

The Role of HRM Practices in Predicting Faculty Turnover Intention: Empirical Evidence from Private Universities in Bangladesh

Mohd H R Joarder* and Dr. Mohmad Yazam Sharif**
College of Business, Universiti Utara Malaysia, Malaysia

The present study was designed to examine the relationship between human resource management practices and turnover intention among the faculty members of private universities in Bangladesh. The prime objective of this study was to understand whether the institution's HRM practices can influence faculty turnover decision. A total of 317 faculty members of different private universities located in Dhaka Metropolitan Area (DMA) participated in the survey and returned the questionnaire to the researchers which represented 57% response rate of the study. Multiple regression analyses were used to test the hypotheses of the study. The study found faculty compensation, supervisory support and job security as statistically significant predictors of faculty turnover intention. Therefore, private university management should pay much attention to this area of human resource practices (compensation, supervisory support, job security) to retain the potential faculty, thus reducing turnover intention. Limitations and suggestions for future research are forwarded.

Keywords: HRM practices, faculty turnover, private universities in Bangladesh

Introduction

What determines employee turnover? How can it be managed? Or, what can be done to retain potential employees? Practically, answers to these questions are highly relevant to the individual who may be thinking about leaving the organization as well as the managers experiencing tremendous switching tendency among the employees. Realistically, employee turnover is a serious issue for many organizations; organizational experts view this phenomenon as a persistent problem for the organization

(Yin-Fah et al., 2010). This is considered an acute problem due to its detrimental effects on the organization especially when the high performing employees leave the organization. Moreover, excessive turnover is dangerous for the organizations, and it undermines the efficiency and productivity of the organization. Furthermore, in some occasions, it threatens the organization's long term survival (Brereton, Beach, and Cliff, 2003). Therefore, retention of top performing employees has become a big challenge for the employers/organizational managers (Samuel and Chipunza, 2009; Ovadje,

* Email: joarder@uiu.ac.bd

** Email: yazams@uum.edu.my

2009). It is sad but true that employers have nothing much to do except the arrangement for hiring and training new employees once the employee has quit as argued by Dalesio, Silverman, and Schuck (1986).

Due to the complex nature of turnover phenomenon, the causes of turnover vary on the basis of context of research as well as the nature of the organizations. That is why the generalization of turnover research is questioned across the situation and population (Griffeth, Hom, and Gaertner, 2000). Therefore in spite of having more than 1500 academic researches on employee turnover, surprisingly it is still the vibrant field of further research (Holtom et al., 2008). This is because of different countries have different reasons for employee turnover, and even the reasons are different within the same industry (Souza-pozza and Henneberger, 2004). Most of the empirical studies on turnover were conducted in western context mainly in US, Canada, UK, and Australia (Ovadje, 2009; Maertz, Stevens, and Campion, 2003). The results of these studies may not be generalized to other contexts for instance Asian context in general, and in developing nation Bangladesh in particular. Thus, scholars still continue searching the answer of what determine employee turnover in different contexts as context is important to understand the turnover phenomenon (Chen and Francesco, 2000). In fact, Bangladesh is one of the least developed countries where 45 percent people live under poverty line, relatively limited educational levels with a 47.9 literacy rate, and a different culture (World Fact Book, 2008). Therefore, to understand turnover phenomenon in broader context, Holtom et al. (2008) called for a more international focus in turnover research. Moreover, considering the importance of ties in Asian cultures, researchers argued that the social nature of staying or leaving may be particularly salient features in Asian countries. Therefore, it is expected that a study of turnover in a

least developed Asian 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 in Asian context in general.

