

Retaining Talent: The Role of the Personal and Contextual Factors

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Abstract

Earlier studies have focused on the attitudinal and behavioral aspects of employee turnover. However, this study empirically investigates the contextual (i.e. job complexity, developmental feedback and perceived organizational support) and personal (i.e. proactive personality and core self-evaluations) aspects in order to elucidate turnover intention among the private sector universities of Pakistan. The study used a questionnaire-based survey that was circulated amongst the faculty members of the private universities, and 758 responses were used for the final data analysis. Moreover, the structural equation modeling was applied and revealed that core self-evaluation, developmental feedback, job complexity and perceived organizational support are negatively associated with turnover intention. However, the element of proactive personality was found to have a non-significant association with turnover intention. This study has theoretical and practical implications for universities and recruitment departments.

Keywords: Developmental feedback, perceived organizational support, job complexity, proactive personality, core self-evaluations.

JEL Classification: M10, M12.

1. Introduction

The role of Human Resource Development (HRD) is essential to motivate, attract and retain talented employees (Wagstaff, del Carmen Triana, Kim, & Al-Riyami, 2015). Talented employees do not only lead organizations towards competitiveness in the long run, but these employees are also critical factor for the overall success of an organization (Islam & Tariq, 2018). Thus, retention of employees with the relevant skills

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and knowledge is essential for an organization. For decades, identifying the turnover intention has remained an inspiring catch-all in the eyes of researchers and policymakers, as it is considered as the strongest predictor of turnover (Islam, Khan, Ahmad, Ali, & Ahmed, 2014; Kim & Hyun, 2017; Park, 2019).

Literature has suggested some pivotal theories on turnover. For instance, the organizational equilibrium theory (OET) of turnover, (March & Simon, 1958), is considered to be the basis for most of the theories that have been developed on the concept of turnover. This theory focuses on maintaining a balance between the employees' input into an organization and the incentives given to them by the organization. Willingness to leave, and perceived ease of movement are the main predictors of this particular balance. In this context, when extending the OET, Mobley (1977) introduced the concept of job search behaviors (i.e. job satisfaction), and withdrawal cognition (i.e. turnover) in a model. In addition to this, the expectancy theory of motivation became the base for Porter and Steers's (1973) met expectation theory (MET) of turnover. The expectancy theory proposes that "work motivation is dependent upon the perceived association between performance and outcomes, and that the individuals modify their behavior based on their calculation of anticipated outcomes" (Chen & Fang, 2008, p. 155).

Ample literature has attempted to identify the predictors of turnover, but the identification of actual predictors of turnover is still a question mark. Researchers, therefore, have suggested studying the turnover intention, rather than the actual turnover (Islam, 2014; Islam et al., 2019). In addition to this, without understanding the causes of employees' turnover intention, retaining skilled employees would be merely an unrealized dream (Joo, Hahn, & Peterson, 2015). According to Mor Barak, Nissly, and Levin (2001), professional perceptions (i.e. organizational commitment etc.), demographical characteristics (i.e. work-related and personal) and organizational conditions (i.e. organizational culture and compensation etc.) are three of the major antecedents of turnover intention. However, the contextual and personal factors are less focused on aspects in this regard (Joo et al., 2015).

Previous studies considering the impact of personal factors on employees' turnover intention have focused on the Big Five personality

factors (Allen, Weeks, & Moffitt, 2005), except the work done by Barrick and Mount (1996). However, emerging personality factors have not frequently been examined (Joo et al., 2015). On the other hand, organizational level factors have not been focused on examining the individual's decision on turnover intention (Griffeth, Hom, & Gaertner, 2000). Considering the importance of organizational and contextual factors as determinants of employees turnover intention, this study aims to focus on developmental feedback (DFB), job complexity (JC) and perceived organizational support (POS) (from contextual factors), and proactive personality (PP) and core self evaluation (CSE) (from personal factors), as the main predictors of employees' turnover intention.

