

THE INTERVENING EFFECTS OF AFFECTIVE COMMITMENT ON HRM PRACTICES AND TURNOVER INTENTION RELATIONSHIP: AN EVIDENCE FROM NON-WESTERN CONTEXT

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Abstract

The present study was mainly designed to examine the intervening effects of affective commitment on the relationship between certain human resource practices and turnover intention in the context of private university in Bangladesh. The direct relationship between human resource practices and turnover intention was also investigated. A total of 317 faculty members participated in the questionnaire survey. The response rate was 57% for this study. Multiple regression analyses were used to test the hypotheses of the study. The results revealed that all the human resource practices and affective commitment were significantly and negatively related to turnover intention. The study also found that affective commitment fully and partially mediated the proposed relationship between studied human resource practices and turnover intention except job autonomy practice. Limitations and suggestions for future research are forwarded.

Keywords: HRM practices, Affective commitment, Turnover intention, Private University.

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บทคัดย่อ

งานวิจัยนี้ได้รับการออกแบบขึ้นเพื่อศึกษาผลของเครื่องมือแทรกของพันธกิจเชิงเจตคติที่มีต่อความสัมพันธ์ระหว่างระเบียบปฏิบัติของการจัดการทรัพยากรบุคคลและความตั้งใจลาออกจากราชการในบริบทของมหาวิทยาลัยเอกชนในประเทศบราซิลและได้มีการตรวจสอบความสัมพันธ์ระหว่างระเบียบปฏิบัติของทรัพยากรบุคคลและความตั้งใจลาออกจากราชการ อาจารย์ของมหาวิทยาลัยจำนวน 317 คนได้ตอบแบบสอบถามของการวิจัยโดยมีอัตราการตอบอยู่ที่ร้อยละ 57 มีการใช้วิธีวิเคราะห์การถดถอยแบบพหุในการทดสอบสมมติฐานของงานวิจัย ผลการวิจัยปรากฏว่าระเบียบปฏิบัติของทรัพยากรบุคคลทั้งหมด และพันธกิจเชิงเจตคติมีความสัมพันธ์อย่างมีนัยสำคัญทั้งในทางบวกและลบต่อความตั้งใจลาออกจากราชการ งานวิจัยยังพบอีกว่าพันธกิจเชิงเจตคติมีส่วนช่วยประนีประนอมความสัมพันธ์ระหว่างระเบียบปฏิบัติของทรัพยากรบุคคลที่ศึกษาและความตั้งใจลาออกจากราชการยกเว้นระเบียบว่าด้วยความเป็นอิสระของการทำงาน นอกจากนี้ผู้วิจัยยังได้เสนอข้อจำกัดและข้อเสนอแนะสำหรับงานวิจัยในอนาคต

INTRODUCTION

What determines employee turnover? Is it always detrimental for the organization? or how can it be managed? These are usual questions for the organizations facing high rate of employee turnover. These questions have great relevance to the managers experiencing high turnover within the organization. Employee turnover is a serious issue for many organizations; scholars view this phenomenon as a persistent problem for the organization (Yin-Fah, Foon, Leong, & Osman, 2010). The detrimental effects of high turnover, especially when the high performing employees leave, on the organization are the major concern for the organizational managers. In fact, managers always put their efforts to reduce employee turnover due to its negative impact on the organization. Moreover, in some occasions, it threatens the organization's long term survival (Brereton, Beach, & Cliff, 2003). Therefore, retention of top performing employees has

become a big challenge for the employers (Samuel & Chipunza, 2009; Ovadje, 2009). Researchers termed as 'big challenge' because employers have nothing much to do except the arrangement for hiring and training new employees once the employee has quit as argued by Dalessio, Silverman, and Schuck (1986).