Theoretically, it has been well accepted that human resource management practices generally reduce the turnover intention (Slattery and Selvarajan, 2005). Similarly, other scholars argued that employees are less likely to leave, rather stay longer with organizations when they perceive positive human resource practices such as job freedom, job security and better pay (Stewart and Brown, 2009). Thus, it can generally be hypothesized that positive human resource practices not only reducing turnover intentions; rather it can be used as employee retention strategy tool. Like many other managerial topics, there is a lack in research pertaining to turnover and HRM in developing countries despite calls to expand the international HR perspective (Baruch and Budhwar, 2006). As a result, human resource professionals face, in developing countries, an absence of focused strategies for combating high turnover rates and improving organizational performance (Khijji and Wang, 2006). Therefore, more attention should be paid on the relationship between human resource practices and employee turnover intention to understand the specific factors that are responsible for employees' turnover decision.

Bangladesh came into being in 1971 when two parts of Pakistan split after a nine-month long liberation war. Presently, with 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 and Akhter, 2009).

Faculty turnover is an enduring problem at many private universities in Bangladesh (Akhter, Muniruddin, and Sogra, 2008). Similarly, the recent finding of frequent faculty switching 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 as well as the high demand for potential faculty made this situation serious for private university management (Ashraf, 2009). In reality the frequent faculty switching is now a common scenario for private university. The article published in the national newspaper on the faculty turnover issue clearly described 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).

Another important issue of the private universities in Bangladesh to be mentioned that most of the private universities (about

80% or more) are located in the capital city (i.e. Dhaka Metropolitan Area) where about 5200 faculty members are engaged in full-time teaching. However, the number of full-time teaching staff is also insufficient as compared to required number of full-time faculty for the private universities mainly located in Dhaka city. And, with the insufficient full-time faculty, and the increasing recruitment problem make this turnover situation even critical for many private universities. That is why faculty turnover issue becomes a real concern for university management. Thus needs more empirical research to identify the causes of faculty turnover in this context. However, the qualitative research result 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. The researcher further added that the finding needs to be empirically examined to identify the factors contributing to faculty turnover decision in the context of Bangladesh in particular.

To the best of the researchers' knowledge, there is limited research that attempted to examine the relationships between HRM practices and turnover intention particularly at the private higher education sector in the context of developing countries such as Bangladesh in particular. The prime thrust of this paper is to better understand the concept of employee turnover in non-western context by examining the role of HRM practices in predicting turnover issue other than developed contexts. This paper is structured as follows: *First*, researchers briefly review the literature relating to the concept of employee turnover and turnover intention; *Second*, researchers empirically examine the relationships between HRM practices and turnover intention in the context of under-researched country such as

Bangladesh. Finally, researchers discuss the managerial implications, limitations and future research directions.

Literature Review

The Concept of Employee Turnover

Employee turnover, although it is mainly a concern to the professionals of human resource department (Peterson, 2004), academics and organizational managers have paid much attention to this current phenomenon (Ton and Huckman, 2008) due to its detrimental effects on the organizations. Practically, among all the organizational resources, people are the most important resources; while on the other hand, they are most difficult to control as well (Szamosi, 2006; Perez and Ordonez de Pablos, 2003). According to Mobley (1982), employee turnover is the cessation or termination of membership with the organization by an individual employee. In other words, it is permanent leaving of an employee from the organization. Scholars commonly view turnover and its proxy, turnover intentions as the form of withdrawal (Price, 1999). However, there is a distinction between turnover and turnover intention which needs to be discussed first. It can clearly be argued that the term 'turnover' represents the actual turnover behavior, the movement of the employees' to other organizations (Price, 2001), while the terms 'turnover intention' represent the employees' behavioral intention which is employees' perceived probability of leaving the current organization (Cotton and Tuttle, 1986).

The term 'turnover' means that employees' permanent leaving or discontinuation of employment relationship of an employee with the organization. Scholars in this field correctly defined it as the rotation of employees around the market; between the firms, jobs, and occupations; and between the states of employment and un-

employment (Abbasi and Hollman, 2000). And the organization may lose its valuable employees. Thus, employee turnover is sometime costly and the cost occurs in the form of termination, advertisement, recruitment and selection, and hiring of new employees (Abbasi and Hollman, 2008). As people are the most valuable asset for the organizations (Szamosi, 2006), the organizations invest great deal of resources to attract and retain talented employees. Thus it is undoubtedly unfortunate and costly when employees leave organization willingly or voluntarily. That is why academics and organizational managers paid much attention to employee turnover issue, particularly the voluntary nature of turnover (Ton and Huckman, 2008).

