



## Managing Turnover Intentions among Faculty of Higher Education Using Human Resource Management and Career Growth Practices

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ARTICLE DETAILS	ABSTRACT
<p><b>History</b>  <i>Revised format: February 2019</i>  <i>Available Online: March 2019</i></p>	<p>Academic institutions cannot survive and perform well without competent and committed academic staff. Therefore, it is important to address the issue of faculty members' turnover. Focus of this study is to investigate the impact of human resource practices (salary, performance appraisal, training and development) and career growth (career goal progress, professional ability development, promotion speed, and remuneration growth) on faculty members' turnover intention. The study has used a cross sectional survey data from a sample of 270 full time faculty members of universities in Pakistan. The Partial Least Square (PLS) two step path modeling was used to test the direct and indirect hypotheses. The results indicate that salary and performance appraisals are significantly and negatively related to turnover intention. Besides, it was found that out of four dimensions of career growth, only promotion speed and remuneration growth have significant direct relationship with turnover intention. With regards to mediated relationships, it was found that organizational commitment mediates the relationships between career growth (career goal progress, promotion speed, remuneration growth) and turnover intention. These findings suggest that in order to reduce turnover intention among faculty members, the higher education institutions must institutionalize human resource policies and practices that enhance career growth and employees' development.</p>
<p><b>Keywords</b>  <i>Career Growth, Turnover Intention, Higher Education Institutions, Pakistan</i></p>	
<p><b>JEL Classification:</b>            I20, I23, O40,</p>	
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**Recommended citation:** Nawaz, M.S., Siddiqui, S. H., Rasheed, R. and Iqbal, S.M. J., (2019). Managing Turnover Intentions among Faculty of Higher Education Using Human Resource Management and Career Growth Practices, *Review of Economics and Development Studies*, 5 (1), 109-124

**DOI:** 10.26710/reads.v5i1.569

### 1. Introduction

One profession that is experiencing high turnover and become major concern of employer and researcher is the universities faculties. Employee turnover has become a major concern of employers, as it indicates an ongoing challenge for current practitioners and researchers (Abdulkareem, Chauhan, & Maitama, 2015). A study in the United States of America (U.S.A.), approximately 7.7%, from the full-time faculty members from different universities and colleges had switched from their jobs for other institutions (Abdulkareem, Chauhan, & Maitama, 2015). Amongst these academicians, only 30% were being retired, whereas the remaining 70% had left their institutions for a number of reasons (Tower & Watson, 2013; Abdulkareem et al., 2015). Similarly, Choi, Perumal,

and Ajagbe (2012) and Abdulkareem et al. (2015) clearly highlighted that, in 2012, approximately 19,000 professionals left their jobs from Asia-Pacific region every year, these professionals includes medical staff and lecturers from various colleges & universities. They normally hunt better opportunities in the Western countries such as; Canada, Germany, United States, and United Kingdom etc.

To overcome the problem of employee turnover, many researchers in this regard have identified that set of human resource management practices which play an important role in retaining such employees (e.g. Boo & Kalshoven, 2014, Kadiresan, Selamat, Selladurai, & Spr, 2015, Long, Ajagbe, & Kowang, 2014, Shaw et al., 2009). Indeed an employee's relationship with an organization is shaped by some HRM Practices and career growth practices (e.g. Mohd Zin, Pangil & Othman, 2012, Raihan; 2012; Weng & McElroy, 2012) by which employees come to understand the term of their employment; How jobs are advertised ("great advancement potential, opportunity for salary growth"), the way an organization is portrayed during the recruitment interviews ("this organization provides plenty of training"), comments made in performance appraisal reviews ("keep up the good work and we will move you up"), career growth (remuneration and promotion based on time, rank or performance), all send strong messages to individuals regarding what an organization expects of them and what they can expect in return.

Hence these HRM practices are seen to play an important role as message senders, shaping terms of the psychological contracts with its employees; which leads to a strong sense of commitment from the employees. Therefore, it can be concluded that when an organization provide effective salary system, good training and development program, effective performance management system and career growth opportunities to their employees in order to improve their professional skill and growth, these employees are more ready to reciprocate by moral obligation to their organization and less likely to leave the job. Therefore, more attention should be paid on the relationship between HRM practices, career growth practices and employee turnover intention to understand the specific factors that are responsible for employees' turnover decision.

## **2. Theoretical Support**

Employee turnover is one of the major problems in private universities of Pakistan due to tremendous growth of the education industry and high switching of academicians as compared to public universities (Mubarak, 2012; Shahzad, 2010; Yusoff & Khan, 2013; Khan et al., 2014).

Recently majority of the empirical studies have been embarked to examine the relationship between salary, training & development, performance appraisal and turnover intention. Different conclusions have been found for example, researchers claimed that, salary, training & development and performance appraisal has a negative effect on employee turnover intention, which confirm that, when an employee perceives better salaries and good training programs for their career development and fair performance management system within the organization, they are less likely to leave the organization (Abdulkareem et al., 2015; Thirapatsakun et al., 2015; Naqvi & Bashir, 2015; Kadiresan, Selamat, Selladurai, & Spr, 2015; Rubel & Kee, 2015). Secondly, some of the studies assure that, salary is not a significant issue for turnover intention (e.g. Griffeth et al., 2000; Budhwar & Khatri 2001; Kim, 2005), training leads to better skilled and productive employees, who are more employable in other organizations, it implies that training & development has a positive relationship with turnover intention (e.g. Cheng & Waldenberger, 2013; Verhees, 2012), when performance appraisal is based on politics and become biased, then chances to leave or switch the organization by employees got increased (e.g. Aziz et al., 2013; Poon, 2004; Salleh, Amin, Muda, & Halim, 2013).

