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**THE IMPACT OF HRM PRACTICES ON TURNOVER INTENTION  
WITH THE MEDIATION EFFECT OF ETHICAL CLIMATE: AN  
EMPIRICAL EVIDENCE FROM HIGHER EDUCATIONAL SECTOR OF  
PAKISTAN**

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**Muhammad Awais -e- Yazdan, Zuraida Hassan: THE IMPACT OF HRM PRACTICES ON TURNOVER INTENTION WITH THE MEDIATION EFFECT OF ETHICAL CLIMATE: AN EMPIRICAL EVIDENCE FROM HIGHER EDUCATIONAL SECTOR OF PAKISTAN -- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17 (11), 12-28. ISSN 1567-214x**

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## **ABSTRACT**

For any organization, HRM practices are an asset to retain its employees and keep them away from the dilemma of turnover intentions. The present study aims to investigate the causal relationship of HRM practices and turnover intentions with the mediating effect of ethical climate in higher education industry of Pakistan. A questionnaire survey was conducted for data collection from 478 university lecturers of Sindh province. Findings reveal that compensation, job autonomy, working conditions and training and development are the significant antecedents of lecturers' turnover intentions at their job places. Furthermore, ethical climate partially mediates the relationship of HRM practices and turnover intentions of the university lecturers. University managements should focus their system of education with the significant implication of good HRM practices in the universities to retain their lecturers loyal and avoid turnover intentions in higher education industry of Pakistan.

## **1. Introduction**

For several years, numerous efforts have been taken to describe and recognize ethical behavior and ethical decision making in literature ethics (Berkman & Arslan, 2009; Ozgener 2009). According to modern trend, association between organizational and their outcomes has been studied extensively. Most of the researchers have a keen interest in organizational outcomes antecedent, ethical leadership and ethical climate. In United Kingdom, the most recent report presented

by University and College Employers Association (UCEA) for hiring staff, they found that numbers of institutions have experienced hiring and retention problems in respect of academicians. They argued that it is very difficult and challenging to hire efficient and talented staff members. Due to this organization need to make an effort to keep valuable academicians, so that they will compete globally by providing valuable services and outputs to the customers (Ongori, 2007). It is the responsibility of Higher Education Industry (HEI) to deliver the efficient employment skills and it results a remarkable development by boosting the country's exports. (Tek, 2009). These techniques and expertise should be obtaining by the students and apply them in numerous organizations, and it is attributed to the development of the country. These future leaders are created by high standard of education which is given by the academicians.

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Therefore, academicians play a vital role in examining the standard of graduates provided by the HEIs every year. Consequently, academicians must be retained by giving them incentives, bonuses and other benefits as they have a significant impact on the production of quality graduates. Likewise, employees in HEIs need strong involvement and interaction with their customers in service sectors. As satisfaction of the customers is influenced by worker's delivery service. Thus, turnover of the employees is very important relating to Private Higher Education industry while customer needs time to accept brand new services. As stated by Balakrishnan (2008) in higher education nearly every private institution is indulging in the problem of high turnover. Researchers have started to predict the significance and the results of this problem.

According to British Workplace Employee Relations Survey, Peccei (2004) recommend that Human Resource (HR) Practices have influence on the welfare of the workers. Similarly, the influence of HR practices on employee's welfare is exceptional at workplace (Peccei, 2004). Nevertheless, in human resource management (HRM) perspective this area has been neglected. It is very difficult and challenging to realize and perceive the HR practices and policies for instance, training, compensation and benefits, selection of employees, rewards and job design which increase the production and also help in attaining high financial achievements.

In organizations working environment is a crucial factor to motivate and retain the employees. The statement is supported by the previous work done by Chawsithiwong (2007) that working environment is the requirement for the employee's retention in an organization. Workplace well-being has been examined in numerous researches. However, in private higher education industry little work has been done relating to well-being and workplace happiness (Dutton & Edmunds, 2007). Moreover, Choy et al. (1993) revealed that instructors and researchers stated that bad working environment have discourage and demotivated the occupation of teachers. The teachers claim that the level of teaching is badly influenced by the present working atmosphere. It is concluded that when educators attain lack of support related to their work then they cannot perform their teaching duties by heart.

This is because they are discouraging and there is no expectations to upgrade their working condition.