Human Resource Management Practices

The importance of managing human resources, the essence of the organization, has been growing over the past years in academia and in practice because the HRM practices help employees to form their attitudes and behaviors (Meyer and Smith, 2000). Earlier, one of the study found that perceptions of human resource practices are more important than the actual practices in developing employee commitment (Kiniki, Carson, and Bohlander, 1992). Management scholars and practitioners have exerted continuous efforts in learning more about human resource practices and how these practices enhance employees' performance and achieve organizational goals (Ahmad and Schroeder, 2003; Boselie et al. 2001; Guest, 1997; Huselid, 1995; Power and Boselie, 2003). The influence of human resource practices on performance at organizational level, individual level, or group level is an important issue in the area of human resource management and organizational psychology. In this regard, positive perceptions of human resource practices cause employees to believe in

social exchange relationship between employees and the organization (Wayne et al. 1997; Lee and Bruvold, 2003). Generally, employees who are satisfied with the organization are willing to contribute to the organization (Eisenberger et al. 2001).

Therefore, more research is needed in the developing context to understand the dynamic nature of human resources and the influence of various human resources practices on the employees of developing countries. According to Budhwar and Debrah (2004), there is a greater need to know how employees in various parts of the world perceive human resource practices in different context. Thus, the current study is also expected to fill the gap in our knowledge on human resource practices in the context of developing countries such as Bangladesh. According to Maertz and Griffeth (2004), competitive salary, good supervision and interpersonal relationships, job autonomy, better working environment, training and development, and job security were cited by the employees as the key motivational variables that influence their turnover decision. Therefore, for the current study, job security, compensation, job autonomy, working conditions, training and development, and finally supervisory support have been used as the independent variables that influence faculty turnover intention.

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 and 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 and Chen, 2002; Meyer and Smith, 2000; Wong, Ngo, and 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).

In general, employee job security enhances the involvement with the organization as there is no concern or fear of losing the job. Thus, job security is considered as one of the important factors for employees' commitment to the organization (Hom and Griffeth, 1995). Similarly, a study conducted by Parnell and Crandall (2003) reported that the perceptions of job security is negatively related to turnover intention, it is important determinant of employee turnover (Arnold and Feldman, 1982), it enhances trust in organization (Allen et al., 2003), leads to organizational commitment (Chughtai and Zafar, 2006; Iverson, 1996), and strong indication of perceived organizational support (Allen, Shore, and Griffeth, 1999). According to Samuel and Chipunza (2009), job security was found to have significantly influencing factors in employee retention in both public and private organization. Thus, based on the previous arguments, researcher hypothesized as follows:

H1a: Faculty job security is negative and significantly related to faculty turnover intention (TI).

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 and Khalsa, 2003; Cotton and 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 Griffith 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 and 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 and Chan, 2008). Thus, the inconsistent relationship between compensation and turn-

over requires further research to understand the relationship. That is why this variable has been included in the present study. This study posits that:

H1b: Faculty compensation is negative and significantly related to faculty turnover intention (TI).

Faculty Job Autonomy

According to 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 and Valcour, 2003). The belief is that job autonomy decreases turnover by its positive impact on job satisfaction (Price, 2000). Consistent with this idea, Ahuja, 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, and 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, and 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. This study posits that:

H1c: Faculty job autonomy is negative and significantly related to faculty turnover intention (TI).

Working Conditions

The issue of working condition has long been of central interest to research on employees' health and safety as well as employee motivation and performance. In fact, safe working condition is directly and positively linked to the quality of employees' work environment. According to Kramer and Schmalenberg (2008), healthy working conditions are empirically linked to reduced employee turnover, increased job satisfaction and lower degree of job stress and burnout among employees. Therefore, creating a better working condition is crucial to maintain an adequate workforce for any organizations. To reinforce the importance of working conditions, Pejtersen and Kristensen (2009) argued that positive working condition will not only reduce employee strain but also contribute to a more motivated workforce and in the long-run greater organizational effectiveness, and lower employee turnover. In this regard, researcher explained that working conditions may not increase employee commitment; however dissatisfaction with this factor may create negative effect on employee commitment which in turn may affect turnover decision (Herzberg, 1968).