The nature of turnover phenomenon is complex, thus the causes of turnover vary on the basis of context of research, and nature of the organizations. That is why the generalization of turnover research findings is questioned across situation and population (Griffeth, Hom, & Gaertner, 2000). In spite of having more than 1500 academic researches on employee turnover, surprisingly it is still the vibrant field of further research (Holtom, Mitchell, Lee, & Eberly, 2008). This is because of different sample and contexts have different reasons for employees to leave, and even reasons are different within the same

industry (Souza-poza & Henneberger, 2002). It is unfortunate but true that the most of the empirical studies on turnover were conducted in western context mainly in US, Canada, UK, and Australia (Ovadge, 2009; Maertz, Stevens, & Campion, 2003). The results of these studies may not be generalized to other contexts for instance Asian context which is characterized by collectivism and high power distance. Scholars still continue searching the answer of what determine employee turnover in different contexts as context is important to understand the turnover phenomenon (Chen & Francesco, 2000). Therefore, it is expected that the study of turnover in a collectivist and high power distance context should provide additional insights into the turnover phenomenon. Thus, this paper is expected to enrich the current turnover literatures in the context of Bangladesh in particular and Asian in general.

The prime thrust of this paper is to investigate the intervening effects of affective commitment in the relationship between selective dimensions of human resource practices and turnover intention in the context of private universities in Bangladesh. In addition, the other objective of this study is to examine the direct effects of human resource practices on the turnover intention. A research framework is developed to achieve the objectives of the study (see research model). The framework postulated that HRM practices will directly and indirectly influence turnover intention.

BACKGROUND AND LITERATURE REVIEW

Bangladesh came into being in 1971 when

two parts of Pakistan split after a nine-month long liberation war. Presently, with a little over 150 million people in a small land having national literacy rate of 47.9%, Bangladesh is the eighth largest in the world in population with high density (World Fact Book, 2008). According to United Nations report (2002), Bangladesh is one of the 49 'least developed countries' in the world where 45 percent of the population are under the poverty line. With such a large population where poverty is rampant and the lack of educational resources, the nation has considered education sector as the top most priority, thus, the sector has been receiving the highest national budget for last several years (Bangladesh Economic Review, 2007). In fact, the higher learning institutions are expected to produce the most potential and skilled human resources for the nation. In addition, the country is trying to diversify its economy with industrial development which requires highly skilled workforce. Thus, the establishment of the private higher education institutions was inevitable. The private university act 1992 was enacted permitting the operations of the private university in the country. This initiative has resulted 54 private universities where more than 6000 full-time faculty members are engaged in teaching till to date (Ali & Akhter, 2009). However, it is to be noted that most of the private universities are mainly located in the Dhaka Metropolitan Area (DMA), where about 5200 full-time faculty members (Joarder & Sharif, 2011) are engaged in teaching and research activities.

A study of Joarder, Sharif and Sabiha (2011) claimed that faculty turnover is a serious problem for the private university management in Bangladesh. They also added that

with few exceptions, most of the private universities face high rate of turnover as compared to public universities in the countries. Other researchers argued that faculty turnover is an enduring problem at many private universities in Bangladesh (Akhter, Muniruddin, & Sogra, 2008). Similarly, the recent finding is that frequent switching of faculty members from one university to another or sometimes to the outside of academia is a major problem for private university management. In addition, shortage of qualified faculty, and the high demand made this situation serious for private university management (Ashraf, 2009). Frequent faculty switching is now a common scenario for private university. The article published in the national newspaper on the faculty turnover issue clearly considered this phenomenon as 'critical situation' especially for private universities. The author argued that most of the private universities are experiencing 16% to 17% per year, and this is even higher for some universities; while it is only 2% to 3% per year for public universities (Jalil, 2009).