Despite all the arguments that highlight the importance of salary, training & development and performance appraisal on turnover intention, studies related to these variables has few shortcomings (Verhees, 2012; Abdulkareem et al., 2015; Aziz et al., 2013). For instance, the inconsistency between the relationship of salary, training & development, performance appraisal and turnover intention needs further research to better understand the relationship.

Furthermore, studies that link various HRM practices and turnover intention are vast. However, there is still one practice that has not been given adequate attention, and that is career growth practice. Career growth practices is important because it argued that employees are very much concerned about their possibility of career growth whether in the organizations they are currently working for or in other organizations (Karavardar, 2014). Furthermore, Karavardar (2014) also argued that to retain employees, organization should focus on career growth policies that could create psychological contract with its employees. As such, employees who expect progress and growth in their career will ultimately stay longer in the organization, which means turnover intention will become less.

This leads second reason to conduct the study. Currently available research which relate career growth to turnover intention is quite a few in numbers and some of them has been studied by Nouri and Parker (2013), Weng and Hu (2009), Weng and McElroy (2012). However, some of them (e.g. Weng & McElroy 2012; Weng & Hu 2009) were not able to confirm this four dimensional model. Thus, the model suggested by Weng and Hu (2009), needs further testing. So that is why, the researcher used career growth as multidimensional construct to test each dimension of career growth, which is less tested before with the relationship between organizational commitment and turnover intention.

Another interesting argument which leads to third reason of conducting this study is that HRM practices such as salary, performance appraisal, training and development and career growth don't usually affect turnover intention directly (e.g. Vandenberghe & Tremblay, 2008; Kantor, 2013; Si & Li, 2012; Raihan; 2012; Ikramullah et al., 2012; Weng and McElroy, 2012). It has been highlighted by different authors (e.g. Raihan; 2012; Weng & McElroy, 2012) that there is a missing link between HRM practices and employee outcomes. Prominent researcher such as Raihan (2012) and Weng and McElroy (2012), indicated that the relationship HRM practices such as salary, performance appraisal, training & development and career growth and turnover intention could be mediated by organizational commitment.

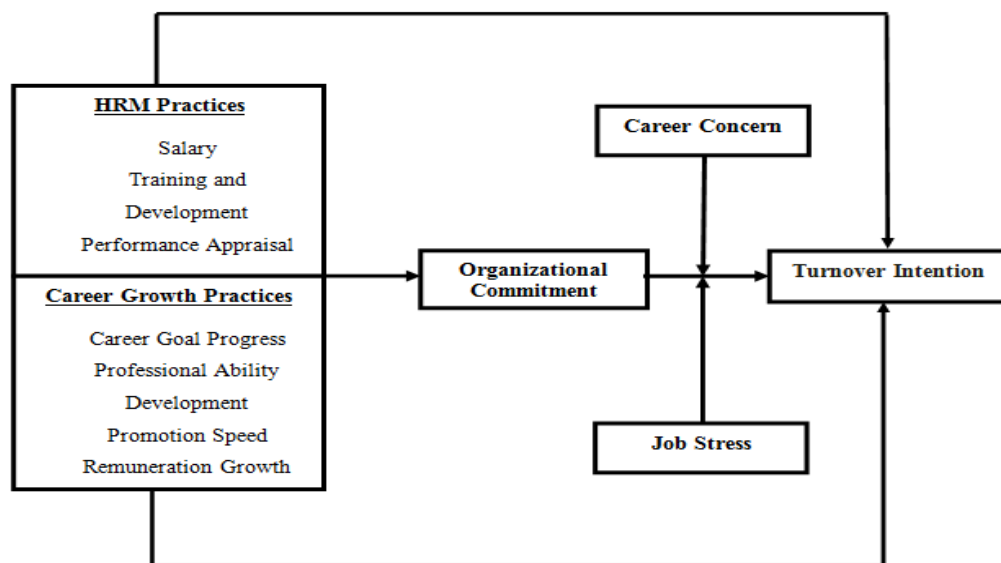
Researchers were previously focusing on studying direct relationship between HRM practices and turnover intention (Shaw et al., 2009). However, a more detailed review of the literature reveals a significant disagreement in their viewpoints and suggests that HRM practices are distal antecedents of employee turnover intentions (Jiang et al., 2012); while, organizational commitment is a proximal antecedent of their turnover intention (Griffeth et al., 2000). Hence, it is important to test the impact of the employee attitudes, e.g. organizational commitment, by which HRM practices usually impact on turnover intention.

As such fourth reason of conducting this study is that, due to inconsistent relationship between organizational commitment and turnover intention there is need to introduce job stress and career concern as moderating variables. For example, a study conducted by Martin and Roodt (2008), found that organizational commitment has a significant negative relationship with turnover intention, but the strength of the relationship is weak because job satisfaction has a strong influence on turnover intention as compare to organizational commitment. This finding is consistent with study conducted by Ovadge (2009), within the African context also reported that organizational commitment is less important as well as not the best indicator of turnover intention. Other than that, some studies found that organizational commitment had no significant effect on employee turnover intention, for example, Verhees (2012). Hence, according to Baron and Kenny (1986), when there is inconsistent or weak relationship between independent and dependent variable there is need to introduce moderator variable to clarify the relationship.

In past the majority of the studies has used job stress as a predictor with job satisfaction, employee performance, organizational citizenship behavior, job burnout, organizational commitment and turnover intention (Javed et al, 2014; Velnampy, 2013; Salman Asad Rana, 2012; Jamal & Ph, 2011; Michael, Court, & Petal, 2009). On the other hand, studies that introduced job stress as intervening with turnover intention are not many, some of them has been studied by Heponiemi et al. (2016), Imam and Shafique, (2014), Wong and Laschinger, (2015). Furthermore, they argued that those employees who encounter high levels of stress were not the best performer as well as less committed to their job and organization, which ultimately increase the level of employee turnover intention. The use of job stress as an intervening variable having an indirect effect, instead of direct effect was also supported by Heponiemi et al., (2016), who suggested a more marginal role of job stress in the withdrawal process.