There are many reasons like stress resulting health issues, workplace pressure, dissatisfaction of the job and worst workplace health, due to which employees are leaving their job and organizations (Chawsithiwong, 2007). Owing to these reasons, there is high rate of employee's turnover and it becomes one of the paramount issues. These results and situations can be reduced with the help of HRM practices (Firth et al., 2007). HRM practices have an important effect on welfare of the workforce (Peccei, 2004). As claimed by Peccei (2004), the analysis of human resource practices is neglected relating to the welfare of the workforce in the area of human resource. Employees are quitting their jobs and leaving the organizations when their welfare is neglected (Firth et al., 2007). This is because the employees think that their stress is developed due to this working environment and there is no reason to stay here in this unhealthy working atmosphere. The retention of the employees is badly influence due to these reasons.

An analysis and review of the relevant literature on the subject matter and the various factors highlighted by the HRM practices will be used to develop the framework used for the analysis in order to find out the influence of HRM practices towards employee's turnover intentions and the mediating effects of workplace ethical climate. The general theoretical framework supporting the analysis is shown in Figure 1. This framework emphasizes that turnover intention in the HEIs are affected by HR practices. Based on previous theories and research, there are four practices that are likely to bring negative relationships towards turnover intention. These practices include Career Development, Communication, Employee Empowerment and Recognition.

Pakistan is one of the least developed country in the world. People are living with a huge portion of population below the poverty line. In addition, according to Shahzad, Bashir and Ramay, (2008) there is a scarcity of HRM practices in the higher education industry of Pakistan. And if the situation continues there will be serious consequences to be faced in the industry. University lecturers are uncertain about their jobs and a situation of chaos provoke them to switch their jobs to be at better position. The fact that high turnover intentions are observed among the faculty members in the universities. Therefore, the present study is an extension of very few previous studies conducted in Pakistan to investigate the relationship of HRM practices and turnover intentions with the mediating effect of ethical climate in higher education industry.

## **2. Literature Review**

### **2.1 Relationship of HRM practices between Ethical Climate and Turnover intentions**

The study theorizes the implication of social exchange theory. In addition, the more HRM practices are encouraged in the organization, ethical climate will be better

resultantly; and if the ethical climate sounds good for the employees, lesser will be the chance of turnover intentions. HRM practices put impact on others (Yukl, 2002). Managers practicing HRM practices to motivate the members of the organizations with the help of interpersonal relations and personal actions (Brown et al., 2005). Employees can educate themselves by understanding that which behavior is appropriate, rewarded, punished and expected according to role modeling.

In a meta-analysis study of Martin and Cullen (2006) they cannot focus on work which explored the association between ethical climates and HRM practices. Thereafter, researchers started to investigate the impact of organizational practices, similar as HRM practices on ethical climate. Although research has started but the focus was limited on ethical climate. We agree with the (Manroop, 2015) that there is a need of more awareness on organizational strategies and plans to fabricate ethical climate. However, Manroop and fellow workers (Manroop, 2015; Manroop, Singh, & Ezzedeen, 2014) in their conceptual works stated HRM can be a valuable antecedent with respect to ethical climate development. According to limited knowledge of researcher there is only one study which empirically investigated the impact of HRM on ethical climates (Guerci, et. al., 2015).

Teachers are the main models for such descriptions due to the nature of their work. Past studies illustrated that in organizations role models can affect the behavior that benefit others (Mayer et al. 2010). Ethical climate is identified as a mutual interest of employee's well-being within and outside of the organization. At workplace, a kindhearted group of people portray that the colleagues in the organizations are influenced by the decisions they made. In public and service sectors a caring climate is mandatory with respect to work as well as the relationship with clients. A common example is that, in academic institutions they provide training with respect, courtesy, caring and nourishing. An ethical climate highlights rules and regulations set by organization and obey them with respect. In that type of climate employees are bound to follow the regulations related to their occupation. With the help of ethical rules everyone has knowledge that how to behave and perform their duties, which values and ethics have higher respect and on which behavior someone will be compensated (Appelbaum et al., 2005). Because the formal ethical climate depends on the transparent allocation and mechanism, it is recognizing as to safeguard employees form the misconduct of management and others. In public sector, such kind of climate is the feature of academic system, which tends to stick to organizational rules, therefore, keep safe teachers from their rights violations. In the following sections, HRM practices and its effects on turnover intention are defined with the mediation effect of ethical climate.

