

MEDIATING EFFECTS OF ORGANIZATIONAL COMMITMENT
AND PERCEIVED ORGANIZATIONAL SUPPORT ON HRM
PRACTICES AND TURNOVER INTENTION: A STUDY OF
PRIVATE UNIVERSITIES IN BANGLADESH



JOARDER MOHD HASANUR RAIHAN

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
FEBRUARY 2012

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TURNOVER INTENTION: A STUDY OF PRIVATE UNIVERSITIES IN
BANGLADESH

By

JOARDER MOHD HASANUR RAIHAN

Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia,

in Fulfillment of the Requirements for the Degree of Doctor of Philosophy



Kolej Perniagaan
(College of Business)
Universiti Utara Malaysia

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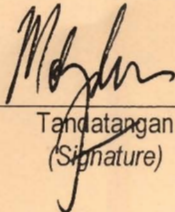
Tarikh: **11 April 2011**
(Date)

Nama Pelajar
(Name of Student) : Joarder Mohd Hasanur Raihan

Tajuk Tesis
(Title of the Thesis) : Mediating Effects of Organizational Support on HRM Practices and
Turnover Intention: A Study of Private Universities in Bangladesh

Program Pengajian
(Programme of Study) : Doctor of Philosophy (PhD)

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ABSTRAK

Kadar perberhentian pekerja yang berlebihan akan merugikan mana-mana organisasi. Kadar perberhentian kakitangan akademik yang tinggi terutama di universiti swasta telah menjadi salah satu masalah yang mendesak bagi institusi pengajian tinggi (IPT) di Bangladesh. Tujuan utama kajian ini adalah untuk menentukan secara empirikal amalan-amalan pengurusan sumber manusia (HRM) yang mempengaruhi hasrat berhenti yang signifikan di kalangan kakitangan akademik di universiti swasta (IPTS) di Bangladesh. Kajian lampau telah menyatakan bahawa persepsi positif tentang amalan HRM organisasi menyebabkan komitmen organisasi (OC) dan tanggapan sokongan organisasi (POS) meningkat dan ini kemudiannya mempengaruhi hasrat perilaku pekerja. Kajian ini pula telah meninjau peranan mediasi OC dan POS terhadap hubungan di antara amalan HRM dan hasrat berhenti kakitangan akademik. Kajian ini telah menggunakan kaedah tinjauan kaji selidik. Penyelidik telah mengumpul data untuk membuat analisis statistik untuk menguji hipotesis hubungan di antara pemboleh ubah-pemboleh ubah kajian. Tinjauan tersebut telah merangkumi pelbagai teknik statistik seperti analisis faktor, analisis korelasi, analisis regresi berganda dan analisis regresi berganda secara hirarki untuk menganalisis data. Keputusan kajian telah memberi sokongan umum terhadap hipotesis yang dibentuk. Keputusan kajian menunjukkan bahawa faktor jantina dan usia (iaitu pemboleh ubah kawalan) telah mempengaruhi hasrat berhenti kakitangan akademik secara signifikan dan positif. Di antara enam pemboleh ubah bebas dalam kajian ini, didapati bahawa faktor keselamatan kerja kakitangan akademik, ganjaran mereka dan sokongan penyelia mereka adalah signifikan dan berkait secara negatif dengan hasrat berhenti mereka. Selain itu, hasil tinjauan ini juga mendapati bahawa komitmen afektif, komitmen berterusan dan tanggapan sokongan organisasi berkait secara signifikan dan negative dengan hasrat berhenti kakitangan akademik berkenaan. Selanjutnya, hasil analisis regresi berganda secara hirarki juga menunjukkan bahawa komitmen afektif, komitmen berterusan dan tanggapan sokongan organisasi memainkan peranan mediasi di antara amalan HRM dan hasrat berhenti kakitangan akademik tersebut. Secara khususnya, komitmen afektif, dan komitmen keberlangsungan didapati memainkan peranan mediasi yang sedikit dalam hubungan di antara ganjaran kakitangan akademik, sokongan penyelia mereka dan hasrat mereka untuk berhenti, sedangkan komitmen afektif mempunyai peranan mediasi sepenuhnya terhadap keselamatan pekerjaan dan hasrat mereka berhenti. Sebaliknya, tanggapan sokongan organisasi memberi mediasi sepenuhnya terhadap hubungan antara amalan HRM dan hasrat berhenti kakitangan akademik. Hubungan empirikal di antara amalan HRM, komitmen organisasi, tanggapan sokongan organisasi dan hasrat berhenti kakitangan akademik menunjukkan bahawa adalah bermanfaat bagi pengurusan universiti swasta (IPTS) agar memperbaiki situasi di mana berlakunya perberhentian yang serius.

Katakunci: amalan HRM, Bangladesh, kadar lantikhenti pensyarah, komitmen organisasi, tanggapan sokongan organisasi, universiti swasta.