Furthermore, studies that introduced career concern as m on the relationship between organizational commitment and turnover intention are not many; some of them are the study by Cohen (1991), Conway (2004) and Lin (2005), who found that the relationship between organizational commitment and turnover intention becomes weak by the inclusion of career concern as moderating variable. Hence, the findings of these studies might not be able to really capture the moderating effect of career concern on turnover intention.

Figure 1



Conceptual Framework

### 3. Methodology

The respondents for this study are full-time faculty members working at various private universities, mainly located in Punjab Pakistan. According to Educational Statistics of Pakistan (2013-14) report, there are 64 private universities established countrywide. However, only 18 private universities located in the Punjab were selected for the present study by employing cluster sampling technique as mentioned in Appendix A. There are about 7913 faculty members working as full-time in these 18 private universities, and represent the total population of the study. In determining an appropriate sample which could produce a reliable results for the study, Hair et al, (2011) suggested that good sample size for statistical analysis at least 10-20 times more than variables is needed.

#### 3.1 Measurement

The questionnaire used to measure all the study variables included in this study have been adapted from previous researchers with appropriate modification that is suitable for the sample. The survey questionnaires were consisting of mainly two components. First component comprised of several likert-type scale items, and the second component described the demographic information of the faculty members (the respondents) of this study. The likert scale has been employed to determine, how strongly, the respondents agrees or disagree with a particular statement (sekaran, 2003). The aim of a 7-point likert scale is to offer respondent's with more options/choice and to capture variability in a more better way with respect to their attitude's and feeling's (hinkin, 1995). To measure salary, 5- items scale by tessema and soeters (2006) was adapted; to measure training & development, 3- items scale by delery and doty (1996); performance appraisal is measured with the help of 3-items scale by chang (2005) was adapted; was adapted and to measure performance appraisal a 3-items scale by chang (2005) was adopted. For career growth (remuneration growth, promotion speed, professional development and career goal progress) a 15 items scale by weng and hu (2009) was employed; to measure organizational commitment a 6-items scale by gould, williams and davies (2005) was employed. In this study, faculty job stress has been defined as negative faculty response as a result from imbalance demand and resources, work overload, lack of recognition, inequitable distribution of rights and duties due to favoritism, inadequate funding related to research publication that affect their personal life. Job stress a 17-items scale by gmelch's (1986) was employed. Similarly, career concern was measured with 12-items scale by perrone et al. (2003) was adapted. Lastly, turnover intention has been measured with 5 items used by lumet al. (1998) and wayne et al. (1997).

#### 4. Results and Discussion

**Table 1: Construct Reliability, Cronbach's Alpha, Composite Reliability and AVE of all the Latent Variables**

Construct	Item	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Career Goal Progress (CGP)	CGP1	0.725	0.638	0.805	0.579
	CGP3	0.754			
	CGP4	0.801			
Professional Ability Development (PAD)	PAD3	0.928	0.819	0.917	0.847
	PAD4	0.913			
Promotion Speed (PS)	PS1	0.693	0.644	0.789	0.556
	PS2	0.703			
	PS3	0.833			
Remuneration Growth (RG)	RG1	0.874	0.740	0.885	0.793
	RG2	0.907			
Career Concern	CS1	0.747	0.873	0.898	0.527
	CS10	0.586			
	CS12	0.707			
	CS3	0.820			
	CS4	0.700			
	CS6	0.700			
	CS7	0.719			
	CS8	0.805			
Job Stress	JS10	0.762	0.886	0.903	0.511
	JS11	0.711			
	JS12	0.790			
	JS14	0.751			
	JS15	0.706			
	JS17	0.633			
	JS2	0.692			
	JS4	0.745			
	JS7	0.624			
Organizational Commitment	OC1	0.760	0.886	0.917	0.690
	OC3	0.838			
	OC4	0.883			
	OC5	0.871			
	OC6	0.794			
Performance appraisal	PA1	0.946	0.838	0.906	0.766
	PA2	0.715			
	PA3	0.945			
Salary	SA2	0.871	0.779	0.871	0.692
	SA3	0.777			
	SA4	0.845			
Training and development	TD1	0.771	0.633	0.803	0.576
	TD2	0.717			
	TD4	0.787			
Turnover intention	TI1	0.842	0.800	0.862	0.559
	TI2	0.645			
	TI3	0.792			

	TI4	0.673			
	TI5	0.767			

As for as this study concerned Table 1 indicates that all constructs have Cronbach's Alpha value more than 0.6. So this is the indication of all the variables in the study have good consistency. Furthermore, as shown in the Table 4.6 which is given above, all the constructs have high reliability and their average variance extracted (AVE) is greater than cut off point of 0.50 which is indication of reliability of the measurement model.

#### 4.1 Discriminant Validity

Farrell and Rudd (2009), defined discriminant validity as "the extent to which a particular latent variable is different from other latent variables". With respect to this study, discriminant validity was determined using AVE as proposed by Fornell and Larcker (1981). Discriminant validity was obtained by comparing the correlation between the latent variables with square root of AVE (Fornell and Larcker, 1981). According to the rule of thumb of Fornell and Larcker (1981), for evaluating discriminant validity recommends the use of average variance extracted with score of 0.50 or more. In line with recommendation of Fornell and Larcker (1981), the square root of AVE must be greater than the value of latent variables which indicates discriminant validity.

