0.055	0.050

Table 4
Structural equation modeling results for moderation (moderator: mentoring).

	Model I	Model II	Model III
Perceived HPWS → burnout	−0.570***	−0.569***	−0.355***
Mentoring → burnout		−0.058	−0.375***
HPWS*Mentoring → burnout			−0.743***
R²	0.32	0.33	0.82

Table 5
Structural equation modeling results for moderation (moderator: mentoring).

	Model I	Model II	Model III
Burnout → ITL	0.293***	0.293***	0.134***
Mentoring → ITL		−0.010	−0.092*
Burnout*Mentoring → ITL			0.167***
R²	0.93	0.93	0.94

burnout (SRW = −0.743, p < .01, Table 4). Further, the interaction of burnout and mentoring is significantly predicting ITL (SRW = 0.263, p < .01, Table 5). Therefore, we can conclude that mentoring moderates between perceived HPWS and burnout (First stage moderation) as well as burnout and ITL relationship (Second stage moderation). Hence, hypotheses fourth and fifth have been accepted.

Further, to cement the moderation results we conducted simple slope analyses using one standard deviation above and below the mean of moderating variable. The results revealed that mentoring strengthens the negative relationship between perceived HPWS and burnout (Fig. 2). On the other hand, mentoring reduces the positive relationship burnout and ITL (Fig. 3).

5.4.5. Test of moderated mediation

Moderated-mediation analysis reveals the process in which the mediating variable i.e. burnout depends on the value of a moderating variable i.e. mentoring.

To check the moderated mediation, we have evaluated the integrated model whereby the strength of the relationship between perceived HPWS and ITL through burnout is conditional on the value of a moderator i.e. mentoring. The moderated mediation is proved when the conditional indirect effect of perceived HPWS on ITL in presence of mentoring is significant. The interaction effect of perceived HPWS and mentoring on ITL through burnout is significant as the conditional indirect effect is significant (−0.072, p < .01) as revealed by bootstrapped results (Table 6).

Further, we reapplied the moderated mediation in which the indirect effect of perceived HPWS on ITL via interaction of burnout and mentoring is conditional to extent of mentoring. Results revealed significant conditional indirect effect (−0.066, p < .05) (Table 7).
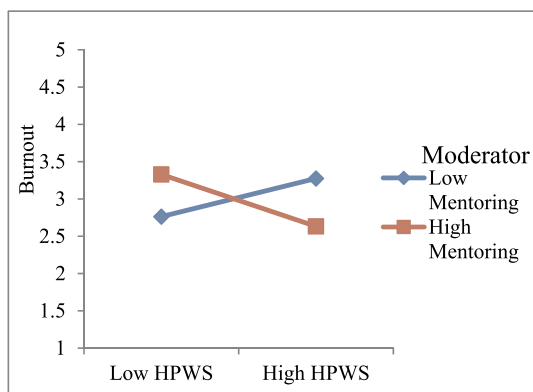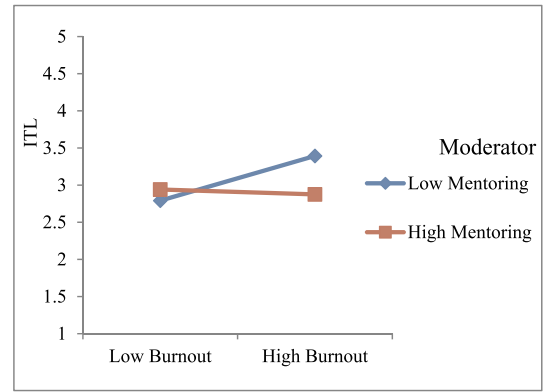
Fig. 2. Simple slope analysis.

Fig. 3. Simple slope analysis.

Table 6
Bootstrapped result of moderated mediation.

Perceived HPWS*ME-BO-ITL

Moderator (mentoring)	Perceived HPWS*ME → BO	BO → ITL	Conditional indirect effect	Boot LL 95%	Boot UL 95%
High	−0.115	−0.059	−0.072**	−0.172	−0.014
Low	−0.289	−0.259	−0.013 (ns)	−0.088	0.049

Further, control variables have also been included in the model, which yielded no change in the hypothesised relationships, so they have not been shown in the model (Arnold, Turner, Barling, Kelloway, and McKee, 2007).

6. Discussion

This paper investigates empirically, the impact of HPWS on ITL through burnout and mentoring. The study findings confirm that the effect of perceived HPWS on ITL is not direct, it is partially mediated by burnout. It means employee feels less burnout when organisation has HPWS that reduce their ITL. High level of fairness and transparency with regard to appraisal process and pay-related matters reduces employees' cynicism or the negative perceptions about their job (Gkorezis et al., 2016) that helps to develop positivity thereby reducing their ITL the job. Further, appropriate training programme and high sense of job security also reduce the employees' cynicism (Gkorezis et al., 2016) and in turn increase the intention to stay among the employees. On the other hand, HPWS which focus on delegation of authority, sharing information and provided feedback about job performance and opportunity for development reduce employees' emotional exhaustion (Shantz, Arevshatian, Alfes, & Bailey, 2016) so they stay longer in the organisation. On the same line, Jyoti et al. (2015) confirmed that HPWS reduces employee exhaustion, which in turn reduce their ITL. Additionally, HPWS enhances the employees' skills and knowledge by providing extensive training programmes, which boost their confidence-level and reduce the feeling of inefficacy that in turn lower their ITL.

