


# “Pay, security, support and intention to quit relationship among academics in developing economy”

<b>AUTHORS</b>	Mohd Hasanur Raihan Joarder Muhammad Subhan  <a href="https://orcid.org/0000-0001-9567-8938">https://orcid.org/0000-0001-9567-8938</a> Ahmad Bashawir Abdul Ghani Rabiul Islam  <a href="https://orcid.org/0000-0002-9840-8754">https://orcid.org/0000-0002-9840-8754</a>  <a href="https://www.webofscience.com/wos/author/record/AAO-2817-2021">https://www.webofscience.com/wos/author/record/AAO-2817-2021</a>
<b>ARTICLE INFO</b>	Mohd Hasanur Raihan Joarder, Muhammad Subhan, Ahmad Bashawir Abdul Ghani and Rabiul Islam (2015). Pay, security, support and intention to quit relationship among academics in developing economy. <i>Investment Management and Financial Innovations</i> , 12(3-1), 190-199
<b>RELEASED ON</b>	Thursday, 29 October 2015
<b>JOURNAL</b>	"Investment Management and Financial Innovations"
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

0



NUMBER OF FIGURES

0



NUMBER OF TABLES

0

© The author(s) 2025. This publication is an open access article.

Mohd Hasanur Raihan Joarder (Malaysia), Muhammad Subhan (Malaysia),  
Ahmad Bashawir Abdul Ghani (Malaysia), Rabiul Islam (Malaysia)

## Pay, security, support and intention to quit relationship among academics in developing economy

### Abstract

This paper has examined the relationship between human resource management practices and intention to quit among the academics of private universities in Bangladesh. Out of 360 survey questionnaires which were distributed, 160 useable questionnaires included in the final analysis yielding at 44% response rate for the study. The results showed that pay and supports were significant and negatively related to faculty intention to quit behavior in any condition. However, the relationship of job security and faculty intention to quit depends on control variables used in this study. Therefore, this paper recommends that private university management especially in Bangladesh should pay more attention to these two practices in order to retain as well as to attract potential academics in the future. At the end, this paper highlights some limitations and suggestions for future research.

**Keywords:** pay, job security, supervisor support, intention to quit, higher education in Bangladesh.

**JEL Classification:** M00, O15.

### Introduction

Though employee turnover or intention to quit is primarily a concern for human resource professionals (Peterson, 2004), however academics and organizational researchers have also paid ample attention (Joarder & Sharif, 2011; Ton & Huckman, 2008) to it due to its profound negative effect on the organizations. Extant literatures have abundant of evidences that people are the most critical resources for organizations which as difficult to imitate (Becker & Gerhart, 1996; Szamosi, 2006; Perez & Ordonez de Pablos, 2003). Scholars viewed employee turnover and its proxy intention to quit as the form of withdrawal. The later intention to quit or turnover intention is the strongest predictor of actual turnover (Bockermann & Ilmakunnas, 2009). It is a thoughtful and deliberate desire to leave the organization in near future (Mobley et al., 1979; Price, 2001). In this study the choice is made for intention to quit instead of actual turnover due to unavailable information about actual turnover. However, there is a distinction between turnover and intention to quit i.e. former represent the actual turnover behavior (e.g. movement of employees to other organizations) as suggested by Price (2001), while the later represent the employees' behavioral intention (e.g. employees' perceived probability of leaving the present job) as suggested by Cotton & Tuttle (1986).

There is a firm belief that human capital to any organization is one of the sine-qua-non assets and most important asset to achieve competitive advantage (Tiwari & Saxena, 2012). But, why employees' turnover or intentions to quit are still in place in many organizations? The answer to this question has crucial implications not only in retaining potential employees; it also affects the organizations' ability in attracting the talented people. Evidences claimed that retaining skilled employees has become a serious concern to the decision makers particularly in the case of higher rate of employee turnover (Haines et al., 2010; Samuel & Chipunza, 2009; Budhwar & Mellahi, 2007; Budhwar & Debrah, 2004). Thus, managers need to identify the reasons for employees' intention to quit. Extant literature showed that frequent turnover is a problem for organization, it is even worse when high performing employees quit; a threat for organizational long term existence (Abbasi & Holman, 2000; Brereton et al., 2003). The present study focuses on the cause of employee turnover in developing economy, and contributes not only on retaining their existing employees, but also on formulating strategy for future workforce (Society for HRM report, 2014).

Theoretically, human resource practices have widely been accepted factors which can improve employee skills, foster motivation and commitment, this in turn increases intention to stay longer with the organization. Employees usually tie up strongly with the organization and are less likely to leave, when they perceive better practices about pay, job security, job autonomy, supports from supervisor, and training, a few (Stewart & Brown, 2009). As a result, academics and practitioners have paid a serious attention to these practices over the past years (Myer & Smith, 2000). These practices are critical for organization's success as suggested by

---

© Mohd Hasanur Raihan Joarder, Muhammad Subhan, Ahmad Bashawir Abdul Ghani, Rabiul Islam, 2015.

Mohd Hasanur Raihan Joarder, School of Business Management, Universiti Utara, Malaysia.

Muhammad Subhan, International Business Management Department, School of International Studies, Universiti Utara, Malaysia.