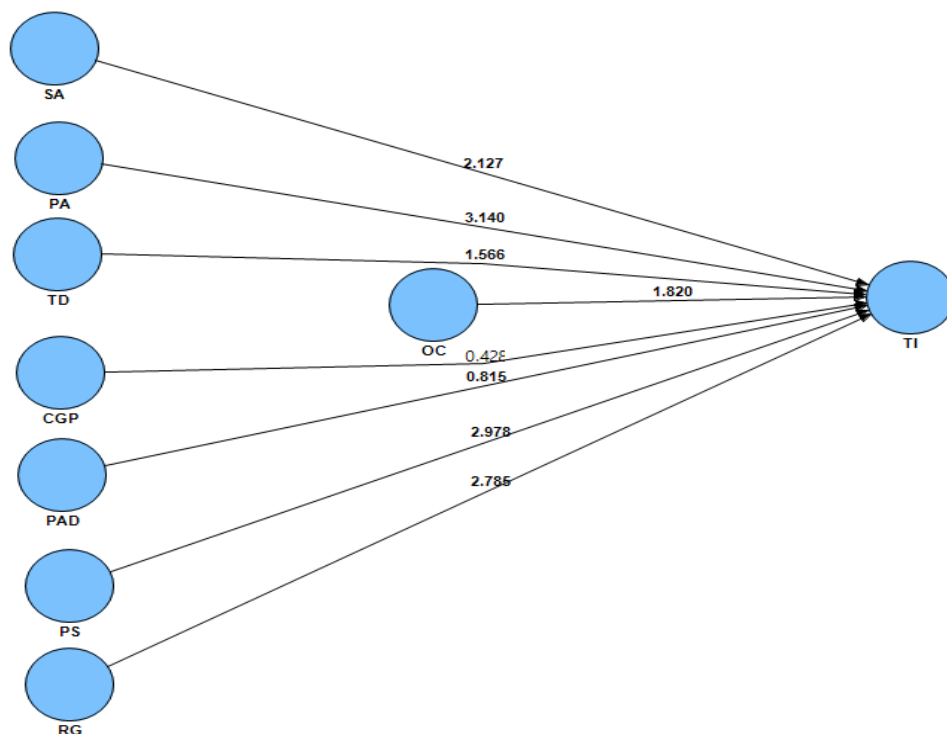
**Table 2: Discriminant Validity Matrix**

	<b>CGP</b>	<b>PAD</b>	<b>PS</b>	<b>RG</b>	<b>CS</b>	<b>JS</b>	<b>OC</b>	<b>PA</b>	<b>SA</b>	<b>TD</b>	<b>TI</b>
<b>CGP</b>	0.761										
<b>PAD</b>	0.527	0.920									
<b>PS</b>	0.498	0.644	0.746								
<b>RG</b>	0.639	0.332	0.345	0.891							
<b>CS</b>	0.341	0.415	0.376	0.247	0.726						
<b>JS</b>	-0.016	-0.104	-0.151	-0.028	-0.031	0.715					
<b>OC</b>	0.107	0.259	0.441	0.242	0.048	-0.137	0.830				
<b>PA</b>	0.168	0.225	0.161	0.149	0.212	-0.017	0.164	0.875			
<b>SA</b>	0.305	0.118	0.300	0.280	0.095	-0.009	0.238	0.164	0.832		
<b>TD</b>	-0.289	-0.227	-0.305	-0.337	-0.219	0.044	-0.198	-0.177	-0.538	0.759	
<b>TI</b>	-0.369	-0.388	-0.507	-0.412	-0.381	0.086	-0.360	-0.301	-0.365	0.368	0.748

Note: All the values shown in diagonal and bolded represent the square root of average whilst those of the diagonal represent latent variable correlations

#### 4.2 Structural Model

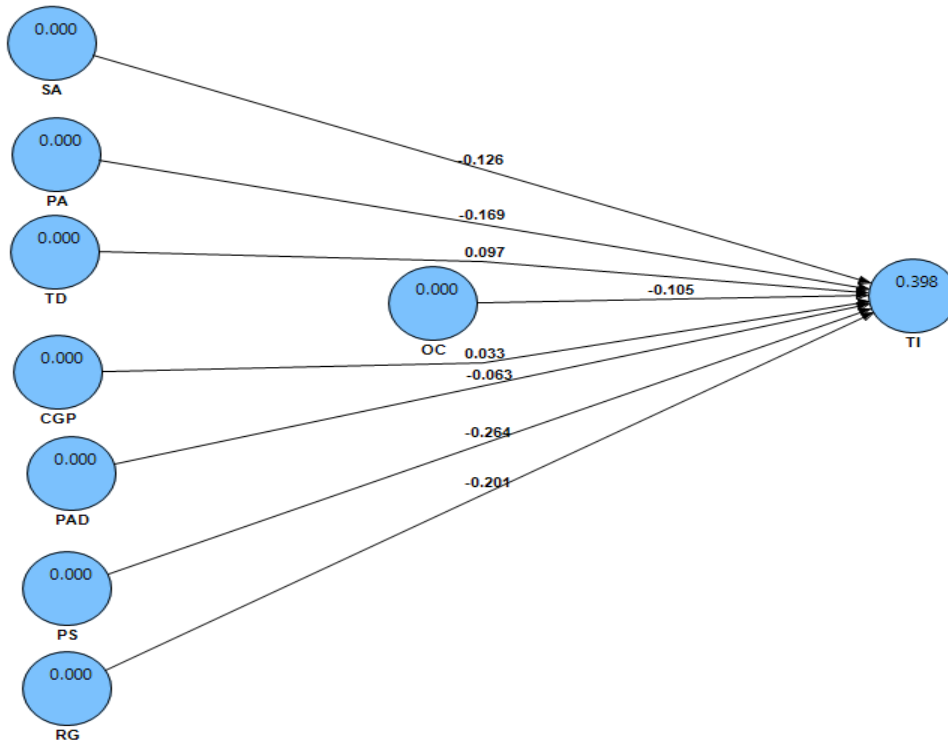
In this study there are three structural model which are direct relationship structural model, mediation structural model and structural model which includes moderating variables. Firstly, the basic purpose of this study is to focus on model evaluation with examination of direct relationships and secondly test the hypothesized relationships among the constructs through structural model. In this study eight (08) hypothesis which have direct relationships with turnover intention were tested, out of eight (08) five (05) were proven to be supported and three (3) were not supported. Figure 3 explains the direct effect of every latent variable on the dependent variable.