Further, this paper also found that interaction of perceived HPWS with mentoring lowers employees' burnout. Mentoring plays a vital role in HR development (Germain, 2011). It is considered as a tool for mentee's upward mobility (Scandura, 1992). Mentoring programmes are valuable in promoting the skills and abilities of the employees. This helps to lessen the workload, which in turn reduce their exhaustion at workplace. Mentor enhances the capabilities of the employees by providing career-related information and opportunities (Jyoti & Sharma, 2017), which help the employees to better understand their job, reduce job ambiguity, role conflict that reduce mentees' emotional exhaustion

Table 7
Bootstrapped result of moderated mediation.

Perceived HPWS- BO*ME-ITL					
Moderator (mentoring)	Perceived HPWS → BO*ME	BO*ME → ITL	Conditional indirect effect	Boot LL 95%	Boot UL 95%
High	− 0.448	− 0.017	− 0.066**	− 0.146	− 0.006
Low	− 0.277	− 0.112	− 0.027 (ns)	− 0.129	0.072

Key Terms: HPWS-High Performance Work System; A-Ability; M-Motivation; O-Opportunity; BO-Burnout; ME-Mentoring; ITL-Intention To Leave; LL-Lower Limit; UL-Upper Limit.

at the work place. Further, the psycho-social functions provided by the mentor also help mentees'/employees' to establish work-life balance by solving their problems and generating their positive attitudes. So, when attributes of HPWS are complemented with the career and psycho-social functions of mentoring, then employees have low negative attitude e.g. job stress, anxiety, burnout etc.

In HPWS, authority is delegated and mentoring boosts the confidence level of the employees, which assists them to do their work in a better way. Additionally, positive feedback provided by the mentor, boost the mentee's morale and upgrade his/her capability of doing work. Further, mentor focuses on career and psychosocial functions, which increase the mentee's competence, identity (Jyoti & Sharma, 2017) and reduce their inefficacy. In other words, mentor assigns challenging tasks to mentee to improve his/her ability and skills. He provides career guidance, supports the advancement of job position, helps in resolving task-related problems, which increase the mentee's sense of confidence and decrease their stress/frustration level at workplace.

Besides this, the outcome derived from this study suggests that the interaction of burnout with mentoring helps to reduce ITL. The reason behind this is that burnout employees are more likely to suffer from stress-related problems, decreased productivity, lost work time, dissatisfaction and a relatively high turnover rate (Shrivastava, 2011). Psychosocial functions help to reduce the stress and cynicism level of the mentee that reduce their turnover intentions. In addition to this, coaching and counselling provided by the mentor in diverse aspects of job, help to develop loyalty among the mentees that results in low turnover (Jyoti & Sharma, 2017). Further, mentor provides guidelines/advices to the mentee which help to increase their skill and efficiency and decrease their feeling of emotional exhausted, which motivate the employees to stay in the organisation. Moreover, mentoring programme guide the less experienced person they are likely to occurrence lower levels of emotional and cognitive fatigue and get a greater sense of confidence and increase personal accomplishment and lessen their intention to leave. Further, mentoring has been linked to career advancement, increased job and career satisfaction, positive organisational socialisation which helps to reduce the positive effects of burnout on ITL.

Finally, this study revealed significant moderated mediation of mentoring and burnout between perceived HPWS and ITL. Mentoring and burnout play an important role between perceived HPWS and ITL relationship by giving employees an opportunity to openly and friendly communicate with their superior in order to solve their job-related problems. In such an environment, they do not take their work like a burden and are not frustrated/stressed by their task, which in turn reduce their ITL. Thus, HPWS when associated with mentoring provides psychosocial support in the form of regular discussion and information sharing, job-effectiveness, that reduce employee burnout and ultimately lower employees' ITL.

7. Implications

7.1. Theoretical implications

The study has contributed to already existing body of knowledge

domain about HPWS by empirically validating the HPWS scale on the basis of AMO model to generalise it. Further, the study has identified the "black box" using burnout and mentoring to understand HPWS and ITL relationship. Burnout (comprising emotional exhaustion, cynicism and inefficacy) has been empirically proved as mediator between perceived HPWS and ITL. Earlier research has evaluated only one component of burnout at a time i.e. emotional exhaustion (Jyoti et al., 2015) or cynicism (Gkorezis et al., 2016) as a mediator between high performance HR practices/high performance work practices and ITL. Additionally, this study has evaluated the interaction effect of HPWS and mentoring on burnout, which has not been evaluated earlier. Besides this, the study also assessed the interaction effect of burnout and mentoring on ITL, which is also unexplored in the earlier literature. Finally, the study also proved that the interaction of HPWS and mentoring indirectly affects ITL through burnout by conducting multi-group analysis. These findings can help future researchers in their endeavours a lot. To conclude, we can say that organisations must implement HPWS with sound mentor and mentee relationship in order to reduce employees' burnout and ITL.