Ahmad Bashawir Abdul Ghani, International Business Management Department, School of International Studies, Universiti Utara, Malaysia.  
Rabiul Islam, School of Economics, Finance and Banking, College of Business, University Utara, Malaysia.

Stavrou-Costea, (2005). Existing literatures suggested that positive human resource practices is critical for organization, backed up by well-organized Human Resource Management (HRM) system directed at managing human resources pool to achieve organizational goals (Tiwari & Saxena, 2012; Ahmad & Schroeder, 2003; Kehoe & Wright, 2013; Ordiz & Fernandez, 2005). Thus, the hypothesized perception is that better practices not only reducing turnover intentions; rather it can be used as employee retention strategic tool. However, as far as the researcher knowledge is concerned, there is still lack of this kind of studies relating to human resource practices and employees' intention to quit especially in developing economy despite of call to expand this kind of research internationally to comprehend the relationship better in different contexts.

Furthermore, it is important to understand how employees perceive HRM practices in different settings around the world as suggested by Budhwar and Debrah (2004). Interestingly, causes of employee turnover usually vary on the basis of research context and the nature of organizations (Griffeth et al., 2000). Research context is important to understand the holistic view of turnover phenomenon (Chen & Francesco, 2000). Surprisingly, most research on turnover were conducted in western context such as USA, UK, Canada, Australia, and results may not be representative to other contexts especially in developing economy (Ovadge, 2009; Maertz et al., 2003). Therefore, this paper is intended to fill the gap by studying sample of the developing context. More specifically, good supports from supervisor, better pay, higher job security, friendly working environment, sufficient training and development, and job autonomy are key factors in employees' turnover decision as suggested by Maertz et al. (2003). In light of this, the paper has included pay, security and supports in the research model to understand how these factors influence academics' decision to quit in the private sector of higher education in Bangladesh.

The social exchange theory (Blau, 2006) has been utilized quite often as a basis for understanding the employee-employer relationship, and is possibly one of the most accepted underlying theories for turnover relationship (Cropanzano & Mitchell, 2005). This theory highlights the rules of reciprocity between employee and employer. Consequently, employees' commitment may occur when organizations offer positive human resources practices in return (Wayne et al., 1997). The theory of reciprocity proposes that the investments from one party have effects on the responses of other party i.e. called 'reciprocal exchange' (Cropanzano

& Mitchell, 2005). Based on social exchange and rules of reciprocity, employees usually try to find a balanced exchange relationship with their employers by showing their attitudes and behaviours depending on employer's commitment to them as individuals (Tuzun & Kalemci, 2012). This notion has been employed in the present study to comprehend human resources practices and intention to quit relationship. In this regard, the firm belief is that larger social exchange is somehow related to greater employees' commitment, lower intention or propensity to leave, and improved performance (Shore & Wayne, 1993). The present study has attempted to understand which factors among pay, job security or managerial supports will most influence employees' intention to quit behavior in academic setting in developing context.

The aim of the study is to obtain the relationship between human resource management practices and academics in private sectors of Bangladesh. Based on aforementioned facts, there is a need to conduct this study to find out how different conditions in human resource practices can influence employee intention to leave specifically at the private universities in the milieu of a developing country. The major thrust of this paper is to better understand the concept of turnover in non-western context by considering human resource practices as the determinants. Therefore, it is timely to pay more attention to the relationship between HRM practices and propensity to leave to understand what human resource practices are primarily responsible for employees' turnover decision. The present study in a least developed Asian context should provide additional insights into the turnover phenomenon. Thus, this paper may enrich the existing turnover literatures particularly in the context of Bangladesh.

## 1. Hypothesis development

**1.1. Pay.** According to Ryan and Sagas (2009), pay is perhaps one of the best ways to compensate employees' time and efforts invested into the organization. Recently, Spherion (2013) quoted that 49 percent of employers considered pay as a vital concern in retaining their employees, while 69 percent of employees identified pay as crucial factor. Earlier, Huselid (1995) found that compensation is important determinants of employee turnover. There are plenty of evidences in literature that pay as one of the most important determining factors of employees' job satisfaction, which in turn reduce the turnover, thus negatively related to turnover intention (Grace & Khalsa, 2003). In consistent, Ovadge (2009) also identified a strong, negative relationship between pay and turnover intention. Similarly, Batt et al. (2002) discovered pay is significantly and negatively related to turnover in telecommunications industry.

Different views have also been reported in the literatures such as Griffeth et al. (2000) claimed a modest relationship pay and actual turnover, while pay is not an important factor for turnover study in developed contexts (Khatri et al., 2001). Recently, Kim (2005) stated that compensation is not significant reason to leave for employees working in USA, while Chew and Chan (2008) revealed that compensation alone will not be sufficient to retain talents. The lack of consistent findings in different settings requires further attempts to understand the relationship of compensation and turnover research. Therefore, the present study posits following hypothesis:

*H<sub>1</sub>: Pay is negatively related to faculty intention to quit.*

**1.2. Job security.** The job security is the assurance an employee has about the continuity of employment with the organization; and employees with high level of job security have low probability of leaving the present organization in the near future. Job security is defined in this paper as the degree to which an employee could expect to remain in the job for over an extended period of time (Delery & Doty, 1996). Huselid (1995) suggested that HRM practices such as compensation and job security are important determinants of employee turnover. Extant literatures support that job security is a true reflection of organization's commitment to employees, which actually enhances employees' commitment to organization in return (Meyer & Smith, 2000). Generally, one can argue that employee job security enhances their involvement with the organization as there is no fear of losing the job. More realistically, organizations create bondage and commitment with their employees, in return employees also reciprocate the commitment to the organization as well (Chang, 2005). This is consistent with the concept of social exchange theory, and norms of reciprocity theory (Gouldner, 1960). Evidences showed that job security is negatively related to employees' intention to quit behavior, an important determinant of employee turnover (Huselid, 1995); it enhances trust in organization (Allen et al., 2003); and strong indication of perceived organizational support (Allen et al., 2003). Recently, Samuel and Chipunza (2009) found job security as a significant contributing measure in employee retention in public and private organization. Thus, the present study posits the following hypothesis:

*H<sub>2</sub>: Job security is negatively related to faculty intention to quit.*

**1.3. Supervisory support.** Perceived support from supervisors or managers refers employees' views about to what extent supervisor or manager value employees' contributions and care about their (employees') wellbeing. Based on the social exchange concept, the evidences showed that supervisors' supportive behaviors create a feeling of obligation among the subordinates to help supervisor to reach their goals (Rhoades et al., 2001), and the provision of such support is essential for developing, motivating and retaining knowledge workers (Liu et al., 2011). Batt and Valcour (2003) claimed that supportive supervisor or manager is associated with lower turnover intentions. To be more specific, it refers interpersonal relationship between supervisor and subordinate, and there is evidence that the nature of relationship between support and employee may influence employee's job satisfaction, and turnover decision in the long-run (Zhao & Zhou, 2008). Furthermore, organizational support theory also suggested that supports from supervisor results increased perceived organizational support (POS), which in turn makes employees obligated to repay the organization by higher performance and feel more committed which reduce their intention to leave behavior (Rhoades et al., 2001). Extant literatures are still unable to generate a clear and conclusive result on this relationship in various settings (Rhoades et al., 2001; Billah, 2009). The inconsistent and inconclusive results require more in-depth analysis of this relationship as suggested by Cho et al. (2009). The lack of consistent findings motivates researchers to pursue further research to comprehend the nature of relationship between the variables particularly in the context of developing economy. Thus, the present study posits the following hypothesis:

*H<sub>3</sub>: Supervisory support is negatively related to faculty intention to quit.*

## **2. Materials and methodology**

**2.1. Theoretical framework of the study.** The theoretical relationship between human resource management practices and academics' intention to quit in private sector in Bangladesh can be schematically diagrammed as shown in Fig. 1. The dependent variable is intention to quit and independent variables are job security, pay, and supervisory support in the present study.



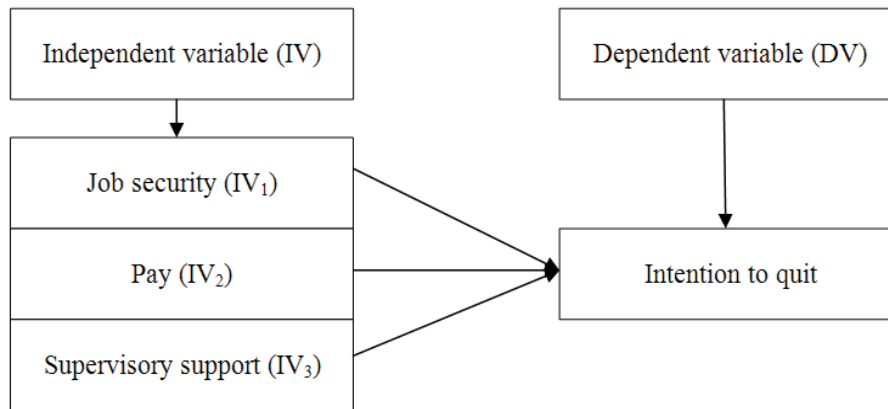


Fig. 1. Framework of the study

Job security is the extent to which organization provides stable employment for its employees. In the present study, 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). While, employee pay is one of the major HRM functions, and it has been defined as the forms of pay or rewards going to employees arise from their employment (Dessler, 2013). Empirical findings showed that pay is one of the most important factors for determining employees' job satisfaction, which in turn reduces the intention to leave (Abassi & Hollman, 2000). Supervisory support is essential for developing, motivating and retaining knowledge workers (Lee, 2004), and it is expected to reduce employees' turnover decision (Price & Mueller, 1986).

**2.2. Pilot study.** The survey research instruments must be tested before conducting the main study. The basic purpose of this test (i.e. pilot test) is to measure the reliability of the instruments which is important prior to conducting the main study. The present study conducted the pilot study to test the reliability of the instruments used in the study. According to Sekaran (2003), reliability is an indication of stability and consistency with which the instruments measure the concepts and ensure the goodness of the measures. The results of the pilot study showed that the Cronbach's alpha reliability coefficient for the study constructs were in the acceptable level. The Cronbach alpha values were in the range of .63 to .92. The reliabilities of the pilot study indicated that the values were sufficient for use as suggested by Nunally (1978).