**Figure 2: Structural Model Direct Relationships (Turnover Intention) bootstrap****Table 3: Results of hypothesis testing (Direct effects with Turnover Intention)**

Hypothesized Path	Path coefficient	Standard Error (STERR)	T Value	P Value	Decision
CGP -> TI	0.033	0.078	0.428	0.334	Not supported
PAD -> TI	-0.063	0.077	0.815	0.208	Not supported
PS-> TI	-0.264	0.089	2.978	0.000	Supported
RG -> TI	-0.201	0.072	2.785	0.003	Supported
OC -> TI	-0.105	0.058	1.820	0.035	Supported
PA -> TI	-0.169	0.054	3.140	0.001	Supported
SA -> TI	-0.126	0.059	2.127	0.017	Supported
TD -> TI	0.097	0.062	1.566	0.059	Not supported

The Table 3 illustrate that all the hypothesis that were supported and accepted have p-value that is not greater than 0.05 and the hypothesis which are rejected have p-value greater than 0.05. Figure 3 was fully explained in Table 4 which shows the effect of all constructs on dependent variable turnover intention. The R square value which derived from the output of PLS shows that all the constructs put together have tendency of influencing 40% of the changes independent variable.

**Figure 3: Structural Model Direct Relationships (Turnover Intention) Algorithm**



**4.3 Direct Relationships with Organizational Commitment**

Direct measurement of structural model has Figure 4 which showing the path coefficients, standard error, t value. These values confirmed that direct hypothesis of all exogenous variables with organizational commitment as mediating variable was supported or not. In present study for calculation of t value bootstrapping method has been used in line with recommendation of Hair et al. (2013), be sure that model parameter has empirical sampling distribution and standard of deviation of distribution.

At the outset, Hypothesis 6 predicted that salary is positive related to organizational commitment. Results (Figure, 4 and Table 5) demonstrate a significant positive relationship between salary and organizational commitment ( $\beta= 0.106, t= 1.66$ ) supporting. Hypothesis 7 predicted that training and development is positive related to organizational commitment. Results (Figure, 4 and Table 6) demonstrate an insignificant positive relationship between training and development and organizational commitment ( $\beta= 0.021, t= 0.327$ ) not supporting. Hypothesis 8 predicted that performance appraisal is positive related to organizational commitment. Results (Figure, 4 and Table 6) demonstrate a significant positive relationship between performance appraisal and organizational commitment ( $\beta= 0.087, t= 1.77$ ) supporting.

Regarding the career growth on organizational commitment result (Figure, 4 and Table 5) indicated that career growth has significant positive relationship with organizational commitment because under four dimensions of career growth, three dimensions are supported named as career goal progress, performance speed and remuneration growth and one is insignificant names as professional ability development(Hypothesis 9) supported.

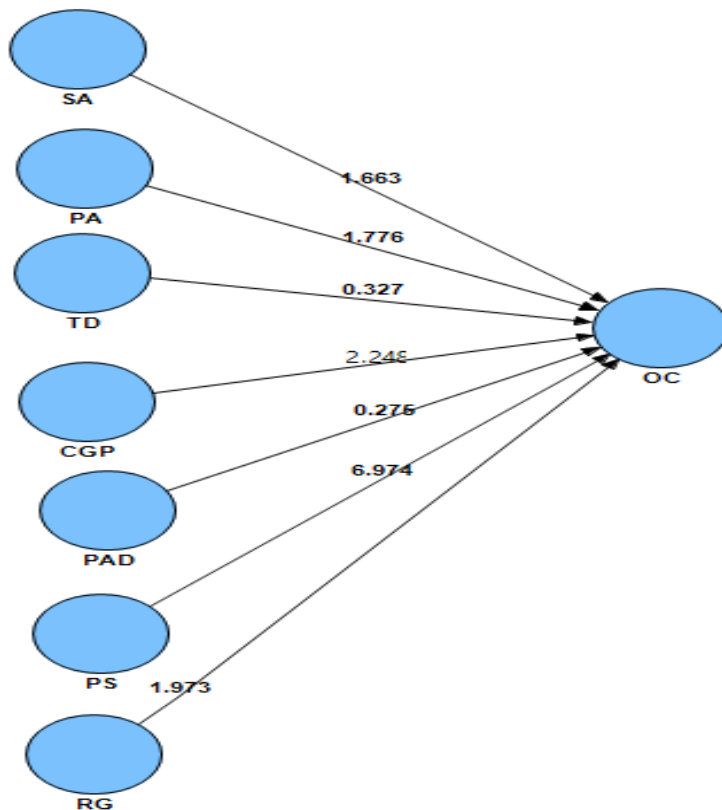
**Table 5: Results of hypothesis testing (Direct effects with organizational commitment)**

Hypothesized Path	Path coefficient	Standard Error (STERR)	T Value	Findings
CGP -> OC	0.257	0.114	2.248	Supported
PAD -> OC	0.019	0.071	0.275	Not supported
PS -> OC	0.463	0.066	6.974	Supported
RG -> OC	0.186	0.094	1.973	Supported
PA -> OC	0.089	0.050	1.776	Supported
SA -> OC	0.106	0.064	1.663	Supported
TD -> OC	0.021	0.063	0.327	Not supported



The Table 7 illustrate that all the hypothesis that were supported and accepted have p-value that is not greater than 0.05 and the hypothesis which are rejected have p-value greater than 0.05. Figure 4 was fully explained in Table 5 which shows the direct effect of all constructs on organizational commitment.

