

High Performance Work Practice (HPWP) and Employee Turnover Intention in South Asian Countries

¹Mohammad Rabiul Basher Rubel and ²Daisy Kee Mui Hung

¹School of Management, University of Sains Malaysia, Penang, 11800 Minden Penang, Malaysia

²School of Psychology, Social Work and Social Policy, University of South Australia, Adelaide, Australia

Abstract: This study, explores on how the HRM practices as a bundle has a significant impact on employees' intent to quit. Researchers identify 6 critical HRM practices that can affect employees' turnover intention. These emerged practices are staffing, training and development, performance appraisal, compensation, career development opportunity and employment security. Researchers introduce a framework of High Performance Work Practices (HPWPs) including these 6 HRM practices for South Asian countries drawing on past literature to help redefine the dimensions of HPWPs. Moreover, this study focuses on employment security which is less emphasized in Western countries but more imperative for South Asian context. Researchers conclude with implications for theory and research guided by an expanded definition of HPWPs that affect the withdrawal intention of the employees.

Key words: Human resource management, High Performance Work Practices (HPWPs), turnover intention, employees, South Asian countries

INTRODUCTION

Employee turnover is a global phenomenon. Despite of global studies on turnover (Budhwar *et al.*, 2009; Babajide, 2010) and turnover intention (Chang, 1996; Rahman *et al.*, 2008a), they remain a pervasive problem across much of the globe. This problem has captured the attention of organizational practitioners in Asian countries (Khatri *et al.*, 2001; Yalabik *et al.*, 2008). In 2013, the Asia-Pacific region experience highest employee turnover in the world (Kaur, 2013). Employee turnover is rampant in South Asian countries as well. Shamsuzzoha and Shumon (2007), report that average employee turnover in both Bangladesh public and private sector are about 9 and 27%, respectively. Kaur (2013) reveals that employee turnover rate in Indian is 26.9% in most of the industries and this rate is 50% or more in IT industries. This situation is also found in other South Asian countries, like in Pakistan, it is >15% and in Maldives 16%. India is the top in employee turnover rate in world as well as among all the South Asian countries (Kaur, 2013).

The excessive costs associated with turnover (Shamsuzzoha and Shumon, 2007) have justified the consideration of employee turnover as one of the most

deserving areas of study for the researchers as well for the practitioners (Abbasi and Hollman, 2000). Mitchell *et al.* (2001) show that leaving employees take away the resources from the organization resulting huge loss for the organization. Cascio (2006) reports that total costs of one employee turnover could lead to 1.5-2.5 times higher than the salary paid to the employee. In a very recent study, Limyothin and Trichun (2012) also find that both turnover intention and actual turnover incur costs for the organization due to loss occurred from the consequences of turnover intention such as, high absenteeism, low productivity and new recruitment and selection activities for turnover.

High turnover rate and the costs associated with turnover intention and turnover have influenced researchers to explore the ways for reducing turnover intention and turnover (Babajide, 2010; Benjamin, 2012). However, the available studies on turnover have devoted to Western developed countries with limited focus on Asian countries (Ton and Huckman, 2008; Khatri *et al.*, 2001). The present study, extends existing body of research on turnover in an international context by examining the influences of HRM practices on employee turnover intention in South Asian countries of Bangladesh, India and Pakistan.

Why South Asian context? The development in the field of HRM is now well acknowledged in the literature as firms are entering more dynamic and competitive international business markets (Budhwar and Boyne 2004). Nevertheless, both academics and practitioners in this field are looking at examining and understanding HRM systems suitable to the organization (Budhwar and Sparrow 2002). Similarly, liberalization of economies in China, India, Eastern and Central Europe direct researchers and practitioners to focus on the pattern of HRM practices fit for various regions of the world (Budhwar, 2000). In this regard, Bhatnagar and Sharma (2005) elucidate that the common trend in Indian industry after the liberalization is to focus on strategic HRM practices. Guchait and Cho (2010), illuminate that HRM practices are essentially needed for the Indian organization to continue in the global market place through retaining the valued employees. Absar *et al.* (2010a, b), also comment that HRM practices will be effective if it can motivate and retain qualified employees to achieve organizational goal in Bangladesh. Further, Rana *et al.* (2009) reveal that employee oriented HRM practices can enhance employee attachment with the Pakistani organizations. Hence, South Asian researchers reveal that effective, employee centered and strategic HRM practices attribute to retention of employees in South Asian context.