**2.3. Population and sampling technique of the study.** Since the present study is intended to examine how faculty members' perceptions influence their turnover decision (i.e. intention to quit), the researcher included only full-time faculty members working at various private universities mainly located in Dhaka Metropolitan Area in

Bangladesh. Because, according to University Grants Commission Bangladesh (UGC) report 2008, more than 80% of private universities are located in Dhaka city. Therefore, the faculty members working full-time in those 42 private universities have been considered the total population in the present study. According to Joarder and Sharif (2011), about 5200 faculty members working as full-time in 42 private universities in the Dhaka Metropolitan Area (DMA). Thus, the population of the study is 5200 full-time faculty, and due to unavailability of updated list of the population, the employment of simple random sampling may not be possible for this study. As a result, researcher used area sampling method for this study. Moreover, area sampling is the most accepted type of cluster sampling when the design constitutes geographic clusters (Sekaran & Bougie, 2013). According to 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 42 private universities located in fifteen different clusters as identified on the basis of postal area code of Dhaka Metropolitan Area. The researcher distributed questionnaires to the respondents directly with a cover letter explaining the purpose of the study. The survey questionnaire method was chosen because a quite number sample size was considered for the study. In fact, questionnaire survey is arguably the most common technique in management research (Veal, 2005).

### 3. Results and discussion

**3.1. Descriptive statistics and correlation analyses.** Table 1 presents the profile of respondents in this study. As aforementioned, majority of respondents in this study are male faculty members. It actually somehow represents the conditions of the academic jobs in Bangladesh. We focused more on young academics as job turnover is a hot issue among them.

Table 1. Respondents

Characteristics	N	Percentage (%)
Gender (n = 160)		
Male	100	62.35
Female	60	37.65
Age (n = 160)		
< 30 years	74	46.20
30 to 40 years	76	47.40
41 to 50 years	09	5.40
> 50 years	01	1.00
Position (n = 160)		
Lecturer	75	46.80
Senior lecturer	36	22.70
Assistant professor	43	26.50
Associate professor	03	2.00
Professor	03	2.00
Current experience (n = 160)		
< 1 year	21	13.13

1 to 3 years	83	51.88
4 to 6 years	41	25.63
7 to 10 years	13	8.13
> 10 years	02	1.25
Total experience (n = 160)		
< 1 year	12	7.50
1 to 5 years	106	66.25
6 to 10 years	33	20.63
> 10 years	09	5.63

**3.2. Multiple regression results.** In order to reduce the predisposition towards the variable correlation and regression analysis, we have considered using control variables (CV), i.e. gender (CV1), age (CV2), position (CV3), experience with current organization (CV4) and total working experience (CV5) as control variables (Table 2). Pearson correlation was conducted to examine the correlation coefficient among the variables.

Table 2. Correlation analysis

	DV	IV1	IV2	IV3	CV1	CV2	CV3	CV4	CV5
DV	1								
IV1	-.31***	1							
IV2	-.38***	.32***	1						
IV3	-.49***	.39***	.51***	1					
CV1	-.08	.01	-.03	-.07	1				
CV2	-.30***	-.02	.06	.26***	-.26***	1			
CV3	-.23	-.01	.09	.23	-.26	.68	1		
CV4	-.26***	.13*	-.01	.11	-.10	.42***	.45***	1	
CV5	-.33***	.07	.05	.12	-.15**	.60***	.60***	.51***	1

Notes: \*\*\*significant at .01 level; \*\*significant at .05 level; \*significant at .10 level.

The results of correlations among the variables are within satisfactory levels as suggested by  $H_0$  (2006). The general rule of thumb is that the value of correlation coefficient should not exceed 0.7 (Anderson et al., 2009). Interestingly, faculty members expressed their attitudes towards their concerns on their job security, compensation package, and supervisory support as to be significant in job turnover. In other words, those HR practices were not strongly recognized and followed, thus the academic institutions should pay more attention.

In model 1, we analyzed the relationship between independent variables and dependent variable without control variables involvement. Here, regression result shows that job security, compensation, and supervisory support are all significant and negatively related to intention to leave. The result also confirms that supervisory support ( $\beta = -.36, p < .01$ ) is found to have strongest negative influence on intention to leave, followed by compensation ( $\beta = -.16, p < .05$ ) and job security ( $\beta = -.12, p < .10$ ). All these HR practices collectively explain 28 percent of total variation in the job turnover intention.

In model 2, model 3, model 4, model 5 and model 6, we included control variables: gender, age, position, current experience, and total experience respectively in the models. Remarkably, all control variables are found significantly related to intention to leave (see Table 3). The result shows that total experience ( $\beta = -.28, p < .01$ ) has strongest negative control on intention to leave, followed by age ( $\beta = -.22, p < .01$ ), current experience ( $\beta = -.21, p < .01$ ), position ( $\beta = -.14, p < .05$ ), and the least negative control on intention to leave is gender ( $\beta = -.11, p < .10$ ).

In model 7, we included all independent variables as well as control variables. For the independent variables, the result surprisingly shows that only pay and supervisory support have significant relationship (negative) to intention to leave, while for control variables only gender and total working experience show significant relationship to intention to leave; all are significant at 0.01 level. In this model, all HR variables collectively explained 39 percent of total variation in the job turnover intention.