This study tested the proposed hypotheses on the faculty members of private universities. The faculty members are required to publish research along with their teaching assignments, which demand extra efforts (Islam, 2019). Given this, the university's management (especially in case of private universities) forget to keep a focused approach towards the workload of their faculty (Ahmad & Islam, 2018). This not only creates stress, but also evokes their intentions to switch (i.e. turnover intention). Thus, these issues generate the need to study turnover intention among faculty members of intuitions where higher education is offered.

The findings of this study would contribute in several ways. Theoretically, the findings add to the existing limited literature on organizational expectancy theory, by incorporating unattended contextual and personal factors. Practically, this study will help university management, and higher education authorities in developing strategies to retain their faculty members. The next section of the study covers the theoretical support and hypotheses.

2. Theoretical Underpinnings and Hypotheses Development

Certain human behaviors are the result of one's perception and personality characteristics. This study assumes that both the aspects are important in order to investigate, and understand their turnover intention better. Therefore, the study considers PP and CSE as personality characteristics, and POS, JC, and DFB as contextual factors. Furthermore, this study is supported by various turnover theories (explained in the introduction), such as the organizational support theory (OST) and the social

exchange theory (SET). According to SET, "there exists some exchange relations among parties and when one party receives something of value it tries to reciprocate" (Blau, 1964, p. 81). While, the OST states that, "when employees in an organization feel that their organization care their values, they reciprocate it" (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

2.1 Proactive Personality (PP) and Turnover Intention (TI)

The "proactive personality" is an individual's ability to affect environmental changes and conquer constrictions by situational forces (Bateman & Crant, 1993). According to Crant, (2000, p. 436), proactive behavior means, "taking the initiative in improving current circumstances or creating new ones; it involves challenging the status quo rather than passively adapting to present conditions". Individuals with a proactive approach are in continuous search to identify the opportunities. When they get successful in identifying the desired opportunities, they try to manipulate the environment in their favor, in order to achieve the desired outcomes. On the other hand, individuals with less proactive personality let the things happen first and then try to adapt to the change (Bateman & Crant, 1993). Thus, proactive individuals are focused on long-term goals and remain flexible as they have organizational consequences to consider (Parker, Williams, & Turner, 2006).

Moreover, proactive individuals are more concerned about their career development and growth, as compared with less proactive individuals who have confidence in their abilities. Allen et al. (2005) noted that proactive personalities tended to be risk takers. In another study, Crant (2000) argued that proactive personalities are more likely to take the initiative and have a greater ability to find alternate ways, and because of this such personalities have more intentions to switch their job. Thus, this study hypothesizes a positive association between PP and TI in the following hypothesis.

Hypothesis 1: PP will be positively associated with TI.

2.2 Core Self-evaluations (CSE) and Turnover Intention (TI)

A personality trait that includes an individual's subconscious, their own control, their own ability and fundamental evaluations about

themselves is referred to as core self-evaluation (Judge, Erez, Bono, & Thoresen, 2003). CSEs comprises of four dispositional characteristics i.e. locus of control, self-efficacy, emotional stability and self-esteem (Judge, 1997). Thus, the characteristics of positive self-concept depend upon the higher CSEs (Judge *et al.*, 2003).

According to Chang, Ferris, Johnson, Rosen, and Tan (2012), initially CSEs were assumed to enhance an individual's job satisfaction, and many of the researchers identified a positive relationship between the same (Lyons, 2015; Wu & Griffin, 2012). As job satisfaction remained a strong predictor of TI for decades (Islam, 2014), therefore, examining how CSEs impact an individual's intention to leave the organization would be of worth. Individuals with low CSE have high concerns, with the negative aspects of the environment. Whereas, individuals with high level of CSEs have less concern with the negative aspects of their working conditions (Chang *et al.*, 2012). Based on the above arguments, this research hypothesizes a negative link between CSEs and TI in the following hypothesis.

Hypothesis 2: CSEs will be negatively associated to TI.