In the context of Bangladesh, the study of Ashraf and Joarder (2010) on employees

of mobile phone companies found working condition or atmosphere as the second most important factors for employee work satisfaction which in turn may influence employees' decision to stay longer with the organization or to leave. Another study of Billah (2009) on commercial banks employees found that working condition is highly significant factor and it is negatively related to turnover intention. However, the opposite result was also found in the study of Joarder, Sharif, and Sabiha (2011) where researchers argued that working conditions were not important factor for faculty members and this factor may not influence their turnover decision. Therefore, it is clear that the relationship between working condition and turnover intention is not well-established. Thus, due to inconsistent findings on the relationship between working condition and turnover intention may require further investigation about this variable. This in fact encourages researcher to include the variable in the current study. This study posits that:

H1d: Faculty working condition is negative and significantly related to faculty turnover intention (TI).

Training and development

Training and development has been recognized as one of the important components of human resource practices in the field of human resource management. Training and development is a human resource practice that can provide competitive advantage to organizations, if properly organized and implemented (Schuler and MacMillan, 1984). This component has been included in the high performance HRM practices of the organization (Huselid, 1995; MacDuffie, 1995). Generally, it is believed that organizations with better training and development programs may experience lower employee turnover.

Employee training is an indication of management commitment to building a life-long relationship with the employees, thus increases retention and reduces turnover decision (Samuel and Chipunza, 2009). According to Tsai and Tai (2003), training is one of the important ways to assist individual employee to gain new knowledge and skills required to maintain the standard performance in the competitive changing environment. Indeed, organization's success depends on to what extent the employees receive training for their professional development (Martin, Pate, and McGoldrick, 1999). Invariably, organization may adopt various human resource practices to enhance employees' skills, but certainly training is unique to improve the quality of current employees which may produce high commitment and lower intention to quit the organization (Bartel, 1994). In reality, training and development increases and enriches one's capability, and it guides and supports employees to achieve long-term career development and competency at work (Pare and Trembley, 2000; Liu, 2004).

In the academic setting, training and development has been identified as one of the most important components of human resource practices that significantly affect faculty job satisfaction, which in turn may influence their turnover decision (Grace and Khalsa, 2003; Rosser, 2004). Scholar viewed that more the training and professional development, more the satisfied employees; and more likely to stay longer with the organization (Chang, 1999). In consistent with this view, Martin (2003) argued that the organization provides training to enhance existing employees' skills and competency face lower turnover than the organization with no such activities for employee development.

However, there are some researchers who claimed that training and development may actually increase employee turnover by making employees more attractive to

other organizations (Haines, et al., 2010). In consistent with this view, thorough the investigation on three different organizations such as telecommunications, manufacturing plants, trucking organizations) researchers found no significant relationship between employer-provided training and turnover, and revealed no evidence of turnover reducing effect (Batt, et al., 2002; Lincoln and Kalleberg, 1996; Shaw et al. 1998). The other study on the US small business sector, the researcher found no significant association between training and turnover (Way, 2002). In a more recent research, Fairris (2004) noticed a small negative relationship between training and turnover. There is still lack of clear evidence regarding the nature of association between training and turnover. Thus, due to the inconsistent results and lack of clear evidences of the relationship pattern, more research is necessary to better understand the relationship between training and turnover. This in fact inspired the researcher to include this variable in the present study. This study posits that:

H1e: Faculty training and development is negative and significantly related to faculty turnover intention (TI).