However, a lack in present researches is found relating to the study of what activities should be included in HRM practices to retain employees having low or no intention to leave organizations (Baruch and Budhwar, 2006). In developing countries in South Asian context, researchers have more focus on HRM practices and organizational performance relationship rather than on employee retention by whom organizational performance will be achieved (Khilji and Wang, 2006; Guchait and Cho, 2010). The study makes several noteworthy contributions to the HRM literature. Researchers develop a research framework of HPWP and how this HPWP affect organizational outcomes. First based on the extent literature review, researchers propose a research model and relevant proposition is developed for further empirical studies on the relationship between HPWP of HRM practices and turnover intention. Researchers assume that employees from judgment and perceptions about the HR practice, especially and in turn this perception will influence their intention to leave. Thus, understanding what member judgment from organizational practices is an important element in enhancing organizational retention. Particularly, this study is considering HPWP of HRM in the context of South Asian countries.

LITERATURE REVIEW

Turnover intention: A meta-analytical review of employee turnover carried out by Griffeth *et al.* (2000) illustrates that different factors such as, job satisfaction, organizational commitment, job search, comparison of alternatives, withdrawal cognition and quitting intention are among the best predictors of turnover. Several other studies also consider turnover intention as the main precursor of actual turnover (Abbasi and Hollman, 2000; Hughes *et al.*, 2010; Babajide, 2010; Benjamin, 2012). Pfeffer and Sutton (2006), identify quitting intention as a major managerial issue in the existing work environment. Earlier researchers also analyze turnover intention considering more important than actual turnover (Harris *et al.*, 2005). Therefore, studying turnover intention to refrain employee from actual turnover can be a better option than measuring costs of actual turnover for organization.

In analyzing turnover intention, past literatures have focused extensively on demographic, (Wocke and Heymann, 2012; Hemdi and Nasrudin, 2006), job related, (Benjamin, 2012; Lobburi, 2011) and organizational factors as more significant to induce turnover intention. Furthermore, researchers also find the significant influence of HRM practices on employee turnover intention (Guchait and Cho, 2010; Hemdi and Nasrudin 2006; Mudor and Tooksoon, 2011). Considering these findings, identifying HRM practices that can reduce turnover intention is deemed to be time-oriented and essential for the competitiveness of the organizations. The present study, includes best practices HRM in a HPWP framework that can possibly reduce employee turnover intention of South Asian countries.

Human Resource Management (HRM): HRM is seen as a source of competitive advantage as other traditional sources have become less prevailing in today's competitive business arena (Caliskan, 2010). Caliskan (2010) also mentions that because of the intensity of human resources in the organization, HRM function is also gaining attention in organizational ladder. This generate the question of what HRM practices are needed to be considered and given priority for the organization as organization uses human competence as a solution to business problem.

HRM includes all organizational activities related with the recruitment, development and management of its employees (Wood and Wall, 2002). Within that sphere, Wall and Wood (2005) further consider the following practices: Sophisticated selection methods, appraisal,

training, teamwork, communications, empowerment, performance-related pay and employment security in HRM. Dessler (2009) refers HRM as the process of acquiring, training, appraising and compensating employees and attending to their labor relations, health and safety and fairness concern.

Further in a recent research, Jahanian *et al.* (2012) define HRM as a very significant and imperative function that can be categorized into recruitment, compensation, benefits, motivation of employees, safety, wellness, communication and training, administration and performance management and all other activities that are related with employee management to achieve the goals of the organization. Therefore, it can be said that HRM is the people oriented management practices and process focusing on obtaining, developing and retaining the HR and using their capabilities, skills and knowledge to attain overall business goal.