2.3 Job Complexity (JC) and Turnover Intention (TI)

Job design is a strong predictor of employees' performance, motivation, and attitudes. According to Hackman and Oldham (1980), the job characteristics model task identity, skill variety, task significance, feedback, and autonomy are the five basic dimensions of jobs. For more complex jobs, individuals don't only need to possess complex task-related skills (Chung-Yan, 2010). Therefore, job complexity should be considered as a positive aspect of the work.

This notion is supported by the meta-analysis of Humphrey, Nahrgang, and Morgeson (2007), as they demonstrated a positive impact of job complexity on various job outcomes (i.e. employees' organizational commitment, internal motivation for work, job performance, job involvement, and job satisfaction). In addition, JC negatively predicts employees' intention to leave (Grebner *et al.*, 2003). According to Man and Lam (2003), individuals need to find new methods and approaches to accomplish challenging tasks, and such activities might adhere individuals

to be with the current organization. The following hypothesis postulates a positive relationship between JC and TI.

Hypothesis 3: JC will be positively associated to TI.

2.4 Perceived Organizational Support (POS) and Turnover Intention (TI)

According to Eisenberger et al. (1986), POS is the employees' perceptions of being cared for by their organization. The concept is based on the theory of organizational support that is laid on the foundations of the social exchange theory (Blau, 1964), and reciprocity norms (Gouldner, 1960). This theory states that, when employees perceive that their organization considers their socio-emotional well-being as its basic premise, they reciprocate with a high level of loyalty, commitment, job satisfaction, and less intention of leaving the organization (Islam, Ahmad, Ali, Ahmed, & Bowra, 2013; Islam, Ahmed, & Ahmad, 2015; Joo et al., 2015). Conversely, employees when feeling that their organization is not treating them well, tend to find and explore other job opportunities. In a recent meta-analysis, Ahmad and Allen (2015) confirmed a negative relationship between POS and TI. Thus, this study hypothesizes that a negative link exists between POS and TI, in the following hypothesis.

Hypothesis 4: POS will be negatively associated to TI.

2.5 Development Feedback (DFB) and Turnover Intention (TI)

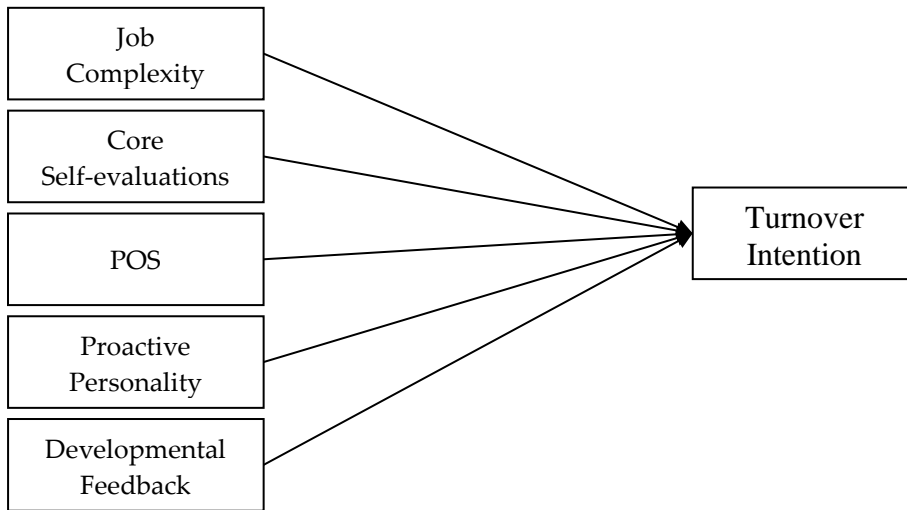
According to Zhou (2003), a supervisor's useful and helpful information to its subordinates for their development and learning on the job is referred to as developmental feedback. In developmental feedback, supervisors provide a direct report of their supervisees, which contains their job performance related information without any pressure. Hence, it is a future-oriented approach. The developmental feedback approach is opposite to the traditional performance feedback approach, where information is provided at the completion of a specific task. Therefore, such kind of information not only enhances an individual's intrinsic motivation, but also leads to a development of their interest in the given tasks (Zhou, 2003).