Supervisory Support

Supervisory support refers to positive evaluation and instruction of one's performance, job direction, career mentoring, and the expansion of one's career network (Tan, 2008), and the provision of such support is essential for developing, motivating and retaining knowledge workers (Lee, 2004; Bigliardi, Petroni, and Dormio, 2005). According to Eisenberger et al. (2002), supervisory support is the employees' global perceptions concerning the extent to which supervisor values their contributions and cares about their (employees) well-being. Specifically, supervisory support refers the interpersonal relationship between supervi-

sor and subordinate in the workplace, and the nature of relationship may influence employees' job satisfaction, and their turnover decision in the long-run (Zhao and Zhou, 2008; Aquino, Griffeth, Allen, and Hom, 1997). Organizational support theory explained that supportive treatment from supervisors' results increased POS, which makes employees obligated to repay the organization by achieving its goals and feel more committed, which in turn reduce their intention to leave (Rhoades et al. 2001). Similarly, according to Price and Mueller (1986) supervisory support is expected to reduce employees' turnover decision.

According to Eisenberger et al. (2002) there is a negative relationship between supervisory support and turnover. While other researchers found moderate support for a negative relationship between supervision satisfaction and turnover (Mobley, Griffeth, Hand, and Meglino, 1979). However, the different results also been identified in the relationship between supervisory support and turnover research. For instance, the study of Billah (2009) on commercial bank employees in Bangladesh found no relationship between supervisory support and employees' turnover decision. Earlier, the study of Abeysekera (2007) in Sri Lankan context found no significant relationship between supervisory support and turnover intention among the leasing company employees. Eisenberger et al. (2002) did not see a direct relationship between supervisory support and employees' intention to leave, though the relationship was significant when it was mediated by perceived organizational support. Realistically, supervisor plays significant role in subordinates' professional working environment, thus positive supervision creates better working environment for subordinates. It is widely believed that healthy relationship between supervisor and subordinate not only reduces the employees' stress, but also increases job satisfaction and organiza-

tion commitment, and reduce turnover. In line with this thought, according to Batt and Valcour (2003) supportive supervisor was associated with lower turnover intentions. Even though there are some supports that supervisory support was negatively related to turnover intention, however, like Billah (2009), Abeysekera (2007), Hatton and Emerson (1998) did not find any significant relationships between supervisory support and turnover, which suggests more in-depth analysis of this relationship (Cho, Johanson, and Guchait, 2009). Thus, this study posits that:

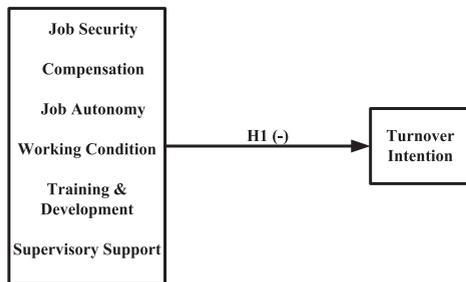
H1f: Faculty supervisory support is negative and significantly related to faculty turnover intention (TI).

Research Method

Sample and Data Collection Procedure

The population of this study covers all private universities mainly located at Dhaka Metropolitan Area. The employment of simple random sampling may not be possible for this study due to unavailability of the complete list of the population. Therefore, in selecting the sample for the present study, the employment of an area sampling method was appropriate and used for this study. 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 42 private universities located in fifteen different clusters as identified on the basis of postal area code of Dhaka Metropolitan Area.

Figure 1. Research Model of the Study



Data Collection

The researcher collected data by distributing questionnaires to the respondents directly with a cover letter explaining the purpose of the study. The survey questionnaire method was chosen because a large sample size was considered for the study. Besides, it provides a quick means of assessing information (Zikmund, 1997), and the respondents could complete the survey items at their own free time without affecting their workplace productivity (Ashraf and Joarder, 2010). Furthermore, questionnaire survey is arguably the most common technique in management research (Veal, 2005). Then, after a week or two according to respondent's convenient time, researcher called the respondents to make sure that the respondents have filled in the survey document. The response rate was 57% for this study. The survey documents were distributed personally to each respondent during the period of May, 2010 to July 2010. The majority of the sample was male (57.4%), while it was less than half (42%) were represented by female respondents. However, most of the respondents were married, while the majority of the respondents were relatively young (92.4%) and age below 40 years.