**H<sub>1</sub>:** HRM practices positively impacts on ethical climate and negatively impacts on turnover intentions.

The hypotheses in the below sections are proposed and explained from the framework based on previous reviewed literature.

The significance of maintaining human resource practices and the fundamental of the organization, has been increasing from the previous years in educational institution because HRM practices assist individual to shape their attitude and

behavior (Meyer and Smith, 2000). There is an impact of human resources on different level of performances like, individual, group and organizational level and it is a prime topic in the subject of organizational psychology and human resource management. With respect to this efficient human resource practices trigger the employees to believe the social exchange relationship of workers and the organization (Lee and Bruvold, 2003). In general, employees who are happy to the organization are ready to assist the organization (Rhoades et al., 2001). Therefore, 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 Pakistan. There are some inspirational variables that change the turnover decisions like, good working environment, job autonomy, security of the job, interpersonal associations, better supervision, training and development, handsome salary and rewards. Therefore, HRM practices for the current study such as compensation, job autonomy, working conditions and training and development have been used as the independent variables that influence faculty turnover intention.

### **2.1.1 Compensation**

Review of past literature stated that compensation is a major determinant for examining the worker's job satisfaction which directly minimizes the turnover of the employees. Therefore, in view of numerous researcher's compensation is negatively associated to turnover intention (Grace & Khalsa, 2003). Previous studies revealed that there a negative association between payment and turnover intention (Ovadge, 2009). Similarly, in academia compensation is essential at the faculty staff (assistant professor) level only (Ehrenberg et al., 1991). In the area of information technology worker's compensation is positively associated to commitment and negatively associated to turnover intentions (Igbaria & Greenhaus, 1992). The latest findings showed that only compensation would not be adequate to keep employees retain. (Chew and Chan, 2008). Therefore, the inconsistent relationship between compensation and turnover requires further research to understand the relationship. That is why this variable has been included in the present study. This study posits that:

**H1<sub>1a</sub>:** Compensation is negatively and significantly related to turnover intention.

### **2.2.2 Job Autonomy**

Job autonomy is a paramount factor of human resource practices particularly in western countries because of society's individualistic culture (Geller, 1982). It is observed as a liberty for a worker by controlling his or her work and other activities relating to job like work ethics, timetable and variety of different tasks (Iverson, 1996). Actually, whenever employees think they have complete power to control their jobs then there is less intention to leave (Iverson, 1996). Current studies exhibit that employees who are enjoying their job autonomy at workplace will quit their job in less ratio (Batt & Valcour, 2003). Therefore, it is believed that job autonomy has a positive influence on job satisfaction and as result it minimize turnover (Price, 2001). Similarly, Ahuja, Chudoba, Kacmar, McKnight and George (2007) argued that low level of job autonomy decrease the organizational commitment and improve the turnover. Therefore, it is conclude that when employees enjoy their job

autonomy they are much confident and motivated as compared to those who actually got no freedom. This study posits that:

**H<sub>1b</sub>:** Job autonomy is negatively and significantly related to turnover intention (TI).

### **2.2.3 Working Conditions**

The working condition has been taken a core interest to research on workers performance, workers safety and health related matters and as well as workers motivation. Accordingly, working conditions is directly associated with the standard of employee's work environment. Kramer and Schmalenberg (2008) argued that safe and healthy work environment are associated to less turnover of employees and it boost up job satisfaction among employees. Moreover, it also reduced the job stress and burning injuries within employees. Therefore, it is very important to give the best working environment to the workforce. This study posits that:

**H<sub>1c</sub>:** Working condition is negatively and significantly related to faculty turnover intention (TI).

### **2.2.4 Training and development**

Training and development are a major factor in the area of human resource management. It is a human resource practice and can give a lot of benefits to the organizations, if it is well and properly executed (Schuler & MacMillan, 1984). This feature has been incorporated in the organization's high performance HRM practices (MacDuffie, 1995). Although, it is believed that those organizations which have best training and development facilities may have less employee turnover. Inevitably, organizations apply numerous human resource practice to influence the skills of employees, merely training is different to upgrade the standard of present employees and as a result it generates the commitment and reduced the turnover intention (Bartel, 1994). In general, training and development upgrade the individual capability and encourage the employees to attain long term career development (Hutchings, et. al., 2009). This study posits that:

**H<sub>1d</sub>:** Training and development is negatively and significantly related to turnover intention.

## **2.3 Mediator: Ethical Climate**

From last twenty years a considerable amount of work has been done on ethical climate of the organizations, but Victor and Cullen (1988) were the initiators. It is described as the perspective of employees with respect to organizational standards and working behavior with ethics (Victor & Cullen, 1988). Comparably, very limited studies have been done on ethical climate as a mediator into organizational practices and end results (working outcomes). Only Luria and Yagil (2008) examined the perception of employees within organization and declared that constructive ethical climate has positive association with service performance. It is defined as an essence of ethical components within workplace. Ethical climate is a source which helps individuals to examine circumstances which allow them to recognize the ethical situations and resolve ethical issues (Cullen et al., 2003).

Schneider (1975) explains work climate as a psychologically thinking and expressive honest attitudes within organization. In literature there are several types of work climates. Ethical climate is one of them, which can be defined as primary perceptions related to standards, rules and procedures of the workplace which has ethical content (Victor and Cullen. 1988). Leaders ethical attitudes and behavior is mandatory to maintain an ethical workplace, although, it is not enough. Managers should act flawless in order to encourage ethical climate. Specific organization history, community and organization format are called as the components of ethical climates. On the basis of sociological, psychological and philosophical theories Victor and Cullen (1988) presented a chart which showed plausible ethical climates. Chart explained that how ethical climate has discovered and how and for what purpose it can be used. This model has nine theoretical aspects of ethical climate classification. The classification was used as a baseline to discover the questionnaire for ethical climate. As a conclusion of various studies, Victor and Cullen (1988), identified and confirmed five climate categories out of previous nine (Cullen et al., 1993) which are rules (Company Rules & Procedures), independence (Personal Morality), caring (Friendship & Team Interest), instrumental (Self-Interest & Company Profit) and law and code (Laws & Professional Codes). This questionnaire was applied in various research studies (Cullen et al. 2003; Mayer et al. 2009). Ethical perception influence decision making process as well as attitude of the individuals at workplace (Brown & Trevin, 2003). The combined working efforts of different organizational individual's ethical thinking produce an environment which is classified as a standard of ethical work (Davidovitz, et. al., 2007). Ethical climate influence attitudes of the individuals with regard to their organization (Cullen et al. 2003). The impact of HRM practices exceeds the impact on member's turnover with the help of ethical climate. From this point, it is hypothesized as

**H<sub>2</sub>:** Ethical climate significantly mediates the relationship of HRM practices and turnover intentions.

## **2.4 Turnover Intention**

Discontinuance of a member from an organization who were receiving monetary benefits from an organization is termed as employee turnover (Mobley, 1982). There are various causes for employee's turnover, for example, individual factors (not satisfied at workplace due to other individual performance), organizational factors (workplace environment, compensation and benefits system and leader's method) and external factors (unemployment and job placement). (Vandenberg & Nelson, 1999). Number of research studies were organized to understand the issues regarding turnover of the employees. Mobley (1982), explained in detail the psychological process of leaving and withdrawal form an organization. In respect of his process of withdrawal, a person first examines his current job and think that there is satisfaction or not, if there is dissatisfaction then it come up with quitting a job. There are several plausible mediating footprints between dissatisfaction and quitting a job. First, there are reasons for dissatisfaction and thinking about quitting. These opinions and thoughts develop a stimulus to know about anticipated damage of leaving a job. Next step is behavioral oriented of searching a substitute. Then the intention is turned into genuine search and if there is an available alternative then

examining procedure of the substitute is initiated. The investigation procedure compares the current job with alternative and if the alternative is interesting than it stimulates a behavioral content of quitting a job which is actual withdrawal. Academia require employee’s carefulness, high standard of education and attractive experience which translates longstanding working. Although, low rate of turnover is significant to educational sector and it leads the importance of HRM practices and ethical climate. So, the HRM practices –turnover intention relationship and the mediating effect of the ethical climate are hypothesized in research framework as follows;

