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**THE RELATIONSHIP BETWEEN HUMAN RESOURCE
MANAGEMENT PRACTICES, ORGANIZATIONAL
COMMITMENT, CAREER CONCERN, JOB STRESS AND
TURNOVER INTENTION**



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UUM

Universiti Utara Malaysia

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TURNOVER INTENTION**



UUM

By

Universiti Utara Malaysia

MUHAMMAD SHAHID NAWAZ

**Thesis Submitted to
School of Business Management
In Fulfillment of the Requirement for the Degree of
Doctor of Philosophy
University Utara Malaysia**

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Abstract

Any academic institution cannot survive and perform well without competent and committed academic staff. Therefore, it is important to address the issue of faculty turnover. It has been argued that faculty dissatisfaction with existing human resource practices such as no provision of equitable salary, performance appraisal, training and development, job stress and lack of career growth practices could lead to turnover. Hence, the focus of this study is to investigate the relationship between human resource practices, focusing specifically on examining the effect of salary, performance appraisal, training and development, and career growth (career goal progress, professional ability development, promotion speed, and remuneration growth) and employee's turnover intention. This study also investigates the mediating role of organizational commitment on these relationships, as well as the moderating role of career concern and job stress on the relationships between organizational commitment and turnover intention. Using a cross sectional survey technique, this study gathers data from a sample of 270 full time faculty members of private 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 appraisal 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. Nonetheless, with regard to mediated relationships, it was found that organizational commitment mediates the relationships between performance appraisal as well three dimensions of career growth (career goal progress, promotion speed, remuneration growth) and turnover intention. The results verify that these relationships are mediated by organizational commitment except salary. Nevertheless, the results also show that career concern plays an important role in moderating the relationship between organizational commitment and turnover intention. This finding suggests that to reduce turnover intention amongst employees, organizations must realize that the impact of organizational commitment in reducing turnover intention is enhanced whenever the employees are concerned about their career growth. Hence, employees' career development should also be the concern of organizations.

Keywords: salary, performance appraisal, training & development, career growth, organizational commitment, job stress, career concern, turnover intention.

Abstrak

Mana-mana institusi akademik tidak boleh hidup dan berprestasi dengan baik tanpa kakitangan akademik yang berwibawa dan komited. Oleh itu, adalah penting isu lantikhenti fakulti diambil perhatian. Banyak hujah telah menekankan bahawa isu berkaitan rasa tidak puas hati dengan amalan sumber manusia yang sedia ada seperti tiada peruntukan gaji yang saksama, penilaian prestasi, latihan dan pembangunan, tekanan kerja dan kekurangan amalan pertumbuhan kerjaya adalah penyebab kepada lantikhenti. Oleh itu, fokus kajian ini adalah untuk mengkaji hubungan antara faktor pembangunan sumber manusia, dengan tumpuan khusus terhadap kesan gaji, penilaian prestasi, latihan dan pembangunan, pertumbuhan kerjaya (kemajuan matlamat kerjaya, pembangunan keupayaan professional, kecepatan promosi, dan peningkatan imbuhan) dan niat lantikhenti pekerja. Kajian ini juga menyiasat peranan perantara komitmen organisasi pada hubungan ini, serta peranan perantara kebimbangan kerjaya dan tekanan kerja pada hubungan antara komitmen organisasi dan niat lantikhenti. Dengan menggunakan teknik kajian keratan rentas, kajian ini mengumpulkan data daripada sampel yang terdiri daripada 270 ahli fakulti sepenuh masa universiti swasta di Pakistan. Permodelan *Partial Least Square* (PLS) dua tahap digunakan untuk menguji hipotesis langsung dan tidak langsung. Keputusan menunjukkan bahawa gaji dan penilaian prestasi berkait secara negatif dan signifikan dengan niat lantikhenti. Selain itu, didapati bahawa daripada empat dimensi peningkatan kerjaya, hanya kecepatan promosi dan peningkatan imbuhan mempunyai hubungan langsung yang signifikan dengan niat lantikhenti. Namun begitu, dengan mengambil kira pengantaraan hubungan, didapati komitmen organisasi menjadi pengantara dalam hubungan antara penilaian prestasi serta tiga dimensi peningkatan kerjaya (matlamat kemajuan kerjaya, cepatnya promosi, peningkatan imbuhan) dan niat lantikhenti. Keputusan mengesahkan bahawa hubungan-hubungan ini dapat dikaitkan dengan komitmen organisasi kecuali gaji. Walau bagaimanapun, keputusan juga menunjukkan bahawa kebimbangan kerjaya memainkan peranan yang penting dalam mengantarakan hubungan antara komitmen organisasi dan niat lantikhenti. Penemuan ini menunjukkan bahawa untuk mengurangkan niat lantikhenti dalam kalangan kakitangan, organisasi perlu sedar bahawa kesan komitmen organisasi dalam mengurangkan niat lantikhenti meningkat apabila pekerja mengambil berat tentang pertumbuhan kerjaya mereka. Oleh itu, pembangunan kerjaya pekerja juga harus menjadi keutamaan organisasi.

Kata kunci: gaji, penilaian prestasi, latihan dan pembangunan, pertumbuhan kerjaya, komitmen organisasi, tekanan kerja, kebimbangan kerjaya, niat lantikhenti

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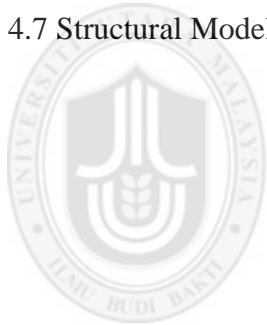
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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CG	Career Growth
CGP	Career Goal Progress
EM	Expectations Maximization algorithm
HRM	Human Resource Management
HEC	Higher Education Commission
JS	Job Stress
OC	Organizational Commitment
PA	Performance Appraisal
PAD	Professional Ability Development
PLS	Partial Least Square
PS	Promotion Speed
RG	Remuneration Growth
SA	Salary
SEM	Structural Equation Modeling
TD	Training & Development
TI	Turnover Intention

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Conference and Journal Publication

Based on this thesis, following work has been presented/ published and submitted in the respective International Journal and Conference.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

In today's world of increasing competition and financial performance of the organizations, employee turnover remained significant focus of attention by researchers especially in institutions of higher education. However, in finding solution for such problem, there is the necessity to investigate the most important and valid factors which are influencing the employee turnover intention behavior in their organization. The main objective of this chapter is to clearly highlight the background information concerning with this study. Initially, this chapter will explain the overall structure of background information on the particular issues. Afterward, the problems which direct to the need for the present research are illuminated that being followed by the research questions, the research objectives, significance and scope of the study. To summarize the discussion, finally, the organization of the thesis studied in depth.

1.1 Background of the Study

In the time of globalization, turnover is a major problem in organizations. Due to employee turnover organizations face two kinds of cost. First is direct cost which include recruitment, selection, placement, loss of time-worked and the second one is indirect cost which includes a reduction of organizational performance. Today, a significant number of employees are switching their current jobs for better opportunities because the market

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