Measurement of Instruments

The survey questionnaire mainly contained the measures of human resource management practices and turnover intentions. There were three sections in the questionnaire including the demographic section. Section one covers all the study variables of human resource management practices (i.e. compensation, job security, job autonomy, working condition, training and development, and supervisory support) comprised a total of 29 items; section two covers turnover intentions with 5 items; and finally section three includes demographic information of the respondents with 7 items. The Cronbach alpha values were within .71 to .92 which was sufficient for analysis (Hair et al. 2006; Ho, 2006; Nunnally, 1978). All the items were measured on a 7-points Likert scale, 1- strongly disagree, and 7-strongly agree. Several analytical techniques such as correlation analyses, multiple regression analyses have been used to measure the turnover intention of the faculty members of the private universities in Bangladesh.

Result and Discussion

Descriptive Statistics and Correlation Analyses

Table 2 presents the means, standard deviations, Cronbach alpha values and correlations among all the variables 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 lev-

els 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).

Multiple Regression Results

To test the hypothesis 1, HRM practices were regressed on to turnover intention. The regression results of the relationship between various dimensions of HRM practices and turnover intention is tabulated in the Table 3. It shows that job security, compensation and supervisory support are highly significant and negatively related to turnover intention. However, it can be noticed that compensation ($\beta=-.238, p<.001$) was found to have strongest negative influence on turnover intention, followed by supervisory support ($\beta=-.236, p<.001$) and job security ($\beta=-.109, p<.05$). The other three HRM practices such as job autonomy, working condition, and training and de-

velopment were statistically insignificant however they were negatively related to turnover intention. All these dimensions of HRM practices explained 33.4 percent of the total variation in turnover intention, and the regression model is significant at .000 level ($F=25.91, P<.001$). Thus, hypotheses H1a, H1b and H1f were supported, while H1c, H1d and H1e were rejected. Therefore, H1 was partially supported.

The statistical results of this study indicated that the faculty members' perceptions of HRM practices particularly faculty compensation, job security and supervisory support are negative and significantly related to turnover decision. As far as the direct relationship is concerned, faculty compensation is the most important reasons for faculty turnover decision followed by their supervisory support and job security. However, the other dimensions of HRM practices such as working condition, job autonomy, and training and development be-

Table 1. Summary of Measurement of the Variables used in the Study

Variables of the Study	Number of Items	Cronbach Alpha (α)	Key Citations
Faculty Job Security	3 items	0.71	Delery & Doty (1996)
Faculty Compensation	5 items	0.83	Tessema & Soeters (2006)
Faculty Job Autonomy	5 items	0.77	Daly & Dee (2006)
Faculty Working Condition	4 items	0.77	Edgar & Geare (2005)
Faculty Training & Development	4 items	0.88	Delery & Doty (1996)
Faculty Supervisory Support	8 items	0.89	Tan (2008)
Faculty Turnover Intention	5 items	0.92	Wayne et al. (1997) Lum et al. (1998)

Table 2. Mean, Standard Deviation, Correlation Coefficient, & Cronbach Alpha

Constructs	Mean	SD	1	2	3	4	5	6	7
JS (1)	3.89	1.45	(.714)						
Comp (2)	3.66	1.52	.350**	(.836)					
JA (3)	3.50	1.42	.345**	.302**	(.776)				
WC (4)	5.18	1.33	.447**	.376**	.307**	(.773)			
T&D (5)	3.29	1.47	.284**	.366**	.275**	.282**	(.880)		
SS (6)	5.21	1.13	.291**	.318**	.273**	.457**	.399**	(.892)	
TI (7)	3.46	1.58	-.355**	-.438**	-.318**	-.394**	-.316**	-.437**	(.920)