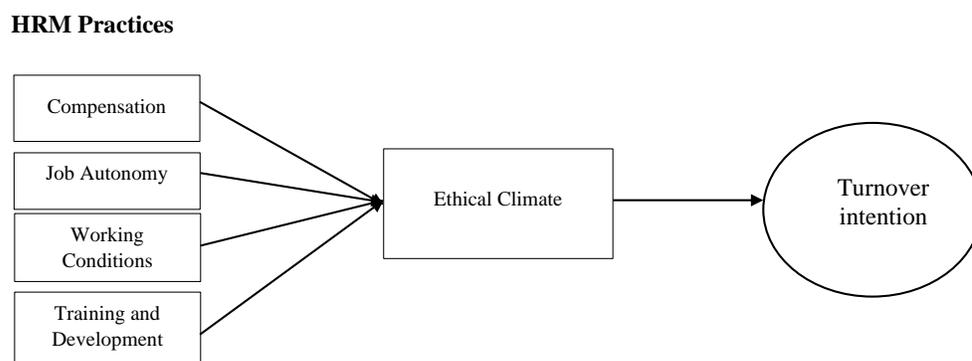


Figure 1. Research Framework

### 3. Data and Methodology

The targeted population of this study the faculty members working in various public universities of Sindh province of Pakistan. The reason for selecting this region is the significant number of universities (25) and the region is also knowing an Educational Hub of Pakistan (HEC, 2019). Furthermore, the region is progressing aggressively to spread the knowledge and education in high education industry.

Data was collected via self-administered questionnaires to 478 university lecturers. Before collection of formal data, the purpose of study was mentioned in the cover letter attached with the questionnaire. The study opted survey method for data collection keeping in view the large sample size of the study. The study response rate was 86%. Sample size consisted of more males (78%) and females (22%). Marital status of majority of the respondents was married. While, majority of the respondents were from younger age group that is 89.2% with the age less than 40 years.

#### 3.1 Measurements

The main content of the questionnaire included the human resource management practices and the employee’s turnover intentions. questionnaire was divided into two sections; Section one included 18 items related to the human resource management practices’, ethical climate and turnover intentions of the university lecturers’ variables, whereas section two included 5 items on the demographic

information of the respondents. The items of questionnaires were measures on the 5-point Likert scale with 1 showing strongly disagree to 5 showing strongly agree. Furthermore, multiple regression analysis and correlation analysis were applied in order to find out the turnover intentions of the lecturers in sampled universities in Pakistan. Table 1 depicts all the values of Cronbach alpha remained in the range of .74 to .89 that was good enough to go for analysis (Hair et. al., 2006).

Table 1: Cronbach Alpha

Variables	No. of Items	Cronbach Alpha	Source
Compensation	5 Items	0.74	Tessema & Soeters (2006)
Job Autonomy	5 Items	0.81	Daly & Dee (2006)
Working Conditions	4 Items	0.79	Edgar & Geare (2005)
Training and Development	4 Items	0.73	Delery & Doty (1996)
Ethical Climate	10 Items	0.87	Victor and Cullen (1988)
Turnover Intentions	4 Items	0.89	Rosin and Korabik (1991)

Table 1 illustrates the Cronbach alpha values for each variable used in the study. Moreover, it also describes the number of items used and the sources of instruments.

#### 4. Correlation and Validity analysis

Table 2 depicts the mean values, standard deviations, correlation among the variables included in the current study. On average, lecturers showed their agreement all variables HRM practices. Therefore, this confirms their importance and existence and universities should concentrate on such practices if they are not yet practiced properly. In order to study correlation among the variables of the study, Pearson correlation was applied. The correlation among all the variables under consideration remained within the satisfactory levels. According to Hair, et. al. (2006) the general rule for correlation values is that the values of correlation coefficient should be below .7 to avoid the problem of multi-collinearity (Ho, 2006).

Table 2: Descriptive, Correlation analysis, Convergent and Discriminant Validity

	Mean	SD	AVE	1	2	3	4	5	6
1. Compensation	4.16	.82	0.53	<b>.73</b>					
2. Job Autonomy	3.38	.73	0.66	.32**	<b>.81</b>				
3. Working Conditions	4.76	.93	0.57	.45*	.65**	<b>.75</b>			
4. Training and Development	3.89	1.04	0.76	.37*	.58**	.46	<b>.87</b>		
5. Ethical Climate	3.43	1.17	0.68	.61*	.47*	.54	.33**	<b>.82</b>	
6. Faculty Turnover Intention	2.12	1.32	0.77	-.54	-.63*	-.41**	-.35**	-.43*	<b>.88</b>

Note: Along diagonal, the square root of AVE is provided in bold

\*  $p < 0.01$  \*\*  $p < 0.05$

Table 2 also shows the values of average variance extracted (AVE) for convergent validity. All the values of the AVE are greater than 0.5 which shows the satisfactory level of convergent validity and goodness of fit of the model (Henseler et. al., 2009).