The statistical results focused on faculty perceptions of HR practices specially pay, job security, and the

support from their supervisor and how these factors affect their switching decision. For the hypotheses testing, HR practices and control variables were regressed on to turnover intention or intention to quit

with 7 different conditions or models. The regression results of the relationship between HR practices, control variables and turnover intention are tabulated in Table 3.

Table 3. Regression analysis

Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Inception	6.74***	7.16***	7.09***	6.88***	7.30***	7.66***	8.49***
IV1	-.12*	-.12*	-.15**	-.14*	-.10	-.12*	-.11
IV2	-.16**	-.16**	-.18**	-.17**	-.19**	-.17**	-.19***
IV3	-.36***	-.36***	-.28***	-.32***	-.33***	-.32***	-.31***
CV1		-.11*					-.17***
CV2			-.22***				-.14
CV3				-.14**			.09
CV4					-.21***		-.09
CV5						-.28***	-.23***
F-value	19.78	15.66	18.32	16.18	18.178	21.05	12.18
Sig	.00	.00	.00	.00	.000	.00	.00
R	.52	.54	.57	.54	.565	.59	.63
R-square	.28	.29	.32	.29	.319	.35	.39

Notes: \*\*\* significant at .01 level; \*\* significant at .05 level; \* significant at .10 level.

As far as faculty pay is concerned, the result is consistent with the previous findings of Ovadje (2009), Shahzad et al. (2008), Batt & Valcour (2003), and Batt et al. (2002). Earlier, studies clearly pointed out that employee pay is important HR practices particularly in the under developed context. For instances, in the Nigerian context, the study of Ovadje (2009) claimed pay as highly significant variable in relation with turnover, while in Asian context, for example Pakistan, the researchers explained that faculty pay might be a great tool in retaining competent faculty (Shahzad et al., 2008). Surprisingly and interestingly, the result of this study is not in line with some of the studies conducted earlier, and even contradicts. For example, researchers stated that pay is not an important factor for employee turnover decision in the context of Singapore in particular (Khatri et al., 2001). It should be noted that even though Singapore is an Asian country, it belongs to the group of highly developed nations, and the result also highlighted that the determinants of turnover may differ even in the same continental or geographical location.

Again, the study of 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 socio-economic condition of Bangladesh could be the possible reason for such deferring and contradicting results in turnover study. What else can be expected from the population where 45% people live below the poverty line? Truly, employees in this circumstance usually pay more attention to pay package to support and maintain standard of living. The study result truly reflects the current situation of the context.

On the other hand, the result indicates that faculty perception of job security is not significantly related to job turnover intention. The study result contradicts with the finding of Wong et al. (2002), the organizations provide high assurances of job security invoke a reciprocal employee attitudinal and behavioral commitment to the organization. This current result is also inconsistent with the previous studies such as Samuel and Chipunza (2009), Zhou and Zhou (2008), Batt and Valcour (2003), Cotton and Tuttle (1986) that job security is significantly related to turnover intention. The reasonable explanation for such finding is that the faculty members at higher education institutions especially in private sector are reasonably young academics.

Furthermore, the result indicates that support from the supervisor ( $\beta = -.31$ ,  $p < .01$ ) influences employees' turnover intention negatively and significantly. Realistically, supervisor plays a crucial role in creating the better working environment for subordinates. Thus, one can easily argue that the organizations with positive and supportive supervisor or superiors usually will face lower turnover. This result is consistent with the previous studies for example, the study of Ovadje (2009), Cho et al. (2009), Batt and Valcour (2003), Rhoades et al. (2001), Cotton and Tuttle (1986), and Mobley et al. (1979).

The study of Ovadje (2009) explained support from supervisor may be important factor for turnover decision particularly in a context where personal relationships are considered important in the workplace. The other study of Liu et al. (2011), where researchers found the relationship with supervisor is more emphasized in Asian countries.

In fact, good relationships among the boss and subordinates are highly expected and given more priority in the Asian context. Other researchers such as Holtom et al. (2008) argued that given the importance of ties in collectivist cultures, the social nature of staying or leaving may be particularly salient therein. Hence, the study result is considered the true reflection of society in the context of developing countries for instance Bangladesh in particular. However, on the other hand, the result also contradicts the study of Billah (2009) and Hatton & Emerson (1998) studies as the researchers claimed that there is no significant relationship between supervisory support and employees' turnover intention.

#### 4. Contribution of the study

The contribution of the paper has been showed into two ways: 1) theoretical implications, and 2) managerial implications.

#### 5. Theoretical implications

The findings of the main effects as well as the mediating effects of the study have contributed to new information to the body of knowledge in human resource management practices and turnover literatures. The study demonstrated the relationship between human resource management practices and faculty turnover intention in the context of under-researched non-western organizations using three different theories, that include the social exchange theory, human relations theory, and organizational support theory. 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 other context for instance Bangladesh, the sample of present study.