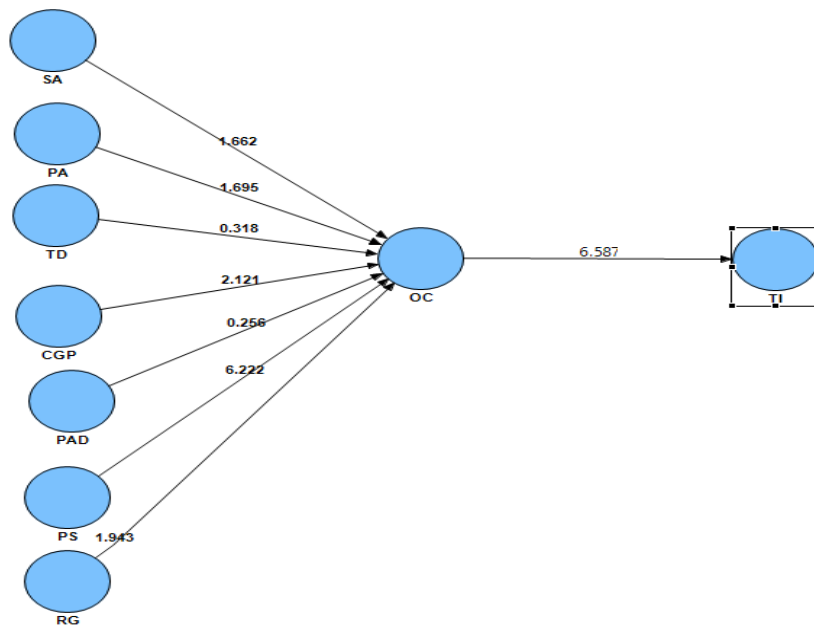
**Figure 5: Structural Model Direct Relationship (Organizational Commitment)**



#### 4.4 Structural Model with Mediation

According Hair et al. (2013), mediation test was done mainly to know whatever mediating variable enhance the impact of independent variable to the dependent variable. There are several techniques that have been used for mediation test such as baron and kenny (e.g. Baron & Kenny, 1986), sobel test (e.g. Sobel, 1982) and bootstrapping (e.g. Preacher & Hayes, 2004; Hayes, 2009). So, as for current study point of view, re-sampling mediation technique (bootstrapping) was used by researcher to test the indirect effect of each potential variable. In this study this method is done by first of all determining the path coefficients by running PLS algorithm, secondly run the bootstrapping to get the t-values to determine if the direct relationships between independent variables and dependent variable before testing the mediation effect. After this procedure two different links were established such as a represents the path of independent variable to mediator variable, b represents the second link among the mediator variable to dependent variable. After that standard error for the product  $a*b$  was calculated to determine the p-value among the product  $a*b$ . Current study tested the effect of mediating variable with SmartPLS 2.0 M3 (Ringle et al., 2005) using the bootstrapping with resample of 500 and model displayed the t-values.

**Figure 6: The Indirect Effect of OC**



After getting the 500 bootstrap direct effects, next researcher were created bootstrap indirect effects by taking the product of each indirect effect. Such as  $a_1*b$ ,  $a_2*b$ ,  $a_3*b$ ,  $a_4*b$ . Such as  $a_1*b$ ,  $a_2*b$ ,  $a_3*b$ ,  $a_4*b$ ,  $a_5*b$ ,  $a_6*b$  and  $a_7*b$ . Next the t-values were calculated by using formula which is given below by Hayes and Preacher (2010) as cited in Ramaya (2011).

$$t = a*b/Stdev$$

From the structural model assessment of this study, it was found that out of all study variables includes in the structural model only performance appraisal and three dimension of career growth names as career goal progress, promotion speed and remuneration growth were significantly related to organizational commitment and turnover intention.

The Table 6 shows the result of mediation effect of organizational commitment on the relationships between independent variable and dependent variable.

**Table 6**

NO	CGP > OC > TI	PAD > OC > TI	PS > OC > TI	RG > OC > TI	SA > OC > TI	PA > OC > TI	TD > OC > TI
<b>a*b</b>	0.055	-0.008	-0.064	-0.037	-0.011	-0.02	0.008
<b>STDVA</b>	0.020	0.008	0.029	0.015	0.007	0.01	0.008
<b>T-Value</b>	2.71	0.99	2.19	2.41	1.52	1.95	0.968
<b>P-Value</b>	0.003	0.162	0.014	0.008	0.065	0.026	0.167

Table 9 shows the results of mediation of organizational commitment (OC) indicating a t-value of 1.52 for salary (SA); 1.95 for performance appraisal (PA) and 0.968 for training and development (TD). Furthermore, under four dimension of career growth three dimension are shows mediation such as career goal progress with (t-value = 2.71), promotion speed with (t-value = 2.19) and remuneration growth with (t-value = 2.41) except one (1) dimension is insignificant named as professional ability development with (t-value = .099) with turnover intention

In that regard, four variables indicate partial mediation out of seven such as career goal progress with t-value of 2.71, promotion speed with t-value of 2.19, remuneration growth with t-value 2.41, performance appraisal (PA) with t-value of 1.95, which indicates partial mediation and significant except Salary (SA) and training & development (TD) which become insignificant and week after including organizational commitment as mediator with turnover intention.