Furthermore, the square root of AVE is also given in the table for discriminant validity which also produced the satisfactory results for each variable respectively.

## 5. Results and Discussion

The results show that HRM practices were regressed on turnover intention. Table 3 shows the regression results of the relationship between various dimensions of HRM practices and turnover intention. HRM practices variables used in the study are highly significant and negatively related to turnover intention. However, compensation, working conditions and training and development ( $\beta=-.381$ ,  $-.213$  and  $-.337$ ;  $p<.001$ ) were found with highly significant negative relationship with turnover intention, whereas job autonomy was also found significant ( $\beta=-.221$ ,  $p<.005$ ). Hence, the all hypothesis of direct path relationship is supported in the current study that HRM practices negatively and significantly influence on the turnover intentions of the lecturers. The results of the study show that university managements should focus on the endorsements of good HRM practices to retain their lecturers in the universities and decrease the turnover intentions among the lecturers. Furthermore, the results of mediation analysis show that when ethical climate is introduced in the model it weakens the direct relationship of HRM practices and turnover intentions. The coefficient estimates become substantially reduced ( $\beta= -.631$ ,  $\beta= -.535$ ,  $\beta= -.327$  and  $\beta= -.544$ ) with the mediating effect of ethical climate in the relationship of HRM practices and turnover intentions. This shows that there is an existence of partial mediation in the model. Therefore, in other words the results show that ethical climate of the workplace is quite important to avoid the turnover intentions of the university lecturers in the context of Pakistan.

In addition, the results are consistent with the previous researches such as Shahzad et al. (2008) and Ovadje (2009). Ovadje (2009) conducted a research in Nigeria, the study concluded that salary is highly signification variable in the research of employee's turnover whereas in Pakistani context Shahzad et al. (2008) concluded that the salary of faculty plays the most significant role in retention of competent employees.

Table 3: Regression Results with Path Coefficients

Relationships	Coefficients	P-Value	Hypothesis Testing
Compensation→FTI	-.381	.000	Supported
Job Autonomy→FTI	-.221	.024	Supported
Working Conditions→FTI	-.213	.000	Supported
Training and Development→FTI	-.337	.002	Supported
Compensation→EC	.577	.000	Supported
Job Autonomy→ EC	.521	.005	Supported
Working Conditions→ EC	.623	.000	Supported
Training and Development→ EC	.432	.012	Supported
Ethical Climate→FTI	-.143	.000	Supported
Compensation→ EC→FTI	-.631	.004	Supported
Job Autonomy→ EC→FTI	-.535	.000	Supported
Working Conditions→ EC→FTI	-.327	.025	Supported

T&D → EC → FTI	-.544	.000	Supported
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The present study however is not in compliance to few studies done previously as it contradicts the findings of Khatri et al. (2001), where the authors stated that, in Asian context particularly in Singapore, salary does not play significant role in employee's turnover intentions. However, an important thing to consider here is that Singapore is one among the group of developed nations. This also depicted that factors affecting the turnover intentions of employees may vary within the same regions. In Australian context, again Iverson and Deery (1997) stated that there exists insignificant relationship between salary and employee's turnover intentions, Griffeth et al., (2000) however found only modest relationship between the two variables. The logical explanation of significant relationship between the two variables in the current study is the unfavorable socio-economic conditions in Pakistan. We can expect such results in areas where the level of poverty is quite high. Pakistan is declared in the list underdeveloped nations with the majority of the population lies below the line of poverty (United Nations Report, 2002). So, Salary should be the main variable in the context of current study. As in developed nation's factors other than salary such as job autonomy, day care facilities etc. serve as major factors for employee retention, however salary is the major factor for employee retention in the least developed nations such as Pakistan. Also, in Asian societies families are mostly extended with strong bondage in between them. Also, the family members usually depend upon one income holder therefore cash incentives are much important for such members. Additionally, as the inflation rates are usually higher in developing countries, so the living expenses are also higher which requires higher cash incentives.