Researchers view HRM as a composite approach of several practices giving different names, such as universal or best practices (Huselid, 1995; Arthur, 1994; Delery and Doty, 1996), contingency approach (Schuler, 1975) and configuration approach (Wright and McMahan, 1992). The specification of the bundle of HRM practices varies considerably across studies (Boselie *et al.*, 2005; Wood and Wall, 2007). To some extent this reflects different conceptualizations of the underlying work system. Work systems have been conceptualized as high involvement (Lawler, 1986) with information sharing as the key characteristic and as high commitment (Wood and De Menezes, 1998) with the essence being a work system that motivate the employees to devote them to achieve both individual and organizational goals. Additionally, a high performance work system (Way, 2002; Takeuchi *et al.*, 2009) approach is beginning to dominate HRM research.

Universalistic scholars have viewed that many HR practices are consistently better than comparative practices (Arthur, 1994; Delery and Doty, 1996). They also believe that every organization, regardless of size, type, nature or business strategy, should adopt this best practices or universalistic approach. On the other hand, contingency perspective takes different view and argues that the HRM-performance link is only applicable under condition fit HRM practices (Bamberger and Meshoulam, 2000). This practice is also treated as best fit (Boxall and Purcell, 2003). Based on the universalistic approach, researchers ignore the conditional aspects of HRM fit. Therefore, HRM practices can be adopted in order to independently assure human capital performance

(Huselid, 1995). In this logic, these practices are also called High Performance Work System (HPWS), High Commitment Work System (HCWS) and High Involvement Work Practice (HIWP) (Luna-Arocas and Camps, 2007). Therefore, researchers consider HPWP as best practices in analyzing what HRM practices include to reduce employee turnover intention.

HPWP and turnover intention: In turnover intention literature, researchers find the high involvement HR practices enhance employee continuity with the organization (Huselid, 1995; Allen *et al.*, 2003; Way, 2002). High involvement HR practices may nurture an optimistic work environment that in turn may result in lower turnover intention and actual turnover (Way, 2002; Pare and Tremblay, 2007; Luna-Arocas and Camps, 2007). Hemdi and Nasurdin (2006) find negative relationship between development oriented HRM practices (training and development, career development opportunity and performance appraisal) and turnover intention. These development oriented HRM practices are related with universal HRM approach or HPWP (Tzafirir, 2006). Kuvaas (2008) finds a strong and direct negative relationship between perception of developmental HR practices and turnover intention with moderating effect of perceived procedural and interactional justice.

Kuvaas and Dysvik (2010), explore the relationship between perceived best HRM practices (empowerment, information sharing and fair compensation) and employee outcomes of work performance, turnover intention and affective commitment. The relationships between perceived empowerment and perceived information sharing and employee outcomes are moderated by intrinsic motivation. Perceived fair compensation is negatively related to work performance and turnover intention but unrelated to affective commitment. Jayasekara and Takahashi (2013) examine HPWP (preparation, recruitment, selection, training, performance evaluation and compensation) and behavioral performances (commitment, motivation, retention, job involvement and participation) of expatriates. Recruitment, training and compensation are more relevant to improve behavioural performance.

Therefore, the most common best practices as identified in previous literatures including staffing (recruitment and selection), training and development, performance appraisal, compensation and career development opportunity are considered as HPWP in the present study. Table 1 shows the widely used HPWP in the earlier study.