Supervisors' developmental feedback tends to motivate newcomers to work with devotion and passion (Li, Harris, Boswell, & Xie, 2011). In

addition, this approach provides employees' with the learning facilities for grooming and development (Islam, 2019; Joo & Park, 2010). When employees feel that they are given learning and grooming opportunities, they tend to stay with their organization. Thus, this study proposes a negative relationship between DFB and TI in the following hypothesis.

Hypothesis 5: DFB will be negatively associated to TI.

Figure 1: Theoretical Model



3. Methods

The faculty members of the private sector universities of Pakistan were the participants of this study. The main reason to consider the private universities was due to more workload and demand of extra work on their part, without caring for their faculty member. It was assumed that this may develop turnover intention (Islam, 2019). According to HEC, 74 private universities with 10,104 faculty members are operating in the country (www.hec.gov.pk). The study used a multi-stage sampling technique. At the first stage 21 universities with 4721 faculty members, located in the capital cities of the provinces, were randomly selected. In the second stage, using convenience sampling, a total of 1100 questionnaires were distributed, of which 758 were received (after excluding 65 as incomplete and outliers). The study distributed 1100 questionnaires, considering the low response rate of the studies conducted on faculty members (Ahmad &

Islam, 2018). The majority of the participants of this study were male (78.10%), in their thirties (36.50%) with the current work experience of 2-5 years (28.80%), and an overall job experience of 6-10 years (30.60%).

3.1 Measures

A questionnaire comprised of six measures was distributed amongst the respondents. They were requested to record their responses on “a 5-Point Likert scale ranging from 1-Strongly disagree to 5-Strongly agree”.

3.1.1 Proactive Personality (PP)

A shortened version of Bateman and Crant (1993) was used to measure the proactive personality aspect. This version comprises of a 10-item scale (Seibert, Crant, & Kraimer, 1999). This study adapted the same scale, and noted 0.81 as its level for internal reliability. A sample item included "I am constantly on the lookout for new ways to improve my life".

3.1.2 CSEs

Judge et al. (2003) developed a 12-item scale in order to examine CSEs based on self-efficacy, self-esteem, emotional stability and locus of control. Using the same scale, this study found the scale reliable with a value of 0.79. A sample item included "I determine what will happen in my life".

3.1.3 POS

Eisenberger et al. (1986) introduced a scale to measure employees' perception of organizational support, and its shortened six-item scale was used by Ahmed, Khairuzzaman Wan Ismail, Mohamad Amin, and Islam (2014). After using this shortened scale, this study noted its internal reliability as 0.85. A sample item included "my organization appreciates my contribution".

3.1.4 Job Complexity

Hackman and Oldham (1980) developed a scale to measure job characteristics including autonomy, task significance, task identity, feedback, and skill variety. Of which Joo et al. (2015) used a six-item scale containing autonomy and task significance, which are more relevant to job complexity.

This study also used the six items scale and found the scale reliable at the level of 0.83. A sample item included "This job gives me considerable opportunity for independence and freedom in how I do the work".

3.1.5 DFB

A three-item scale was used to measure the developmental feedback which was originally developed by Zhou (2003). Using the same scale, an internal consistency of 0.78 was observed. A sample item included "My supervisor provides me with useful information on how to improve my job performance".

3.1.6 TI

For the purpose of this study, Mobley, Mobley, Horner, and Hollingsworth's (1978) three-item scale of TI was used. This scale showed that the internal reliability came out to be at a value of 0.87. A sample statement is "I frequently think of leaving this organization".

