



The International Journal of Human Resource Management

ISSN: 0958-5192 (Print) 1466-4399 (Online) Journal homepage: <https://www.tandfonline.com/loi/rijh20>

The mediating effects of professional and organizational commitment on the relationship between HRM practices and professional employees' intention to stay

Patrick Valeau, Pascal Paille, Christel Dubrulle & Henri Guenin

To cite this article: Patrick Valeau, Pascal Paille, Dubrulle Christel & Henri Guenin (2019): The mediating effects of professional and organizational commitment on the relationship between HRM practices and professional employees' intention to stay, The International Journal of Human Resource Management, DOI: [10.1080/09585192.2018.1559870](https://doi.org/10.1080/09585192.2018.1559870)

To link to this article: <https://doi.org/10.1080/09585192.2018.1559870>



Published online: 20 Feb 2019.



Submit your article to this journal [↗](#)



View Crossmark data [↗](#)



The mediating effects of professional and organizational commitment on the relationship between HRM practices and professional employees' intention to stay

Patrick Valeau^a, Pascal Paille^b, Dubrulle Christel^a and Henri Guenin^b

^aIAE Business School, University of Reunion, Saint-Denis, Reunion, France; ^bDepartment of Management, Faculty of Business Administration, Laval University, Quebec City, Canada

ABSTRACT

Previous literature on professional employees argues that the quality of their work depends on both their organizational and professional commitment. Combining a target similarity and a cognitive approach to HRM, this study examines the mediating effects of these two variables on the relationship between HRM practices and intention to stay. Using a sample of 265 professional auditors working for certified public accountancy firms, we find that organizational commitment mediates the relationship between information-sharing, fair rewards and intention to stay, while the effect of autonomy and recognition is successively mediated by professional commitment and organizational commitment. Training has a direct effect on intention to stay. The implications of these results for the development of an HRM model linking professional employees' organizational and professional commitment, thereby providing the possibility of reconciling organizational efficiency and traditional professional ethics, are discussed.

ARTICLE HISTORY

Received 4 January 2017
Accepted 15 November 2018

KEYWORDS

Professional employees; HRM practices; professional commitment; organizational commitment; intention to stay

Introduction

The professional employees with whom we have chosen to conduct this study are auditors i.e. experts in finance responsible for certifying the accounts of clients on behalf of their certified public accountancy (CPA) firms (Lander, Koene, & Linssen, 2013; Suddaby, Gendron, & Lam, 2009; Sunder, 2010; Williams, 2010). The traditional approach to the management of auditors mainly focuses on their professional commitment i.e. their emotional attachment to, identification with, and involvement in their profession (Meyer, Allen, & Smith, 1993). The term “profession”