Study results depicted that lecturers' perception regarding influence of job autonomy on turnover intentions is negative even though the result is not statistically significant in Pakistani context. This shows that as the perception of job autonomy increases the intentions to leave the organization decreases. But this negative relationship is weak so it will not affect turnover intentions so it will remain false in case of employees of private universities of Pakistan. Although previous research suggested positive relationship between job autonomy and turnover intention as the study of (Batt & Valcour, 2003) suggested that people who enjoy more autonomy at their workplace tend to have lower intention to leave their job.

The current study showed negative relationship between job autonomy and turnover intentions. In the academic context, Daly and Dee (2006) claimed that in academic context freedom at their workplace tends to play key role in the faculty member's decision to stay or to leave the organization. On the other hand, Ahuja et al. (2007) and Griffeth & Hom (1995) argued that there exists negative relationship between job autonomy and turnover intentions. However, the fact is that job autonomy is mostly valued in those societies where individuality has more importance whereas, it is of less importance in societies where individuality is considered less important (De Carlo & Agarwal, 1999).

Current study results revealed that as hypothesized, the perception of working conditions has significant negative relationship with the turnover intention. It shows that there exists negative relationship between both variables. In fact, working

conditions is not that much important that it can influence the employee's perception to leave the organization especially in place where the unemployment rate is already higher. The results of this study are in line with the results of Billah (2009) who conducted research on the employees of commercial banks. His study revealed the highly significant negative relationship between working conditions and employee's turnover intention. Current study is also supported by various previous study results for instance the results of the study of Kramer and Schmalenberg (2008) concluded that healthy working conditions tends to have fewer turnover intentions, less job stress, less burnout and increased job satisfaction. Factually, developed nations are focusing more on developing favorable working conditions at jobs whereas it is not true for other nations.

The results of current study stated that there exists negative relationship between the perception of training and development of employees and their turnover intentions. This finding is in line with previous study results of Fairris (2004), Winterton (2004). As in these studies the authors concluded that training and development at job places is negatively related to the employee's turnover intentions. The logical description of this negative relationship is that most of the sample size is composed of young respondents with less work experience (89.2% with experience in between 1 to 3 years). Mostly, at the start of job employees usually must go through various training and development phases. So, it may have positive impact on their perception to stay within the organization. In fact, such training and development programs mostly have positive impact on the workforce of service or manufacturing sectors rather than the workforce of education sector. On the other hand, it is also true that training and development sessions in academic sector may lead to higher job satisfaction and high morale however it may not significantly affect employee's turnover intentions.

#### **6. Limitations, Implications, Future research and Conclusion**

Current study provides useful insight regarding the benefits of various HRM practices and employees turnover intentions. However, there are several limitations on the contribution of this study. Firstly, present study only focuses on the turnover intentions rather than actual turnover. It is therefore suggested that future studies should focus on taking turnover as the outcome variable in the causal model of turnover research. Secondly, current study examined the process of turnover intentions by taking data of only two public universities therefore future research should further extend the sample size by focusing on more public and private universities as well. Third, the current study included data of universities of only one province that is Sindh so, it is difficult to generalize results of the study in other settings.

Current study results have provided new insights in the literature of HRM and turnover. This study verified the results on the relationship between various HRM practices and the employee's turnover intentions in the context of less developed organizations. As most of the previous research has been conducted in the context of developed nations. Therefore, this study results confirm that the perception of employees regarding various HRM practices do impact their behaviors and intentions in the context of less developed nations. In addition to this, it is expected

that the current study proves fruitful in filling the gap in literature regarding turnover intentions particularly in Pakistani context and in Asia in general. Key practical implication of this study is that public universities that are facing high turnover problems may be specifically interested in this study. The results of this study may prove fruitful for the organizations of underdeveloped nations in developing employ retention strategies. Its results may also aid managers in developing such strategies that could reduce employee turnover. In conclusion, the results of this study help in finding out what role does employees perception regarding HRM practices play in their intentions to leave the organization. The study also aims at providing important insight on the importance of HRM practices in the prediction of employee's turnover intention. It is recommended for future research that more HRM practices such as recruitment and selection, promotion opportunity, and performance appraisal should also be investigated in order to find out their impact on the employee's turnover intentions. Further in future research, indirect relationship between turnover intentions and HRM practices can also be studied by including affective commitment and perceived organizational support as mediating variables.

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