It is unfortunate that most of the private universities, more than 80% are located in the Dhaka Metropolitan Area (capital city) and about 5200 faculty members are engaged in full-time teaching. This is also insufficient as compared to required number of full-time faculty for the private universities mainly located in Dhaka city. Therefore, with the insufficient full-time faculty, the increasing recruitment problem makes this turnover situation even critical for many private universities. In this regard in describing the turnover issue at the private university, the researcher made it clear that the major issue of such a high rate of faculty turnover is

the result of poor human resource management practices at the institutions (Jalil, 2009). He added that, in many private universities there is no prescribed and defined human resource practices. However, the findings need to be empirically examined to identify the factors contributing to faculty turnover decision in the context of Bangladesh in particular.

Faculty Job Security- According to Herzberg (1968), job security is the extent to which organization provides stable employment for its employees. Job security has been conceptualized as the degree to which an employee could expect to stay in the job for over an extended period of time (Delery & Doty, 1996). Researcher identified job security as one of the most important components of human resource practices (Pfeffer, 1995) which indicate organization's commitment to their workforce, while there are evidences that job security enhances employees' organizational commitment (Chang & Chen, 2002; Meyer & Smith, 2000; Wong, Ngo, & Wong, 2002). This in motivate employees to exchange their obligation by showing reciprocal commitment to the organization (Fey, 2000). Similarly, Chang (2005) argued that through job security the organization demonstrates commitment to the employees, and in return employees reciprocate the commitment to the organization. This supports the concept of social exchange theory (Blau, 1964), and the theory of norm of reciprocity (Gouldner, 1960).

According to Samuel and Chipunza (2009), job security was found to have significantly influencing factors in employee retention in both public and private organiza-

tion. They stated that there is strong evidence of an association between job security and retention, thus it reduces employee turnover. There are some empirical evidences shows a significant negative relationship between turnover intention and job security (Cotton & Tuttle, 1986; Shaw et al. 1998; Batt & Valcour, 2003).

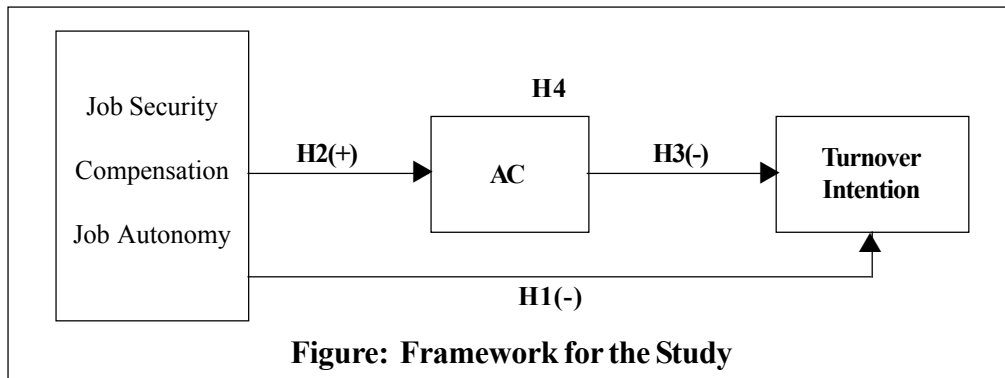
Faculty Compensation- Empirical research evidences found that compensation is one of the most important factors for determining employees' job satisfaction, which in turn reduce the intention to leave. Thus, according to many researchers compensation is negatively related to turnover intention (Grace & Khalsa, 2003; Cotton & Tuttle, 1986). In consistent with the previous results, Ovadje (2009) found a strong, negative relationship between pay and turnover intention. In a study of telecommunications industry, Batt, Colvin, and Keefe (2002) found that pay is significantly and negatively related to turnover. However, different views have been reported by other researchers such as Griffeth et al. (2000) claimed modest relationship between pay and actual turnover; while pay is not an important variable for turnover research in Asian context (Khatri et al. 2001); and Iverson and Deery (1997) concluded that pay has insignificant influence on turnover decision in Australian context. Moreover in the academic setting, Smart (1990) and Ehrenberg et al. (1991) compensation is only important at the lower level of faculty members such as assistant professor levels. However, other study of Weiler (1985) presented contradictory results where the researcher argued that pay has been identified as important reason for both associate professor and professor in regards to turnover decision. In