The study was expected to comprehend the combined role of human resource management practices on the faculty turnover intentions at the individual level in the context of under-researched country for example Bangladesh in particular. Thus, this study will be significant for the organizations using various human resource management practices. Practically, this study will provide appropriate guidelines to managers to understand what human resource practice/s may work for the organization and what not. In addition, in spite of high importance of faculty retention, there is insufficient understanding of how demographic, perceptual, and attitudinal variables interact to explain faculty turnover intentions. Therefore, the present study will be of great contribution to the body of knowledge in the turnover literature, faculty turnover in particular in the Asian context.

The results of the study indicated strong support for the notion of the social exchange theory. More

specifically, those employees with high perception of human resource management practices were more likely to have lower turnover intention, and the vice versa. The applicability of social exchange theory which was previously applied across a variety of situations in the western context is now extended to the human resource management practices, organizational commitment and perceived organizational support, and turnover intention linkages in the Asian context in general, and Bangladesh context in particular.

Another contribution of the study was the joint mediation effects of organizational commitment and perceived organizational support with certain human resource management practices in predicting faculty turnover intention. The study found that some of the human resource management practices have indirect influence on faculty turnover intention which is important for managers to understand. The results of the study may enhance managers' understanding about the direct and indirect influences of human resource management practices on employees' behavioral intention. This understanding may facilitate managers to introduce selective HRM practices in the organization as an employee retention strategy.

#### 6. Managerial implications

The practical implication of the study was that the 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. Based on the social exchange theory, when organizations offer positive human resources practices, employees perceive those practices as the recognition of employees' efforts, thus will be less willing to leave the organization. Managers may identify employees with high perceptions of HRM practices or low perceptions of as a way of predicting the likelihood of their employees' level of turnover intention. This is easier than knowing their turnover intention. With such knowledge, action can be taken to minimize the costs of turnover.



## Conclusion and limitations

The study provides some insights into the importance of human resource practices and turnover intentions; however, the contributions of the study should be cited in light of several limitations. First, the study investigated faculty turnover intentions, not actual turnover. Thus, future research should include turnover as the outcome variable in the causal model of turnover research. Second, the study surveyed the process of turnover intentions of faculty members of the private universities. Future research should include public universities in the turnover research for a comparative study. Third, the study is a cross-sectional in nature, thus, data were collected at one point in time. Therefore, longitudinal or experimental designs are required to confirm the causality of the hypothesized relationships. Therefore, it is difficult to generalize the results of the study, and findings cannot be applied to other situations. Fourth, the study relied on self-reported questionnaire data, thus the possibility of common method variance may exist since all the variables were measured using a single survey instrument. 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 practices could be used. The results have contributed to new information to the body of knowledge in HRM and

turnover literatures, and demonstrated the relationship between Human Resource (HR) practices and turnover intentions in the under-researched context.

Since most of the previous studies on HR practices and turnover were conducted in the culturally diversified western context, the present study is expected to bridge the gap in turnover literatures in the context of Bangladesh in particular, and Asia in general. The main practical implication of the present study is that the results may assist to develop faculty retention strategies in the context of developing countries. The research framework provides guidelines to managers about what is needed to reduce turnover intention.

In conclusion, the results show the importance of examining the role of employees' perceptions of human resource practices in predicting their turnover intention, and the study adds further knowledge on the importance of HR practices as the predictors of turnover intention in different context. In future, it is recommended that more HR practices should be included in the turnover research for instance recruitment and selection policy, promotional opportunity, and performance appraisal can be tested in turnover research or the indirect relationship between HR practices and turnover can be tested by introducing mediating variables such as affective commitment and perceived organizational support.

## References

1. Abbasi, S.M., Hollman, K.W. (2000). Turnover: The Real Bottom Line, *Public Personnel Management*, 29 (3), pp. 333-342.
2. Ahmad, S., Schroeder, R.G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences, *Journal of Operations Management*, 21, pp. 19-43.
3. Allen, D.G., Shore, L.M., Griffeth, R.W. (2003). The role of perceived organizational support and supportive human resource practices in turnover process, *Journal of Management*, 29, pp. 99-118.
4. Anderson, P., de Bruijn, A., Angus, K., Gordon, R., Hastings, G. (2009). Impact of alcohol advertising and media exposure on adolescent alcohol use: a systematic review of longitudinal studies, *Alcohol and Alcoholism*, 44, pp. 229-243.
5. Batt, R., Valcour, M. (2003). Human resources Practices as Predictors of Work-family. Outcomes and Employee Turnover, *Industrial Relations*, 42 (2), pp. 189-220.
6. Batt, R., Colvin, A., Keefe, J. (2002). Employee voice, human resource practices, and quit rates: Evidence from the telecommunications industry, *Industrial and Labor Relations Review*, 55, pp. 573-594.
7. Becker, B.E., Gerhart, B. (1996). Human resources and organizational performance: Progress and prospects, *Academy of Management Journal* (Special Issue: Human Resources and Organizational Performance), 39 (4), pp. 779-801.
8. Billah, M.M. (2009). Human Resource Management Practices and Employee Turnover Intention to Leave: A Study on Commercial Banks in Bangladesh, *AMDIB Management Review*, 1, pp. 23-42.
9. Blau, P.M. (2006). *Exchange and power in social life: New introduction by the author*, 10th ed.: Transaction publisher, London.
10. Bockermann, P., Ilmakunnas, P. (2009). Job disamenities, job satisfaction, quit intentions, and actual separations: Putting the pieces together, *Industrial Relations*, 48 (1), pp. 73-96.
11. Brereton, D., Beach, R., Cliff, D. (2003). Employee Turnover as a Sustainability Issue. Paper presented to the Mineral Council of Australia's 2003 Sustainable Development Conference, Brisbane, 10-14 November.
12. Buck, J., Watson, J. (2002). Retaining staff employees: The relationship between HRM strategies and organizational commitment, *Innovative Higher Education*, 26 (3), pp. 175-193.
13. Budhwar, P.S., Debrah, Y.A. (2004). *Human Resource Management in Developing Countries*: London, Routledge.
14. Budhwar, P., Mellahi, K. (2007). Introduction: Human Resource Management in the Middle East, *The International Journal of Human Resource Management*, 18 (1), pp. 2-10.