4. Results

The Structural Equation Modeling (SEM) was applied in this study. According to Byrne (2010), SEM should be used in two-stages, as it reduces the interactional effects of structure models. First, the study fulfills the basic assumptions of SEM, and data was examined regarding outliers, missing values, and correlation (Hair, Black, Babin, & Anderson, 2010). The correlation was applied to identify the significant association between demographical characteristics and observed variables, where all the demographical variables were found to have a non-significant association with the observed variables (see Table 1). Therefore, the demographical variables were not treated as control variables in testing hypotheses (Hair, Black, Babin, Anderson, & Tatham, 2006).

The values of the Table 1 show that CSE, DFB, POS and JC have a negative correlation with turnover intention (i.e. $r = -0.21, -0.24, -0.28$ & -0.27 respectively), whereas a non-significant association is examined between proactive personality and turnover intention. In this regard, the other variables were found to have a positive and significant association with each other. Moreover, the internal reliability of all the variables was above 0.70.

Table 1: Correlation Analysis

Variables	1	2	3	4	5	6	7	8	9	10
1. Age	--									
2. Gender	.29*	--								
3. Current_exp.	.55**	.42**	--							
4. Total_exp.	.49**	.51**	.26**	--						
5. CSE	.020	.001	-.046	.028	(.79)					
6. PP	.004	.009	.026	.031	.42**	(.81)				
7. POS	.006	.021	-.036	.007	.14*	.25**	(.85)			
8. DFB	.015	.050	.049	.068	.31**	.29**	.39**	(.78)		
9. JC	.090	.071	.067	.056	.37**	.41**	.33**	.40**	(.83)	
10. TI	.004	.099	.045	.076	-.21**	.14	-.28**	-.24**	-.27**	(.87)

Note: "CSE = core self-evaluations, PP = proactive personality, POS = perceived organizational support, DFB = developmental feedback, JC= job complexity, TI= turnover intention, ** P < .001, * P < .05, () = Internal reliability, N=359".

4.1 Assessment of Uni-dimensionality

First, the study examined the Confirmatory Factor Analysis (CFA) in order to examine the uni-dimensionality of the items. The main reason to apply CFA was that the study had used adapted scales (Byrne, 2010). The study used the following indices for the goodness-of-fit of Byrne (2010) as shown in Table 2. The researcher had to make some modifications as per the instructions of Hair *et al.* (2010). After modifications of the values were found as: $\chi^2=437.753$, $df=153$, $\chi^2/df= 2.86$, CFI=0.962, GFA= 0.946, AGFA= 0.929, NFI= 0.931, RMSEA= 0.045.

Table 2: Goodness-of-Fit Indices

Model Fit	Full Name	Standard Value
χ^2/df	"Chi-Square"	≤ 3
CFI	"Comparative Fit Index"	≥ 0.90
GFI	"Goodness of Fit Index"	≥ 0.90
AGFI	"Adjusted Goodness of Fit Index"	≥ 0.90
NFI	"Normed Fit Index"	≥ 0.90
RMSEA	"Root Mean Square Error of Approximation"	≤ 0.08

The study also examined the values of loading for each item used in this study (see Table 3). Following the criteria given by Hair *et al.* (2010), the study noted that loading values were above 0.50 for all the observed variables of the study. In addition, the "convergent and discriminant validity were examined through the values of composite reliability (CR)

and average variance extracted (AVE)". The values in Table 3 also show that the values of AVE were well above 0.50, and the values of CR were well above 0.60 (Byrne, 2010), hence, the data has both the validities.