the field of information technology, employees' compensation is positively related to their commitment to organization, and negatively related to their turnover intentions (Igbaria & Greenhaus, 1992). However, some researchers found compensation as not important factors for their employees' turnover decision process. The recent of finding of Kim (2005) argued that compensation is not statistically significant reasons for employees leaving the US state government information technology department. The recent study finding indicated that compensation alone will not be sufficient to retain talents (Chew & Chan, 2008). Thus, the inconsistent relationship between compensation and turnover requires further research to understand the relationship. That is why this variable has been included in the present study.

Faculty Job Autonomy- Price (1997) defined job autonomy as the employee's ability to set organizational goals and structure the organization to maximize professional concerns. In other words, job autonomy is considered as the freedom of an employee of doing his or her own work or the control over his or her job activities such as scheduling, work procedures, and task variety (Iverson, 1996). In fact, when employees perceive that they have control over their jobs, they are less likely to leave (Iverson, 1999).

Recent research suggests that employees who enjoy greater job autonomy at work will show less likelihood of quitting the current employment (Batt & Valcour, 2003). The belief is that job autonomy decreases turnover by its positive impact on job satisfaction (Price, 2000). Consistent with this idea, Ahuja,

Research Framework and Hypotheses Development



Chudoba, Kacmar, McKnight and George (2007) argued that lack of job autonomy lowers the organizational commitment and increases turnover. This is a salient feature for faculty members. Researchers explained that faculty members with high job autonomy is much more satisfied in terms of teaching and research, have less or no job stress, and is likely to stay with the job (Perry, Menec, Struthers, Hechter, Schonwetter, & Menges, 1997). Job autonomy is an important component of human resource practices especially in the western context due to individualistic pattern of the society (Geller, 1982). By having job autonomy, employees consider this as the organizational support to the employees (Eisenberger, Rhoades, & Cameron, 1999), which in turn increases job satisfaction and reduces turnover intention (Spector, 1986). Generally, one can argue that employees will be much more satisfied and committed to their organization when employees enjoy job autonomy as compared to the employees with no such freedom.

Hypotheses of the Study

The proposed hypotheses are as follows:
H1: Selective human resource manage-

ment practices (Job security, Compensation, Job autonomy) are negatively and significantly related to turnover intention (TI).

H2: Selective human resource management practices (Job security, Compensation, Job autonomy) are positively and significantly related to affective commitment (AC).

H3: Affective Commitment (AC) is negatively and significantly related to turnover intention (TI)

H4: AC mediates the relationship of human resource management practices (Job security, Compensation, Job autonomy) and turnover intention.

RESEARCH METHODS

The study based on the primary data collected from the private university in Dhaka city. Therefore, the population of this study covers all private universities mainly located at Dhaka Metropolitan Area. For the study, self-distributed structured questionnaires were distributed to the respondents (full-time faculty members) for data collection. Researcher used 7-point Likert scale. The employment of an area sampling method was appropriate and used in the study for selecting the sample from the scat-

tered location of the private universities in Dhaka Metropolitan Area (DMA). There are 42 private universities located in 15 different areas in DMA, and researcher randomly selected one area from 15 areas and distributed about 500 questionnaires. In fact, area sampling is the most accepted type of cluster sampling when the design constitutes geographic clusters (Sekaran, 2003). According to the argument of Zikmund (2003), the major objective of using cluster sampling is to have economic sample and the retention of the characteristics of probability sample where the clusters are randomly selected. There are fifteen clusters for the present study as identified on the basis of postal area code of Dhaka Metropolitan Area.