Note: * $p<.05$, ** $p<.01$; Cronbach alpha values within the parenthesis

Table 3. Results of Multiple Regression Analysis

Variables	R ²	Adj. R ²	F value	Std. β value	t-value
Control variables	.334	.321	25.91***		
Job security				-.109*	-2.000
Compensation				-.238***	-4.437
Job autonomy				-.099	-1.926
Working condition				-.104	-1.817
Training & development				-.047	-.885
Supervisory support				-.236***	-4.261

Note: * $p<.05$, ** $p<.01$, *** $p<.001$

came statistically insignificant though they were negatively related to faculty turnover intention. Thus, the result indicated the importance of compensation, supervisory support and job security for faculty members, and the private university management should pay much more attention to this area of HRM practices to retain their potential faculty.

In terms of compensation, the study result is consistent with the previous results such as Ovadje (2009), Shahzad et al. (2008), Batt and Valcour (2003), and Batt et al. (2002). The previous studies explained that pay is highly considered human resource practices especially in the context of under 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 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 popu-

lation 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 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 higher the perception of job security, 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 and Zafar, 2006; Conklin and 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 although this practice did not reach statistical significance in the context of Bangladesh. This means that higher the perceptions of faculty job autonomy lower the intention of leaving the organization. However, the strength of the relationship was weak, and may not affect faculty turnover decision. Though the literature supports the significant relationship between job autonomy and turnover intention, it was not true for faculty members of private university in Bangladesh. Previous research suggests that employees

who enjoy greater job autonomy at work will experience lower intention to quit the current employment (Batt and Valcour, 2003).

The result of the study is consistent with the previous study of Mueller et al. (1994), where researchers argued that the importance of job autonomy has been over-emphasized as the determinants of turnover research. However, the direction of the relationship between job autonomy and turnover intention was negative for the current study. Thus, from this view point, the result reflects some of the previous studies 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. The plausible explanation for such result in regards to job autonomy that it is not significant human resource practice in the context of Bangladesh because this factor is particularly important especially in the developed and western context where the social structure is individualistic and employees enjoy full freedom of work (Geller, 1982). In fact, job autonomy has greater appeal for employees in those cultures where individuality is valued more highly, while job autonomy has less impact on employees' job in the culture where employees do not value individuality to a high extent (De Carlo and Agarwal, 1999). This can build the argument that employees' job autonomy is to some extent related to the economic development of the country. Usually, employees in those countries get more employment opportunities, and they prefer freedom of work more than anything else due to their individualistic nature.

While, in the least developing context particularly where the poverty is tremendous and scarcity of alternative employment opportunities, employees may not give more preference in their job autonomy issue, rather they pay much attention to other areas. Instead, employees in this context usually prefer to the basic needs to be fulfilled such as salary and job security. Therefore, the result is the true reflection of what people think about the job autonomy in the context of sampled of the study.

The result of the study indicated that the faculty perception of working conditions is negatively related to turnover intention as it was hypothesized. However, it was insignificant as it failed to reach statistical significance. This means that although the direction of the relationship was negative, working conditions do not satisfy the reasons sufficiently to leave the organization. Realistically, it was not highly important issue that can influence turnover decision especially in the context where high unemployment exists. The result of the study contradicts the result of Billah (2009) in the same context with different sample. The study of Billah (2009) on commercial bank employees found that working condition is highly significant which was negatively related to turnover intention. The present study is also contradict the previous result, for example, Kramer and Schmalenberg (2008) argued that a healthy working condition is empirically linked to reduced employee turnover, increased job satisfaction, and lower degree of job stress and burnout among employees. Actually, the Scandinavian countries have played a central role in the development of working conditions; it may not work in other context. The overall economic condition of the country where the present study was conducted was not favorable. The country with over 45 percent (UN report, 2002) and over 40 percent (Uddin, 2008) of her populations are under the poverty line, and the employment is scarce,

the working condition may not be important for employees, thus the relationship between working condition and turnover intention may be insignificant.

The result of the study indicates that the perception of faculty training and development influences turnover intention negatively, but not significantly. In other words, even there is negative relationship between faculty perception of training and development and turnover intention, the influencing ability to employees' turnover decision is weak ($\beta = -.04$) particularly in the context where the research is conducted.