Table 1: High Performance Work Practice (HPWPs)

Authors	IV and DV	HRM practices	Findings
Arthur (1994)	HRM system (HCWS), manufacturing performance and turnover	Decentralize decision making, formal participation program, training and proper reward	Arthur find a significant positive relationship between HR practices and performance of organization whereas, negative relationship exists between HR practices and employee turnover
Huselid (1995) (HPWP)	HPWPs and employee turnover, productivity and corporate financial performance	Comprehensive employee recruitment and selection, incentive compensation, performance appraisal, employee involvement, job design, grievance procedures, information sharing, attitude assessment	Huselid finds a positive relationship between HPWP and employee productivity and corporate financial performance whereas, negative relationship exists between HPWP and employee turnover
Way (2002)	HPWS, workforce turnover, labor productivity and firm's performance	Staffing, compensation, flexible job assignments, team work, training and communication	This study, finds HPWS is associated with lower turnover and higher perceived productivity
Theriou and Chatzoglou (2008)	Best HRM practices, Knowledge Management (KM), organizational learning and organizational capabilities and organizational performance	Team work, Performance related pay, decentralization decision making, comprehensive recruitment and selection process, training and employee involvement, career development opportunity and broad job description	This conceptual analysis provides a model that suggests how best HRM practices is significantly and positively related with knowledge management, organizational learning, organizational capabilities and organizational performance
Pare and Tremblay (2007)	High involvement HRM practices, turnover intention, procedural justice, OCB, affective and continuous commitment	Recognition, empowerment, fair reward, competence development and information sharing	High involvement HRM practices are significantly related to affective and continuous commitment, procedural justice, OCB and turnover intention
Luna-Arocas and Camps (2007)	HPWPs, job satisfaction, employee commitment and turnover intention	Salary, job enrichment and job stability	Luna-Arocas and Camps. (2007) find significant direct negative relationship between salary and employee turnover intention whereas, job enrichment and job stability mediated by job satisfaction and employee commitment
Chew and Chan (2008)	HRM practices, organizational commitment and employee turnover intention	Person-Organization fit (P-O fit), remuneration and recognition, challenging assignment, training and career development	Organizational commitment is significantly related with P-O fit, remuneration and recognition, challenging assignment whereas, turnover intention is significantly negatively related with P-O fit, remuneration and recognition, training and career development
Sels <i>et al.</i> (2006)	HPWP and value creating and cost increasing effect	Selection, training, career, appraisal, compensation and participation	There is an overall positive effect of HPWP on firm profitability

HRM PRACTICES AND TURNOVER INTENTION IN SOUTH ASIAN CONTEXT

In the South Asian context, literature with HRM and employee turnover intention is very limited (Guchait and Cho, 2010). On the other hand, available studies concentrate on job satisfaction and turnover intention (Namasivayam and Zhao, 2007; Ali and Baloch, 2010; Rahman and Iqbal, 2013). However, few studies consider HRM practices as retention strategy and related with turnover intention. Within this limited study, Sarker (2011) reveals that HRM practices (salary, benefits, training, decision making and leadership) can increase employee performance through retaining and enhancing level of employee satisfaction in Bangladesh. Furthermore, Mahmud and Idrish (2011) consider 6 dimensions of HRM practices (job analysis, career development, realistic job information, compensation, supervisor support and work family conflict) and find a significant negative relationship with Bangladeshi banking employee turnover intention. Majumder (2012) considers HRM practices (recruitment and selection, compensation package, job security, career

growth, training and development, management style, job design and responsibility, reward and motivation and work environment) are vital for enhancing satisfaction and retention of banking employee in Bangladesh. Further, Joarder (2012) find the negative relationship between HRM practices (compensation, supervisory support and job security, working conditions and training and development) and faculty turnover intention of the private university teachers in Bangladesh.