RESULTS AND DISCUSSIONS

Results

Descriptive Statistics and Correlation Analyses

Table 1 presents the means, standard deviations and correlations among all the vari-

ables used in this study. On average, faculty members expressed their attitudes towards the disagreement in relation to the job security, compensation, and job autonomy. In other words, the institutions should be more concerned about these variables which are currently not strongly established. Pearson correlation was conducted to examine the correlation coefficient among the study variables. All the correlations among the study variables are within satisfactory levels as suggested by Ho (2006). The general rule of thumb is that the value of correlation coefficient should not exceed .7 (Anderson et al. 2009).

Testing Hypothesis 1

To test for hypothesis 1, HRM practices were regressed on to turnover intention. The regression results of the relationship between human resource management practices and turnover intention is tabulated in the Table 2. It shows that job security, compensation and job autonomy all theses HRM practices are highly significant and negatively related to turnover intention. However, it can be noticed that

Table 1: Mean, Standard deviation, and Correlation Coefficient

| Variables | Mean | Std. dev | JS | Comp | JA | AC | TI |
|-----------|------|----------|---------|---------|---------|---------|-------|
| JS | 3.89 | 1.45 | (.71) | | | | |
| Comp | 3.66 | 1.52 | .350** | (.83) | | | |
| JA | 3.50 | 1.42 | .345** | .302** | (.77) | | |
| AC | 4.59 | 1.57 | .328** | .247** | .186** | (.87) | |
| TI | 3.46 | 1.58 | -.355** | -.438** | -.318** | -.451** | (.92) |

**Correlation is significant at the 0.01 level (2-tailed). Cronbach alpha value within the parentheses.

Table 2: Regression Results for Hypothesis 1

| Variables | Standardized Coefficient β | Value | t-value | Significant level |
|---------------------|----------------------------------|-------|---------|-------------------|
| JS | -.188 | | -3.48 | .001 |
| Comp | -.326 | | -6.13 | .000 |
| JA | -.155 | | -2.92 | .004 |
| R ² | .259 | | | |
| Adj. R ² | .252 | | | |
| F-value | 36.43 | | | |

N=317

compensation ($\beta = -.32, p < .001$) was found to have strongest negative influence on turnover intention, followed by job security ($\beta = -.18, p < .001$) and job autonomy ($\beta = -.15, p < .004$). All these human resource management practices variables explained 25.9 percent of the total variation in turnover intention, and the regression model is significant at .000 level ($F = 36.43, P < .001$). Thus, hypothesis 1 is fully supported.

To test for hypothesis 2, HRM practices were regressed on to affective commitment. Table 3 depicts the regression results of this analysis. From Table 3, it can be seen that only job security and compensation practices used in this study are positively and significantly related to affective commitment. However, job autonomy was found insignificant though positively related to affective commitment. A closer scrutiny reveals that HRM practices used in this study are able to explain 13 percent of the total varia-

tion in affective commitment. The model is significant at .000 levels. Therefore, hypothesis 2 is partially supported.

To test the relationship of affective commitment and turnover intention i.e. hypothesis 3, AC was regressed on to turnover intention. Table 4 summarizes the regression results for testing this hypothesis. It can be viewed from the table 4 that AC ($\beta = -.45, p < .001$) is significantly and negatively related to turnover intention. Table 4 also explains that AC alone can explain 20.4% of the turnover variation. Model is highly significant at .000 levels. Thus, hypothesis 3 is fully supported.

Testing the Mediation Effects (H4):

To test the mediation effects of AC between the relationship of human resource management practices and turnover (Hypothesis 4), a four step procedure suggested by

Table 3: Multiple Regression Analysis Results for Hypothesis 2

| Variables | Standardized Coefficient β value | t-value | Significant level |
|---------------------|--|---------|-------------------|
| JS | .261** | 4.468 | .000 |
| Comp | .139* | 2.420 | .016 |
| JA | .053 | 0.932 | .352 |
| R ² | .130 | | |
| Adj. R ² | .122 | | |
| F-Value | 15.50** | | |