15. Chang, E. (2005). Employees' overall perception of HRM effectiveness, *Human Relations*, 58, pp. 523-544.
16. Chang, P.L., Chen, W.L. (2002). The effect of human resource practices on firm performance: empirical evidence from high-tech firms in Taiwan, *International Journal of Management*, 19 (4), p. 622.
17. Chen, Z.X. & Francesco, A.M. (2000). Employee demography, organizational commitment, and turnover intentions in China: Do cultural differences matter? *Human Relations*, 53 (6), pp. 869-887.
18. Chew, J., Chan, C. (2008). Human Resources Practices, Organizational Commitment and Intention to Stay, *International Journal of Manpower*, 29, pp. 503-522.
19. Cho, S., Johanson, M.M., Guchait, P. (2009). Employee intent to leave: A comparison of determinants of intent to leave versus intent to stay, *International Journal of Hospitality Management*, 28 (3), pp. 374-381.
20. Cotton, J.L., Tuttle, J.M. (1986). Employee turnover: A meta-analysis and review with implications for research, *The Academy of Management Review*, 11 (1), pp. 5-70.
21. Cropanzano, R., Mitchell, M.S. (2005). Social exchange theory: an interdisciplinary review, *Journal of Management*, 31 (6), pp. 874-900.
22. Delery, J.E., Doty, D.H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, *Academy of Management Journal*, 39 (4), pp. 802-835.
23. Dessler, G. (2013). *Human Resource Management*, 13th Edition. London, UK: Pearson.
24. Gouldner, A.W. (1960). The Norm of Reciprocity: A Preliminary Statement, *American Sociological Review*, 25, pp. 161-178.
25. Grace, D.H., Khalsa, S.A. (2003). Re-recruiting faculty and staff: The antidote to today's high attrition, *Independent School*, 62 (3), pp. 20-27.
26. Griffeth, R.W., Hom, P.W., Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium, *Journal of Management*, 26 (3), pp. 463-88.
27. Haines, V.Y., Jalette, P., Larose, K. (2010). The Influence of Human Resource Management Practices on Employee Voluntary Turnover Rates in the Canadian non-governmental sector, *Industrial and Labor Relations Review*, 63 (2), pp. 228-246.
28. Hair, J.F., Anderson, R.E., Tatham, R.L., Black, W.C. (2006). *Multivariate Data Analysis with Readings* (6th ed.). Prentice Hall Inc., Englewood, New Jersey, USA.
29. Hatton, C., Emerson, E. (1998). Residential provision for people with intellectual disabilities in England, Wales and Scotland, *Journal of Applied Research in Intellectual Disabilities*, 11, pp. 1-14.
30. Ho, V.T. (2006). Social Influence on Evaluations of Psychological Contract Fulfillment, *Academy of Management Review*, 30, pp. 113-128.
31. Holtom, B.C., Mitchell, T.R., Lee, T.W., Eberly, M.B. (2008). Turnover and Retention Research: A glance at the past, a closer review of the present, and a venture into the future, *The Academy of Management Annals*, 2 (1), pp. 231-274.
32. Huselid, M.A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance, *The Academy of Management Journal*, 38, pp. 635-672.
33. Joarder, M.H.R., Syarif, M.Y. (2011). The Role of HRM Practices in Predicting Faculty Turnover Intention: Empirical Evidence from Private Universities in Bangladesh, *The South East Asian Journal of Management*, 5 (2), pp. 159-178.
34. Kehoe, R., Wright, P. (2013). The impact of high performance human resource practices on employees' attitudes and behaviors, *Journal of Management*, 39 (2), pp. 366-391.
35. Khatri, N., Budhwar, P., Chong, T.F. (2001). Explaining employee turnover in an Asian context, *Human Resource Management Journal*, 11, pp. 54-74.
36. Kim, S. (2005). Factors Affecting State Government Information Technology Employee Turnover Intention, *American Review of Public Administration*, 35 (2), pp. 137-156.
37. Lee, C.H., Bruvold, N.T. (2003). Creating Value for Employees: Investment in Employee Development, *International Journal of Human Resource Management*, 14, pp. 981-1000.
38. Liu, D., Zhang, S., Wang, L., Lee, T.W. (2011). The Effects of autonomy and empowerment on employee turnover: Test of a multilevel model of teams, *Journal of Applied Psychology*, 96 (6), pp. 1305-1316.
39. Maertz, C.P., Stevens, M.J., Campion, M.A. (2003). A Turnover Model for the Mexican Maquiladoras, *Journal of Vocational Behavior*, 63, pp. 111-135.
40. Meyer, J.P., Smith, C.A. (2000). HRM practices and organizational commitment: Test of a mediation model, *Canadian Journal of Administrative Sciences*, 17 (4), pp. 319-331.
41. Mobley, W.H., Griffeth, R.W., Hand, H.H., Meglino, B.M. (1979). Review and conceptual analysis of the employee turnover process, *Psychological Bulletin*, 86, pp. 493-522.
42. Nunnally, J.C., Bernstein, I.H. (1978). *Psychometric Theory*. New York, McGraw-Hill.
43. Ordiz, M., Fernández, E. (2005). Influence of the sector and the environment on human resource practices' effectiveness, *The International Journal of Human Resource Management*, 16 (8), pp. 1349-1373.
44. Ovadge, F. (2009). Exploring turnover among middle managers in a non-western context, *International Journal of Business Research*, 10 (2), pp. 64-80.
45. Perez, J.R., Ordonez de Pablos, P. (2003). Knowledge Management and Organizational Competitiveness: A Framework for Human Capital Analysis, *Journal of Knowledge Management*, 7 (3), pp. 82-93.