Table 3: Loading, Reliability and Validity

Variable	Loading	CR	AVE	α	Variable	Loading	CR	AVE	α
PP1	0.69				CSE1	0.76			
PP2	0.78				CSE2	0.85			
PP3	0.76				CSE4	0.82			
PP4	0.88				CSE5	0.80			
PP5	0.83	0.63	0.6	0.81	CSE6	0.76			
PP6	0.75				CSE7	0.79	0.69	0.61	0.79
PP7	0.68				CSE8	0.91			
PP8	0.79				CSE9	0.82			
PP9	0.75				CSE10	0.84			
PP10	0.82				CSE11	0.86			
JC1	0.88				CSE12	0.77			
JC2	0.91				POS1	0.81			
JC3	0.86	0.72	0.66	0.83	POS2	0.72			
JC4	0.74				POS3	0.64	0.61	0.56	0.85
JC5	0.78				POS4	0.87			
JC6	0.69				POS5	0.67			
DFB1	0.88				POS6	0.74			
DFB2	0.89	0.79	0.75	0.78	TI1	0.86			
DFB3	0.83				TI2	0.84	0.71	0.69	0.87
					TI3	0.79			

Note: "CSE= core self-evaluations, PP= proactive personality, POS= perceived organizational support, DFB= developmental feedback, JC= job complexity, TI= turnover intention".

5. Findings and Discussion

In order to test the hypotheses, we deployed the second-stage of SEM (Byrne, 2010). This study examined structural coefficients for the hypotheses testing, and the results showed the statistical significance of all the regression coefficients (i.e. $t < 1.98$). Moreover, the theoretical model of the study was found to have a good fit "(i.e. $\chi^2=543.213$, $df=218$, $\chi^2/df=2.49$, CFI=0.932, GFA=0.945, AGFA=0.908, NFI=0.918, RMSEA=0.039)" as compared with the cut-off values of the fit indices (see Table 2).

This empirical investigation aimed to examine the contextual and personal aspect's impact on employees' intention of turnover. Where PP

and CSEs were considered from personal factors, and POS, JC and DFB were considered from contextual factors. The study found that both personal and contextual factors significantly, and negatively associated with TI, except proactive personality.

On the other side, a few of the previous studies have noted that certain demographical characteristics (e.g. tenure and age) have a significant association with the turnover intention (Lee & Cho, 2013). However, in this study, all the demographical variables were noted to have a non-significant association with observed variables.

The study noted a negative and significant association between CSEs and TI ($\beta=-0.24^{**}$). This result is in line with the meta-analysis of Chang et al. (2012). Therefore, the study concluded that individuals with high CSEs are less concerned with their working conditions and tend to stay with their organization. While the study found a non-significant association between PP and TI ($\beta=0.14$), this study assumed that individuals who possess a proactive personality are risk takers and don't hesitate to take the initiative (Allen et al., 2005; Crant, 2000). However, in a recent study, Joo et al. (2015) noted a non-significant relationship between the same variables, in the context of South Korea.

Table 4: Summary of the Results

Relationships	β	p	Results
PP→TI	0.14	0.06	H1 is rejected
CSEs→TI	-0.24	0.00	H2 is supported
JC→TI	-0.27	0.00	H3 is supported
POS→TI	-0.28	0.00	H4 is supported
DFB→TI	-0.24	0.00	H5 is supported

Note: "CSE= core self-evaluations, PP= proactive personality, POS= perceived organizational support, DFB= developmental feedback, JC= job complexity, TI= turnover intention, N=359".

Considering the contextual factors, this study assumed a negative association between POS and TI. This study found that individuals prefer to stay in those organizations where they feel that their organization cares for their values, and will help them at the time of need ($\beta=-0.28^{**}$). These results are further supported by OST of Eisenberger et al. (1986), and SET of Blau (1964). In addition, JC was found to have a negative relationship

with TI ($\beta=-0.27^{**}$). This result is supported by Hackman and Oldham's (1980) job characteristics model, which states that when knowledgeable individuals consider their job more challenging, they tend to stay with the organization in order to prove their abilities and skills. However, while examining the alternate model, the study found a non-significant association between the same variables. Though the alternate model is rejected in this study due to the values of the goodness-of-fit indices, the model further needs to be examined in other geographical areas and less knowledgeable workers. Finally, the study found a negative association between developmental feedback and turnover intention ($\beta=-0.24^{**}$). Individuals in an organization need motivation and helpful feedback for their grooming and development, and when they receive useful information from their supervisors they not only complete their tasks diligently but also prefer to stay with the organization (Li et al., 2011).