N = 317; **p < .01, *p < .05

Table 4: Multiple Regression Analysis Results for Hypothesis 3

| Variables | Standardized Coefficient β value | t-value | Significant level |
|---------------------|--|---------|-------------------|
| AC | -.45** | -8.97 | .000 |
| R ² | .204 | | |
| Adj. R ² | .201 | | |
| F-value | 80.5 | | |

N = 317

Table 5: Multiple Regression Analysis Results for Hypothesis 4

| Variables | Turnover Intention (without AC) | Turnover Intention (with AC) |
|---------------------|---------------------------------|------------------------------|
| JS | .188** | -.021 Full mediation |
| Comp | .326** | -.22** Partial mediation |
| AC | ----- | -.27** |
| R ² | .33 | .39 |
| Adj. R ² | .32 | .38 |
| F-Value | 25.91 | 28.66 |

N = 317; **p < .01

Baron and Kenny (1986) was undertaken. Table 5 provides the summary of regression results to ascertain the mediation effects of AC on the relationship between job security and compensation and turnover intention. From the table 5, it can be observed that only job security and compensation practices were able to meet the conditions for mediation test as suggested by Baron and Kenny (1986). Interestingly, the effect of job security ($\beta = -.021$, $p > .05$) became insignificant, while the effect of compensation, ($\beta = -.22$, $p < .05$) became significant but weaker in the presence of AC in the regression equation as it can be seen from the table 5. This implies that AC fully mediates the relationship of job security and turnover intention, while it partially mediates the relationship of compensation practice and turnover intention. Thus, the mediation effects of AC are different for different human resource practices.

DISCUSSION

The statistical results of this study indicated that the faculty members' perceptions of human resource management practices, particularly compensation, job security and job autonomy are significantly and negatively related to turnover intention, while two of these practices (job security and

compensation) were significantly and positively related to AC. However, job autonomy was found insignificant but positively related to AC. In other words, it can be argued that among the considered human resource practices for the present study, employee's salary or compensation is found to be one of the most important predictors of turnover intention in the context of private universities in Bangladesh. That's mean when employees perceive positive practice in regards to their pay, they are less likely to leave the current organization. Therefore, the private university management should pay much attention to this area of human resource practices to retain their most potential faculty members.

The study result is consistent with the previous results such as Billah (2009), Ovadje (2009), Shahzad et al. (2008), Batt and Valcour (2003), and Batt et al. (2002). The previous studies explained that pay is a highly considered human resource practice especially in the context of under developed or least developed countries. For instances, Ovadje (2009) found pay as highly significant variable in the turnover research in the Nigerian context, while Shahzad et al. (2008) explained that faculty pay might be a great tool in retaining competent faculty in the context of Pakistan. However, the present study result is

not conforming to some of the previous studies, thus contradicts with the study of Khatri et al. (2001) where researchers stated that pay is not an important component in the turnover research in Asian context, for instance Singapore in particular. It should be noted that Singapore belongs to the group of highly developed nations. This also highlighted that the determinants of turnover may differ even in the same continental or geographical location. Again, Iverson and Deery (1997) reported an insignificant relationship between pay and turnover in Australian sample, while Griffeth et al. (2000) only found modest relationship between pay and actual turnover.

The plausible explanation for such result in the present is mostly the result of unfavorable socio-economic condition of Bangladesh. This can be expected to be especially important in the regions where poverty levels are very high. Bangladesh is one of 49 “least developed countries” in the world, where about 45 percent of its population is below the poverty line (United Nations Report, 2002). Therefore, pay should be given a priority in the context of present study. For instance, pay is not; rather other issues such as day care facilities, job autonomy are major concern for employees in most developed nations, while pay is major concern for employees in a poor nation such as Bangladesh. Moreover, due to high familial bondage in the Asian collectivistic society, most of the members (including extended family members) of the household usually depend on one income holder in Bangladesh which requires adequate cash incentives for employees. In addition, another important reason for such expected result in Bangladesh context due to higher inflation rate, the living expenses

relatively higher in the developing countries.