The finding of the study is consistent with the previous studies such as Fairris (2004), Winterton (2004), Becker and Gerhart (1996), and Cotton and Tuttle (1986) where researchers argued that employees' training and development is negatively related to turnover intention. The plausible explanation for such result is that majority of the respondents was considerably young in terms of career age since 65.6 percent had the length of service within 1 to 3 years. Reasonably, at the early stage of employment respondents may not yet experienced extensive training and development within their organizations. Therefore, the perceptions of availability of training and development may not have significant influence on turnover intention. Realistically, training and development programs may significantly affect employees of manufacturing or service based organizations rather than faculty members in the academic institutions. However, there is no doubt that faculty training and development programs may contribute to the satisfaction and to increase morale of faculty members, but it may not affect faculty turnover decision significantly.

The study result contradicts with some of the previous studies such as Haines et al. (2010), Batt et al. (2002), and Way (2002) where researchers highlight that training and development actually increases turn-

over instead by making employees more attractive to other organization. In addition, researchers found no significant relationships between employee training and development and turnover, and revealed no evidence of turnover reducing effects.

The study result indicated that supervisory support ($\beta = -.236, p < .01$) influences turnover intention negatively and significantly. It means that supervisory support was the most influencing human resource practice that can affect employees' turnover decision significantly. Realistically, supervisor plays a significant role in creating the better working environment for subordinates. Thus, it can be argued that the organizations with positive, and higher supervisory supports for their employees face lower turnover. According to Price and Mueller (1986), human resource management practices such as supervisory support is expected to reduce an employee's turnover decision.

The result of the study is consistent with the previous results such as Ovadje (2009), Cho et al. (2009), Batt and Valcour (2003), Eisenberger et al. (2002), Cotton and Tuttle (1986), and Mobley et al. (1979). According to Ovadje (2009), supervisory support may be important for turnover decision in a context where personal relationships are considered important in the workplace particularly in the collectivist society where the ties are of prime concern. The result of the present study is similar to the finding of Pearson and Chong (1997), and Lee (2004), where researchers argued that the relationship with supervisor is more emphasized in Asian countries. Thus, it is more expected in the Asian context where good relationships among the employees or between subordinates and boss are given priority. As argued by Holtom et al. (2008) that given the importance of ties in collectivist cultures, the social nature of staying or leaving may be particularly salient therein. Therefore, the study result is the true reflection

of society in the context of developing countries for instance Bangladesh in particular. However, the result of the study did not confirm the result of Billah (2009) and Hatton and Emerson (1998) studies where the researchers claimed no significant relationship between supervisory support and employees' turnover intention. The study of Billah (2009) on commercial bank employees in Bangladesh found no significant relationship between supervisory support and employees' turnover intention.

Limitations, Implications, Future research and Conclusion

Whereas the present study offers some insights into the importance of HRM practices and turnover intention, however the contributions of the study should be viewed in light of several limitations. *First*, the present study examined the faculty turnover intention, not the actual turnover. Thus, 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 universities. 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. Therefore, longitudinal or experimental designs are required to confirm the causality of the hypothesized relationships. *Fourth*, another limitation of the present study is that 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 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 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 management practices could be used.

The findings of the study have contributed to new information to the body of knowledge in HRM and turnover literatures. The present study demonstrated the relationship between HRM practices and turnover intention in the context of under-researched non-western organizations. Since most of the previous studies on HRM practices and turnover were conducted in the western context, thus results of the present study confirm that employees' perceptions of HRM 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 gen-

eral. 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. The findings of this study may assist to develop faculty retention strategies in the context of under-developed research context. The research framework provides guidelines to managers about what is needed to reduce turnover intention.

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. 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 recruitment and selection, promotion opportunity, and performance appraisal can be tested in turnover research or the indirect relationship between HRM practices and turnover can be tested by introducing mediating variables such as affective commitment and perceived organizational support.

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