The study has theoretical contributions as well. It integrates the contextual (POS, JC, and DFB) and personal (PP and CSEs) aspects in order to explain employees' intention to leave the organization. Despite being in debate for more than six decades, researchers have only focused on the attitudinal and behavioral predictors of turnover intention (i.e. satisfaction, commitment, citizenship behavior, stress etc.) e.g. (Morf, Arnold, & Staffebach, 2014; Schoemmel & Jønsson, 2014). Nevertheless, both personal and contextual aspects have not been examined.

6. Implications

This is the first study of its kind to examine the association between PP and TI in Pakistani universities. Pakistani culture is marked by high power distance, collectivism, long-term orientation and uncertainty avoidance; distinguishing it from the Western counterparts, this culture that has largely been discussed in published literature. In the Pakistani society, people are mostly supportive, helpful, harmonious and polite. It is, therefore, understood that proactive behaviors are discouraged here (Hakim & Aziz, 1998). The cultures where proactive behaviors are discouraged, an employee may be less likely to interact with his/her supervisors/head of department (Joo, Yang, & McLean, 2014). In addition to this, empirically investigating the impact of proactive personalities in different cultures, can contribute towards the understanding of the HRD at the international level.

Earlier studies on turnover intention have suggested implications for the HR managers as they have to hire new employees in case of high turnover (Ahmad & Allen, 2015). The procedure of recruitment and selection costs an organization ten times higher than retaining an employee. Moreover, the newly employed employee needs the training in order to understand the work ethics and getting best out of these newly recruited individuals. Therefore, this study has implications for both the HR departments, and the HRD professionals, and suggests that leadership practices (i.e. developmental feedback) and organizational cultural aspects (i.e. perceived organizational support) leads an employee towards better performance. Moreover, job complexity may be a greater source of retaining employees. This is so because such practices may lead to increased perceptions of job enrichment and de-jobbing, that result in a positive perception about the organization and job, resulting in positive job outcomes and reduced negative consequences like stress (Hargrove, Becker, & Hargrove, 2015). Moreover, regular training and development programs should be arranged for the faculty members so as to enhance their abilities to give timely feedback to their subordinates.

Although this study found a small effect of core self-evaluations in predicting an employee's turnover intention, this variable should have been considered by a selection board at the time of recruitment and selection. The reason for this is that this particular variable is a part of ones' self-image, and it leads to positive attitudes and behaviors (e.g. reduced turnover intention). Thus, the selection considering core self-evaluations not only reduces the employee's intention of leaving the organization (Wagstaff et al., 2015) but also saves further training and hiring costs.

7. Limitations and Future Research Directions

Despite having the above stated implications, this study is not free from its limitations. Firstly, the data in the current study was collected at a single point in time (i.e. cross-sectional), which restricted the researcher to develop causal relations. Secondly, the respondents of the present study were highly knowledgeable, so the results could be knowledge biased. Thirdly, the majority of the respondents in this study were male faculty members. In addition to this, this study was conducted in the situation of economic conjecture, where people did not have the opportunities to find alternate jobs, and had to stick with their current challenging jobs.

Examining the alternate model, the study found a non-significant association between JC and TI, which further needs to be generalized. Furthermore, how social support impacts an individual's withdrawal behavior should also have been examined, as this is supported by the theory of conservation of resources (Hobfoll, 1989). As of now, this study aimed to focus on less investigated antecedents (i.e. personal and contextual) of turnover intention as retaining talented faculty members has become a great challenge for the Pakistani private sector universities. The study found core self-evaluations, job complexity, developmental feedback and perceived organizational support as successful predictors of turnover intention. While the results regarding proactive personality and turnover intention further need to be generalized. This study also suggests that private universities should focus more on employees' supervision/head of the department, personal, job and contextual aspects in order to retain their faculty members.

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