**Table 7: Mediator Hypothesis Testing**

Hypothesized Path	Path coefficient	Standard Error (STERR)	T Value	Decision
CGP > OC > TI	0.055	0.020	2.71	SUPPORTED
PAD > OC > TI	-0.008	0.008	0.99	NOT SUPPORTED
PS > OC > TI	-0.064	0.029	2.19	SUPPORTED
RG > OC > TI	-0.037	0.015	2.41	SUPPORTED
SA > OC > TI	-0.011	0.007	1.52	NOT SUPPORTED
PA > OC > TI	-0.020	0.010	1.95	SUPPORTED
TD > OC > TI	0.007781	0.00804	0.96	NOT SUPPORTED

#### 4.5 Structural Model with Moderator

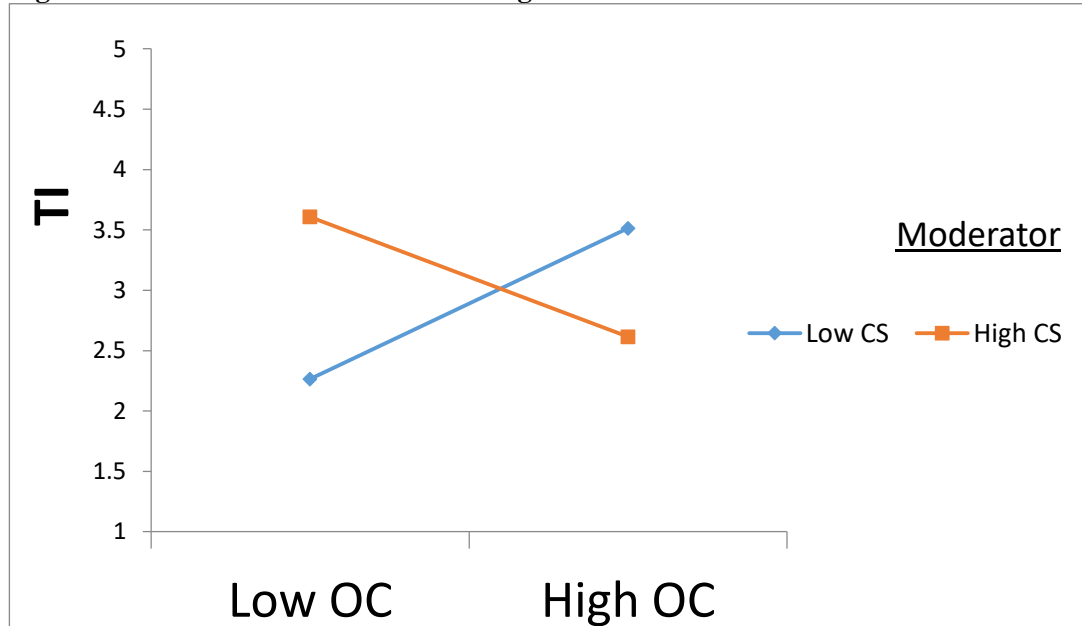
With regard to this study introducing the level of job stress and career concern perceived by the survey respondents in SmartPLS 2.0 M3 needs to establish a direct relationship between moderating variable (career concern and job stress) and the outcome variable (turnover intention). Due to this reason both the moderating effect as well as the direct effect will be calculated in order to improve the research. To calculate the moderating effect the researcher run PLS algorithm to obtain the beta coefficients values which are -0.477 for the career concern (CS) related to organizational commitment and turnover intention, while 0.057 for the job stress related to organizational commitment and turnover intention respectively. However, to obtain the t-values the researcher run bootstrapping, after bootstrapping the results in Table 11 deals with the moderating effect of career concern and job stress in predicting the employee turnover intention. The results shown in Table 8 did not support hypothesis 14, which demonstrate that job stress moderates the relationship between organizational commitment and turnover intention ( $\beta = 0.057$ ,  $T = 1.49$ ,  $p\text{-value} > 0.05$ ). Moreover, hypothesis 15, which suggested that career concern moderates the relationship between organizational commitment and turnover intention ( $\beta = -0.477$ ,  $T = 2.43$ ,  $p\text{-value} < 0.05$ ). Therefore, hypothesis 15 was supported.

**Table 8: Moderator Hypothesis Testing**

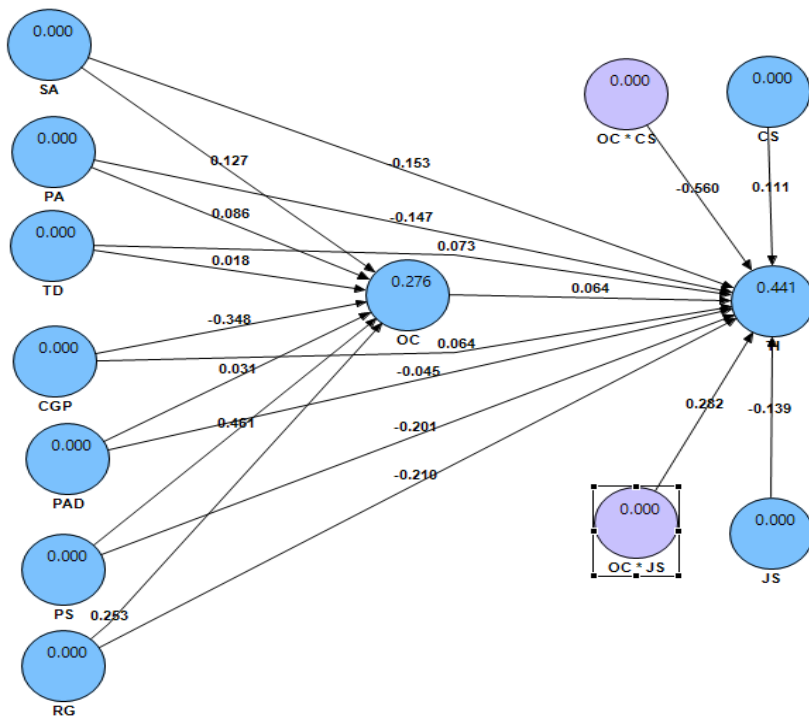
NO	Hypothesized Path	Path coefficient	Standard Error (STERR)	T Value	Decision
1	OC * CS -> TI	-0.477	0.230	2.432	Supported
2	OC * JS -> TI	0.057	0.188979	1.494719	Not Supported