The finding of the study indicates that faculty perception of job security ($\beta = -.19$, $p < .01$) is significant and it is negatively related to turnover intention. In other words, higher the perception of employees’ job security, lower the employees’ intention of leaving the current organization, and vice versa. Thus, it can be argued that employees with high job security are less likely to leave the employing organization. According to Wong et al. (2002) argument the organizations that provide high assurances of job security invoke a reciprocal employee attitudinal and behavioral commitment to the organization. Therefore, it can be argued that the higher the perception of job security, the higher the commitment to the organization and lower the turnover intention, and vice versa.

The result of the study is consistent with the previous results, such as Samuel and Chipunza (2009), Conklin and Desselle (2007), Zhou and Volkwein (2004), Batt and Valcour (2003), Shaw et al. (1998), Cotton and Tuttle (1986). In the academic setting, researchers argued that job security for faculty members is the top most priority in the decision making process of staying with or leaving the organization. It is, in fact, negatively related to turnover decision (Chughtai & Zafar, 2006; Conklin & Desselle, 2007). The plausible explanation for such consistent results in the case of present study is that the higher education for instance university education in the private sector is reasonably new in the context of Bangladesh, and the private university management was not serious about the faculty job security issue. Realistically, the authority did not pay much attention to this

area of faculty job security. Another reason perhaps important to explain the finding of the present study, that is, most of the private universities are sponsored and managed by influential businessman. They also consider the investments on higher educational institutions like any other investments in different areas. Therefore, the profit maximization motives make them somewhat indifferent about the issue for instance job security in this regard. Another possible explanation for such results why faculty members recognized job security as the significant human resource management practices is that Bangladesh is one of the least developed countries in the world with increasing unemployment rates, where individuals with high family bondage who are a household's primary earner are less likely to leave a stable job and face the risks associated with seeking a new job.

The result of the study indicated that faculty perceptions of job autonomy influence turnover intention negatively and significantly. This means that higher the perceptions of faculty job autonomy the lower the intention of leaving the organization. However, the strength of the relationship was a little weaker as compared to other human resource practices for instance compensation and job security that used in this study. The finding of this study was in line with previous research suggestion that employees who enjoy greater job autonomy at work will experience lower intention to quit the current employment (Batt & Valcour, 2003).

The result of the study is consistent with the previous results such as Ahuja et al. (2007), Daly and Dee (2006), and Hom and Griffeth (1995). In the academic setting, Daly

and Dee (2006) argued that freedom of work in the academic profession has been one of most important reasons for faculty to remain with or to leave the job, while Ahuja et al. (2007), and Hom and Griffeth (1995) reported negative relationship between employee job autonomy and turnover behavior. Nature of the profession may be one of the plausible explanations for such result in the present study in regards to job autonomy in the context of Bangladesh. In addition, faculty members can easily get employment to other institution if they do not get enough freedom of work, and availability of employment opportunity particularly in the teaching position may influence faculty job autonomy issue in this context. Therefore, the result is the true reflection of what people think about the job autonomy in the context of sampled of the study.

When employees have positive attitudes about the organization, they are likely to remain loyal and committed, resulting in lower turnover intention. In social exchange (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), positive perceptions of organization's human resource management practices are bound to create an obligation for employees to reciprocate by displaying more commitment to the organization which in turn resulted in lower turnover intention. The findings of the study also highlighted the importance of employees' affective commitment as the key mediating role between human resource management practices and turnover intentions. The results indicated that AC fully mediated the relationship of job security and turnover intention (refer to table 5), and partially mediated the relationship between compensation and turnover intention. The results re-

flect that compensation, and job security have significantly indirect effects on turnover intention through affective commitment besides their direct effects. Therefore, it is imperative that management should pay much attention to faculty compensation and job security as well as their indirect effects.