ABSTRACT

Excessive employee turnover is detrimental to any organization. High rate of faculty turnover especially in the private universities has become one of the most pressing issues for higher educational institutions in Bangladesh. The main objective of this study was to empirically determine the significant human resource management (HRM) practices that influence the faculty turnover intention in the said context. Earlier study had suggested that employees' positive perceptions of organizational human resource practices could lead to increased organizational commitment (OC) and perceived organizational support (POS), which in turn could negatively influence employees' behavioral intention. The present study had explored the mediating role of OC and POS on the relationship between some HRM practices and faculty turnover intention. The study employed the survey method approach. The researcher had collected the survey data for statistical analysis to test the hypothesized relationships between the variables which were studied. The study had used a number of different statistical techniques such as factor analysis, correlation analysis, multiple regressions and hierarchical multiple regression for analyzing the data. The results of the study had provided the general support for the hypotheses. They revealed that gender and age were among the variables that had significantly and positively influenced the faculty turnover intention. Among the six independent variables, faculty job security, faculty compensation and faculty supervisory support were found to be significantly and negatively related to faculty turnover intention. In addition, they also confirmed that affective commitment, continuance commitment and perceived organizational support were significantly and negatively related to the faculty turnover intention. Furthermore, the results of the hierarchical multiple regression analyses also indicated that affective commitment, continuance commitment and perceived organizational support mediate the relationship between HRM practices and faculty turnover intention. Specifically, affective and continuance commitment partially mediate the relationship between faculty compensation, faculty supervisory support and faculty turnover intention relationship, while affective commitment fully mediates the faculty job security and faculty turnover intention relationship. Perceived organizational support fully mediates the relationship between HRM practices and faculty turnover intention. The empirical relationships between HRM practices, organizational commitment, perceived organizational support and faculty turnover intention suggested that it would be beneficial to the management of private universities to improve faculty turnover situation. Besides that, the contributions, the limitations and implications of the study were also discussed.

Keywords: HRM practices, organizational commitment, perceived organizational support, faculty turnover intention, private universities, Bangladesh

ACKNOWLEDGEMENT

In the name of Almighty Allah, the Most Merciful and the Most Gracious, Praise and peace be upon His beloved our Prophet Muhammad (PBH), his family and his companions from whom and by the will of God, we escape darkness into enlightenment. It is well known that a PhD thesis cannot be written without the intellectual and motivating help of other scholars. I am greatly indebted to so many wonderful people for their contributions and spontaneous assistance in so many ways in completing this thesis.

First, I would like to thank my supervisor professor Dr. Mohmad Yazam Sharif for providing invaluable guidance in the process of conducting and writing this thesis. This research has benefited greatly from the comments and expertise of my supervisor. In fact, without his advice and constructive criticisms this thesis would never have been written. Many other scholars who have contributed directly or indirectly deserve my thanks of which only a few can be mentioned here. First of all, I am grateful to Dr. Chandrakantan Subramaniam who had shown the path in data analysis. I am also grateful to Dr. Faridahwati and Dr. Faizuniah Pangil for their assistance during the early stage of this study.

A special dedication to my wife Sigma Tasmin, my lovely daughters Rushnan and Rubaba for their sacrifices, and thank you all for your constant moral support and encouragement throughout the period of the study. My love and appreciation is extended to my dearest mother, brothers, and sister for their whole-hearted moral support. At last but not least, I also thank to Mr. Abu Saleh Md. Nuruzzaman (Munna) and Mrs. Shamaruk Tasmin for their financial assistance for this study.

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
HRM Practices	Human Resource Management Practices
POS	Perceived Organizational Support
OC	Organizational Commitment
AC	Affective Commitment
CC	Continuance Commitment
TI	Turnover Intention
COMP	Compensation
JS	Job Security
AUTO	Job Autonomy
WC	Working Conditions
PO	Promotion Opportunity
PA	Performance Appraisal
T & D	Training & Development
SS	Supervisory Support
PCA	Principal Factor Analysis
SET	Social exchange Theory
OST	Organizational Support Theory
TVE	Total Variance Explained
RCM	Rotated Component Matrix
DMA	Dhaka Metropolitan Area
PU	Private University
UGC	University Grants Commission

CHAPTER ONE

INTRODUCTION

1.1. Introduction

In describing the importance of turnover intention study Dalessio, Silverman, and Schuck (1986) have pointed out as:

More attention should be given to the direct and indirect influences of variables on intention to quit as opposed to the actual act of turnover. From the employer's standpoint, intention to quit may be a more important variable than the actual act of turnover. If the precursors to intention to quit are better understood, the employer could possibly institute changes to affect this intention. However, once an employee has quit, there is little the employer can do except assume the expense of hiring and training another employee (p. 261).

The above statements have clearly described the importance of turnover intention in the field of turnover study. Employee turnover is a serious issue for many organizations around the globe. In fact, the study of turnover intention has been a major concern for organization's management for many years (Chen, Lin, & Lien, 2010). Indeed, it is a major problem for the organizations in today's changing business environment (Shahzad, Rehman, Shad, Gul, & Khan, 2011). Recently, the study of Ahmad and Omar (2010) identified the turnover phenomenon as a persistent problem for the organizations. However, retention of valuable and skilled employees is extremely important to employers as those employees are regarded as essential to an organization's performance and success (Mayfield & Mayfield, 2008). On the other hand, employee turnover increases the possibility of losing excellent employees (Chang & Chang, 2008). The departure of employees is often unexpected and self-

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