In India, HRM practices are also a lack in explaining employee turnover intention (Guchait and Cho, 2010). Guchait and colleague find a significant negative relationship between HRM practices (training, performance appraisal, staffing, rewards, benefits, working conditions, equal employment opportunity and information system) and IT employee turnover intention. Budhwar *et al.* (2006a) come across a significant negative relationship between HRM practices (recruitment, training, compensation and performance appraisal) and call center employees turnover intention. SamGnanakkan (2010) reveals a significant negative relationship between HRM practices (training, compensation and benefits,

performance management and career development) and turnover intention of ICT employees in India. Budhwar *et al.* (2006b) assert that lack of proper HRM practices is one of the main reasons of Business Process Outsourcing (BOP) employee's turnover intention in India. Further, Krishnan and Singh (2010) also recommend introducing and implementing HRM practices for retaining the talented employee in the organization. Paul and Anantharaman (2004) recommend employee friendly HRM practices (employee-friendly work environment, career development, development oriented appraisal and comprehensive training) for enhancing employee commitment and intention to continue with the organization.

Khilji and Wang (2006) find a significant negative relationship between HRM practices (recruitment, training and development, performance evaluation, reward and compensation and job design) and employee turnover intention in Pakistani organizations. Khilji and colleague reveal that turnover intention largely depends on the satisfaction on the application of HRM practices in the organization. Khan *et al.* (2011) assert that an employee perceived HRM practices (selection, rewards, recognition, training and development, work design and job definition) has a significant effect on employee job satisfaction and retention in the organization.

Therefore, the common practices included in the HRM literatures of South Asian countries are staffing (recruitment and selection), training and development, performance appraisal, compensation and career development opportunity. These best practices or HPWP are found relevant and critical for satisfying and retaining employees through minimizing their quitting intention. Hence, HPWP are the most focused HRM practices to be developed in the organizations of South Asian countries. Moreover, employment security is also found having impact on employee outcome in these countries. Employment security is included as best practices model of Pfeffer (1998) that is further explored by Coaker (2011). Consistent with previous arguments, this research considers the following HRM practices to be included in the proposed research model for developing related proposition for empirical testing in the context of South Asian countries relating to HRM and employee turnover intention.

Staffing: An organization can get benefits from its HR if the organization recruits and selects the most competent candidates (Schuler and MacMillan, 1984). Staffing refers to the activities including recruitment and selection by identifying and attracting, competent and potential employees (Dessler, 2009). Staffing policy of Bangladeshi

organizations is found less structured and precise for acquiring employees (Rahman *et al.*, 2008b). In some cases employees are recruited on a contract basis and organization does not provide any agreement of the contract to the employees (Absar, 2001). Majumder (2012) finds the recruitment system is significant but is less structured among all the HRM practices. The researcher suggests for a structured and transparent recruitment system for the organization.

Further in a recent study, Hossain (2010) claims that the staffing (recruitment and selection) policy fails to generate employee attraction and commitment to the organization. Khan *et al.* (2011) find a negative relationship between staffing practices (recruitment and selection) and employee turnover in Pakistani organization and assert that suitable recruitment and selection helps the organization to retain their employees find that because of lack of a proper structure in recruitment system both part time and permanent employees leave organizations in India.

Training and developing: Training acts as an intrinsic motivation for employees to be retained at the organization (Samuel and Chipunza, 2009). Leuven *et al.* (2005), explain that training leads to less turnover intention because employees act reciprocally towards the firm's investment in employee development and therefore show increased commitment and less intention to quit the organization.

In Indian ICT organization, SamGnanakka (2010) find a consistent significant negative relationship between lack of training facility and employee turnover intention. In Bangladesh, researchers consider training is vital for the skill development of the employee which may pursue them to focus on the growth of the organization (Joarder, 2012; Majumder, 2012). Mahmud and Idrish (2011), reveal that training facility can make the employees more effective and pursue them to be with the organization. Tabassum (2012) reveals that training is important for improving the performance of the employees and keeping them with the organization. In Pakistan, Khan *et al.* (2011) find a negative relationship between employee oriented training and development practices and retention of employees. Khilji and Wang (2006), also opine that organizations should arrange job specific training to attract, motivate and retain employees.