7.2. Practical implications

The paper is equally valuable for practitioners as well as academicians. The practical implications based on study results are discussed as under:

HPWS focuses on generating high performance through efficient management of varied organisational activities, better employee performance and productivity. The preparation for the same should begin from the hiring stage of employees. There should be proper person-role integration in order to purely implement HPWS. This process should start from selection stage itself. The selection process should be performance oriented through proper evaluation of required abilities to perform the job. In this context, various tests (cognitive test, interest test, creativity thinking test) should be conducted to correctly evaluate the capabilities of the employees, so that they are able to exhibit the required job performance after placement.

Management should also focus on career management of the employees to enhance their motivation and stay intention. These programmes provide necessary information to the employees regarding their career path or various career positions and desirable criteria to reach there. Such programmes help to show case management's initiatives for employees' growth and development. Such initiatives lessen employees' career-related confusion, which in turn will reduce their turnover intention.

Organisations should make provisions of award for the encouragement of valuable suggestions from the employees. Moreover, loyalty rewards should also be kept for employees, who remain with the organisation for long time period. Such awards or rewards will increase employees' confidence, and will ultimately motivate them to be more concerned for their organisations. This consequently may help to reduce their ITL.

HPWS should be based on flexible HR practices such as provision to work from home, flexi-place or flexi-time, so as to reduce employees' stress due to long working hours for better work-life balance (Kelliher & Anderson, 2010). Flexible HR practices help to improve the health and

well-being of employees (Atkinson & Hall, 2011) and also reduce absenteeism and turnover intentions as well as actual turnover.

Organisations need to retain their high talented employees for sustaining the HPWS environment. In this context, proper steps should be taken to generate affective commitment by designing flexible HR practices, participative decision making, transparent communication and information system. Organisation should invest into quality of work life measures in order to fulfil the higher order and lower order needs of the employees (as recommended by Lee, Werner, & Kim, 2016).

In order to harness the outcomes of HPWS, management should invest in mentoring oriented structure and culture. Such initiatives help to cement the HPWS approach. Regular coaching by the mentor will help the mentee/employee to perform his/her job without any stress or anxiety. Further, mentor should also be trained to understand the psychology of new entrants, average or low performing employees. There should be regular meetings between mentor and mentee and the outcome of this relationship should be reflected in periodical reports (as recommended by Jyoti & Sharma, 2015).

Organisation should practise buddy approach (as recommended by Jyoti & Sharma, 2017) in which the new employee is assigned a senior employee, who provides relevant information regarding policies and practices to the new employee. The buddy/mentor helps to build self-confidence and loyalty in the new employee, which saves him/her emotional exhaustion, cynicism, etc.

Management should encourage informal mentoring culture where both the mentor and mentee can share their experience and knowledge with each-other in order to learn how to deal with work in a better way. Such initiatives remove job ambiguity, reduce job-related stress, emotional exhaustion, and enhance employees' stay intention.

Further, mentor can play a very important role in reducing the burnout feeling of the employees/mentees by constant counselling, friendly attitude and exhibiting the role model functions.

Employees should not be overloaded in order to save him/her from being burnt out. The workload should be scientifically/logically assessed and assigned. The employees should be made to work to that extent only which does not leave him strained. In this context, the person-role integration also helps to reduce the employee burnout. Such integration makes the job meaningful for the employees and they love to work with least feeling of burnout. Further, organisational policies should be transparent and fair in order to avoid the feeling of cynicism among the employees. In order to reduce the stress, employees should be sent on short leisure trip after the completion of the assigned project as a motivation to take up new and challenging projects in future. It is concluded that employees should also take initiatives to reduce or minimise job-related stress so that they do not feel burnt-out at the work.

7.3. Employee-related implications

Though organisations should take the initiatives to design their HPWS in such a way that it has minimal or no adverse effect on mental health of the employees (which has been discussed in the above section). The onus/responsibility of maintaining the wellbeing lies on the employee himself/herself too. So, it is recommended that whenever the employee feels stress, exhausted from the work, he/she should take a short break to reenergise him/her for the job. If such initiatives don't work, he/she should get the professional counselling to relieve his/her feeling of burnout. Sometimes the feeling of stress and exhaustion also occurs due to workaholic nature of the employees. In such situation, the employee is advised to spend time with his family and friends to reduce the negative effects of overwork.

8. Limitations and future research

The paper has certain limitations, which can be overcome in the

future. Firstly, the study is conducted only in the private telecommunication sector (Airtel, Aircel, Idea, Reliance, and Vodafone) in Jammu and Kashmir (North India). For future research it is suggested to examine the HPWS in public sector too. Besides this, comparison between public and private sectors can also be examined. Secondly, the study being limited to telecommunication sector, can be extended in other sectors such as insurance, banking, healthcare, education, etc. in order to generalise the findings of this study. Lastly, the study is cross sectional in nature, longitudinal study should be conducted in future to bring out the true extant of causal relationships.

Appendix A. Supplementary data

Supplementary data to this article can be found online at https://doi.org/10.1016/j.jbusres.2018.12.068.

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