46. Peterson, S.L. (2004). Toward a Theoretical Model of Employee Turnover: A Human Resource Development Perspective, *Human Resource Development Review*, 3 (3), pp. 209-227.
47. Price, J.L. (2001). Reflections on the determinants on the voluntary turnover, *International Journal of Manpower*, 22 (7/8), pp. 600-624.
48. Price, J.L., Mueller, C.W. (1986). *Handbook of organizational measurement*. Cambridge, MA: Ballinger.
49. Rhoades, L., Eisenberger, R., Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support, *Journal of Applied Psychology*, 86, pp. 825-836.
50. Ryan, T., Sagas, M. (2009). Relationships between pay satisfaction, work-family conflict, and coaching turnover intentions, *Team Performance Management*, 15 (3/4), pp. 128-140.
51. Samuel, M.O., Chipunza, C. (2009). Employee retention and turnover: using motivational variables as a panacea, *African Journal of Business Management*, 3 (8), pp. 410-415.
52. Sekaran, U., Bougie, R. (2013). *Research Methods for Business: A Skill Building Approach* (6th ed.). New York: John Wiley.
53. Sekaran, U. (2003). *Research Methods for business: A skill building approach*. USA, John Wiley & sons, Inc.
54. Shahzad, K., Bashir, S., Ramay, M.I. (2008). Impact of HR practices on the perceived performance of university teachers in Pakistan, *International Business Review*, 4 (2), pp. 110-123.
55. Shore, L.M., Wayne, S.J. (1993). Commitment and employee behaviors: Comparison of affective commitment and continuance commitment with perceived organizational support, *Journal of Applied Psychology*, 78 (5), pp. 774-780.
56. Society for Human Resource Management (2014). SHRM 2013-2014 Human Capital Benchmarking: 6 Industries, 5 Geographic Regions, and 4 Employee Sizes Report.
57. Spherion (2013). Emerging Workforce Study 2013. Online: <http://www.spherion.com/ews/survey-findings/2013-ews/> [Accessed at 26 Jan. 2014]. Spherion Staffing LLC.
58. Stavrou-Costea, E. (2005). The challenges of human resource management towards organizational effectiveness, *Journal of European Industrial Training*, 29 (2), pp. 112-134.
59. Stewart, G.L. & Brown, K.G. (2009). *Human Resource Management: Linking Strategy to Practices*. John Wiley & Sons Inc. USA.
60. Szamosi, L.T. (2006). Just what are tomorrow's SME employees looking for? *Education & Training*, 48 (8/9), pp. 654-665.
61. Tiwari, R., Saxena, K. (2012). Human Resource Management Practices: A Comprehensive Review, *Pakistan Business Review*, January 2012, pp. 669-705.
62. Ton, Z., Huckman, R.S. (2008). Managing the Impact of Employee Turnover on Performance: The Role of Process Conformance, *Organization Science*, 19 (1), pp. 56-68.
63. Tuzun, I.K. Kalemci, R.A. (2012). Organizational and supervisory support in relation to employee turnover intentions, *Journal of Managerial Psychology*, 27 (5), pp. 518-534.
64. United Nations (2002). *The Least Developed Countries Report: Escaping the poverty trap*, New York: United Nations.
65. Veal, A.J. (2005). *Questionnaire Surveys in Business Research Methods. A managerial approach* (2nd ed.): Pearson Education Australia. Australia.
66. Wayne, S.J., Shore, L.M., Liden, R.C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective, *Academy of Management Journal*, 40, pp. 82-111.
67. Zhao, W., Zhou, X. (2008). Intra-organizational career advancement and voluntary turnover in a multinational bank in Taiwan, *Career Development International*, 13 (5), pp. 402-424.
68. Zikmund, W.G. (2003). *Business Research Methods* (7th Ed.). Mason, OH: Thompson South-Western.