Limitations, Implications, Future Research and Conclusion

Whereas the present study offers some insights into the importance of human resource management practices and turnover intention, the contributions of the study should be viewed in light of several limitations. First, the present study examined the faculty members' behavioral intention which is turnover intention. It should be noted that turnover intention does not always produce actual turnover behavior (McKnight, Phillips, & Hardgrave, 2009). Therefore, future research should include turnover as the outcome variable in the causal model of turnover research. Second, the present study examined the process of turnover intentions of faculty members of the private university. The exclusion of public university from the study was a drawback of the present study. That is why the present study is unable to answer the question if the turnover intentions differ between private and public universities. Therefore, future research should include public universities in the turnover research. Third, the present study is a cross-sectional in nature, thus data were collected at one point in time. It is sometime difficult to determine the direction of causality. Thus, the causal relationships among the independent and dependent variables cannot be concluded. Therefore, it is preferable to have sufficient time lapse between the time

of data collection for independent variables and dependent variable. However, this could be achieved through the longitudinal research. Longitudinal or experimental designs are required to confirm the causality of the hypothesized relationships.

According to Cooper and Schindler (2003), longitudinal research is advantageous because it can track the changes over time. Fourth, another limitations of the present study is the sample was not randomly selected, and the study did include only the universities located in capital city in Bangladesh. Therefore it is difficult to generalize the results of the study, and the findings cannot be applied to other situations. To determine whether the study results can be applicable to other populations, future study should employ a better sampling procedure and should include all the private universities which can provide some variability in turnover intention behavior. Fifth, the present study relied on self-reported questionnaire data, thus the possibility of common method variance may exists since all the variables were measured using a single survey instrument. According to Avolio et al. (1991) the common method variance is most problematic in examining the relationships among the psychological or attitudinal data collected from a single respondent at one point in time. Therefore, future research should include a method that could reduce common method variance, for instance instead of using perceptions data, the objective measure of human resource management practices could be used.

Implications of the Study

The findings of the main and mediating effects from this study have contributed to new information to the body of knowledge in hu-

man resource management practices and turnover literatures in the context of under-researched non-western organizations. Since most of the previous studies on human resource management practices and turnover were conducted in the western context, the results of those studies may not be generalized in the context of present study. The results of the present study confirm that employees' perceptions of human resource management practices influence their affective attitudes and behavioral intention in the non-western context. Furthermore, the present study is expected to bridge the gap in turnover literatures in the context of Bangladesh in particular, and Asia in general. More specifically, the present study is hoped to enrich our understanding about the psychological processes of how human resource management practices influence employee attitudes and behaviors, which was a call for further research by Zhang and Agarwal (2009). Another important contribution of the present study is the mediation effects of affective commitment with certain human resource management practices in predicting turnover intention. The present study found that all the human resource management practices such as compensation and job security have indirect influences on turnover intention which is important for managers to understand.

The main practical implication of the present study is that private university management experiencing problems with high turnover may be particularly interested in this study. It is important to note that, traditionally, turnover rates have been found to be influenced by many factors such as availability of job, economic conditions, management style, opportunity to leave the present job and

non-work factors (Walz & Niehoff, 1996). The present study however provides the evidence that turnover can also be predicted based on employees' perceptions, that is, the perceptions of human resource management practices. The research framework provides guidelines to managers about what is needed to reduce turnover intention. For instance, if the faculty members frequently leave the university, thus show high turnover, the university management may need to introduce positive human resource practices that can decrease their intention to leave.

In summary, the results of the present study point to the importance of examining the role of employees' perceptions of human resource practices in predicting their turnover intention. In addition, the study has also examined the mediating role of perceived organizational support in understanding turnover behavior especially in the context of higher educational institution. This study adds further knowledge on the importance of HRM practices as the predictors of turnover intention. In future, it is recommended that more HRM practices should include in the turnover research for instance training and development, supervisory support can be tested or may be different attitudinal variable other than POS can be introduced as the mediating factor in the HRM practices and turnover relationship for instance organizational commitment.

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