Performance appraisal: Performance Appraisal (PA) is among the most important HR practices (Boswell and Boudreau, 2002; DeNisi and Pritchard, 2006). The significance of performance appraisal in managing employees' cannot be ignored as it is found as another

widely research issue with employee behavioral outcomes (Hunnes *et al.*, 2012; DeNisi and Pritchard, 2006; Selvarajan and Cloninger, 2012). Poon (2004), reports that dissatisfaction with PA influences employee's intention to quit through reduced job satisfaction.

Chowdhury (2011), mentions that Bangladeshi organizations lack in using competent process to appraise employee performance. Chowdhury also clarifies that <20% organization applies performance appraisal in a traditional manner. Very recently, Huda and Akhtar (2011) and Majumder (2012), reveal that employees do not find the actual reflection of their performance in performance appraisal practices. These researchers have suggested to develop suitable performance appraisal practices for performance improvement and to minimize retention thinking of the employees.

SamGnanakka (2010), find a significant negative relationship between lack of performance appraisal and ICT employee turnover intention in India. SamGnanakka further reveals that fair performance appraisal enhances the sense of belongingness of employees and influences them to remain in the organization. These findings are also supported by Krishnan and Singh (2010). Guchait and Cho (2010), find a significant negative relationship between performance appraisal and turnover intention of employee in service industry of India. In Pakistan, Khilji and Wang (2006) find a significant negative relationship between performance evaluation and employee turnover intention. On the other hand, Ali and Baloch (2010) also consider it as one of the most influential components affecting turnover intention of banking employees of Pakistan.

Compensation: Compensation refers to the benefits employees obtain from their organization to compensate the loss incurred by them in sacrificing their resources (time, effort and knowledge) for organization's gain. Dessler (2009), defines compensation as all forms of payment or rewards going to employees and arising from their employment. Thozhur *et al.* (2006), consider money as the prime focus for employee turnover intention.

For Bangladesh, compensation is the main motivation to the employees. It is supported by local literature that compensation is vital to (Absar, 2001; Rahman *et al.*, 2001). Researchers, find low compensation is the common practice for which employees are dissatisfied across the industry in Bangladesh (Absar *et al.*, 2010a, b). Rahman *et al.* (2001), reveal that 65% employees in an RMG organization are quitting their job due to insufficient compensation. Joarder (2012), finds that compensation is the most critical HRM component for measuring private

university faculty's commitment and turnover intention. Mahmud and Idrish (2011) find among all the components of HRM practices compensation explains the highest β value in relation with employee leaving intention.

In case of Pakistan, reward is also an important component having significant influences on employee retention decision than any other components (Khan *et al.*, 2011). Ali and Baloch (2010), also reveal that proper compensation enhances job satisfaction and reduces turnover intention of banking employees in Pakistan. Nawab and Bhatti (2011), find one of the major reasons of faculties' low level of attitudinal outcome (job dissatisfaction and low commitment) and behavioral intention (turnover intention) in Pakistan is low compensation. On the other hand, SamGnanakka (2010) find compensation is most imperative component of Indian ICT employee's turnover intention. Guchait and Cho (2010), find a strong negative relationship between compensation and service industry employees' turnover intention in India. Budhwar *et al.* (2006a), find that compensation is one of the common components pursuing employee belongingness to organization.

Career development opportunity: Rhoades and Eisenberger (2002), suggest that providing potential opportunities for career improvement increase the sense of obligation to the organization and negatively influence turnover intention. McKnight *et al.* (2009) also find a negative relationship between career development opportunity and turnover intention. Further, Benson (2006) also reveals that career advancement opportunity increases the retention thinking of employee in the organization.

In the context of Bangladeshi organization, there is no specific information regarding promotional opportunities for the employees (Ferdous and Razzak, 2012). Paul-Majumdar (2003), reveals that lower level employees need to stay for 5 years for getting the first promotion in Ready-Made Garment (RMG) industry. The author also explains that the average time for the first promotion is about 7-8 years which is very dissatisfactory for the employees. Joarder (2012) also finds negative correlation between career development opportunity and faculty turnover intention. In Indian, Pati *et al.* (2010) find a significant negative relationship between promotional opportunity and IT employee turnover intention. SamGnanakka (2010) also finds the negative relationship between career development opportunity and ICT employee turnover intention in India. Ali and Baloch (2010) and Nawab and Bhatti (2011), also find the same result in the context of Pakistan and assert that promotional opportunity makes the employee more committed and involved in the organization.