Information from the path coefficients was utilized to plot the moderating effect of career concern on the relationship between organizational commitment and turnover intention, by following the techniques suggested by Aiken and West (1991), Sharma et al. (1981), Dawson, (2014). Figure 7 indicates that the relationship between organizational commitment and turnover intention is weak for individuals with high career concern than it is for individuals with low career concern. In line with previous argument high career concern high turnover intention then employees with lower career concern, no matter if they are highly committed with organization or not.

**Figure 7: Plot the interaction between organizational commitment and career concern on turnover intention**



**Figure 8: Structural Model with moderating variables**



located in East Africa.

**5. Discussion**

**5.1 Implication of the Study**

The finding of this research provide several practical implication for human resource practitioner and managers (e.g. Head of department or director) about some of the HRM practices (e.g. salary and performance appraisal) and career growth practices (career goal progress, remuneration growth and promotion speed) which are vital to increase the organizational commitment of employees which eventually leads to reduce the employee’s intention to leave the organization. As such these help the management of private universities in managing their human resource development programs as well as career development programs for accommodating the employee’s career needs and also provide career growth opportunities to satisfy their expectations towards high performing employees to reduce the turnover intention.

It is evident from the findings of this research that private universities concerned with employee turnover issue need to provide supportive human resource practices and career management practices pertaining to salary, performance appraisal, career goal progress, remuneration growth and promotion speed were found to have impact on employee organizational commitment and turnover intention. Therefore, private universities should also give more attention to the way salary is distributed and evaluated by making sure that salary level is appropriate with job and fairly distributed. A good salary system will not only reduce employee turnover intention, but also encourage the organizational commitment of employees. With regard to performance appraisal, the findings of current study suggest that management of private universities need to focus on effective and fair performance evaluation system to evaluate the job performance of their employees. This effective performance management will able to encourage employee commitment with organization and reduced their intention to leave the organization. Similarly, with regard to career growth, the findings of this research practically suggest that management of private universities need to focus on career development programs. Conversely, the study findings in relation to career growth opportunities may assure that private universities need to provide career options to employees and also provide equal chance for promotion, remuneration growth according to their knowledge, skill and ability. As such, employees who expect progress and growth in their career will ultimately committed with organization and stay longer with same organization.

## 5.2 Limitation and Future Direction

After interpretation of study findings, several limitations need to be considered in assessing the reported outcomes. The limitations of this study, at the same time, also uncover a number of potential areas for future researchers which are briefly discussed here.

Firstly, the research design used in this study was a survey questionnaire research design that employed the cross-sectional data, which was gathered at a particular point of time to test the hypotheses. Future study may look into longitudinal study in order to expand the research finding. In addition, this study has not considered any other institutions like polytechnics colleges, public/ government universities as well as college of health technology, which are also the part of higher educational institution of Pakistan.

Secondly, this study has grabbed the views of respondents in one aspect and only at that particular time from Private Universities of Pakistan, so maybe it would be more appropriate and balanced, if these views would also be taken from government universities of Pakistan.

Thirdly, this study is quantitative in nature and researcher relied on the questionnaire data only for statistical analysis. On the other hand, for future research, qualitative or mixed mode method on turnover intention can be used for further investigation in the context of Pakistan. So, future researchers can emphasis on both methods to understand employee turnover behavior.

Fourthly, this study is based on the data of self-reported questionnaire; hence, the probability of a common method variance might exist because all of the variables have been measured, by using a 'single survey instrument'. In accordance to Avolio et al. (1991) the common method variance is more inconvenient in analyzing the relationships between the attitudinal or psychological data obtained from the single respondent at a particular or one point of time. In this study, the data of both independent and dependent variables are perceptions based. That's why, the future research would include a method, which can decrease the common method variance for example, instead of using a perceptions based data, and the objective measures should be used.

Lastly, although this research found that career concern plays an important role in moderating the relationship between organizational commitment and turnover intention, the picture is still vague. In addition, another moderating and mediating variable between the relationship of career growth and turnover intention For example, goal progress and ability development may be more predictive for persons high on learning goals (or intrinsic motivation), whereas promotion speed and remuneration growth may be more predictive for persons high on performance goals (or extrinsic motivation) should be recommended for future research.

## 6. Conclusion

This study has contributed empirically to a number of recognized relationships between the variables, which has been tested both directly and indirectly in order to provide answers of the research questions and to accomplish the related research objectives given in the current study.

However, the findings of this research suggested that to manage turnover intention amongst employees,

organizations must focus on improving their human resource development and career management practices especially salary, performance appraisal, career goal progress, promotion speed and remuneration growth aspect of career growth. These practices are important to enhance employee commitment to the organization which in turn will reduce turnover intention. In addition, organization must realize that the impact of organizational commitment in reducing turnover intention is weak whenever the employees are highly concerned about their own career. Hence, employee career should also be the concern of the organization.

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