Employment security: Employment security or job security is one of the main components of workplace characteristics of employees exerting a vital influence on employees' attitudinal and behavioral decisions (McKnight *et al.*, 2009).

In Bangladesh, job is less secured and employees have not the idea that how long they can continue with the current organization (Paul-Majumdar, 2003). Absar (2001), find that >60% employees' job is not secured in RMG organization. They also find that job insecurity is the one of the reasons for their turnover thinking and actual turnover. Hossain (2010) also finds that job insecurity is one of the reasons of employee dissatisfaction, unrest, turnover intention and actual turnover from the organization. Joarder (2012), finds a significant negative relationship between job security and faculty turnover intention in Bangladesh. Chawla and Guda (2010), find sales professionals turnover intention and actual turnover largely depends on job security in India. Ali and Baloch (2010), consider job security is one of the antecedents of job satisfaction having negative influence on turnover intention of banking employee.

THE PROPOSED MODEL

The present research, suggests those HPWP of HRM practices that are specifically important for South Asian countries. Based on the concern of Caliskan (2010) regarding what HRM should includes, this model can serve as a guideline for South Asian HR managers to design and develop HRM practices that will ensure both employee and organization performance through reducing employee turnover intention. Further, this model advocate the regional impact on HRM practices (Budhwar, 2000) by

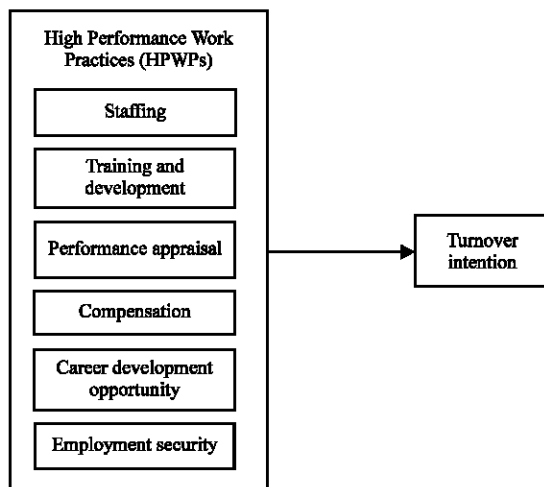


Fig. 1: Proposed research model

identifying best practices HRM for particular regional organizations. This model can be tested empirically to prove the relationship between HPWP and employee attitudinal and behavioral outcomes. Future, researchers can use this model to test HPWP of HRM based on specific HRM of other regions of the world. This then gives rise to the following proposition:

Proposition 1: HPWPs of HRM practices have relationship with employee turnover intention.

Proposition 2: HPWPs of HRM practices of specific region have relationship with that regional employees' turnover intention (Fig. 1).

CONCLUSION

This conceptual study contributes to the understanding on the impact of HPWP practices of HRM on employee turnover intention in South Asian context. Organizations suffer from being less competent and competitive due to the withdrawal of talented employees from the organization. South Asian organizations should include HPWPs in HRM to make local organizations competent through retaining employees in a hyper competitive environment. Both the management of the organizations and HR experts should give more attention on these HPWPs of HRM practices which can play the vital role in keeping and utilizing the skilled and talented workforce. Management should have much concern regarding the best suited HRM practices which can further enhance the credibility of the employees for the growth of the organization, as well as for the employees (Absar *et al.*, 2010). The proposed research model is a guide in developing the HPWPs of HRM practices that may have the potential to reduce turnover intention of the employees by gaining employee reliability and attachment with the organization. Further, empirical study of this model can give better evidences on use of HRM practices suited to specific regional employees to reduce their turnover intention in South Asian context.

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