

Linking Compliance Practices to Employee Turnover Intention in the Jute Industry of Bangladesh: The Moderating Effect of Employee Commitment

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Abstract

Compliance practices in organizations play a vital role because it sets the boundary not only for the employees and workers but also for the organization to comply with the laws, rules, and regulations. It ensures the employee's rights making them loyal to the organization. Consequently, the present study aims at investigating the relationship between compliance practices and employee turnover intention within the context of the jute industry in Bangladesh. Furthermore, the study examines the moderating effect of employee commitment on the relationship between compliance practices and turnover intention. This study is quantitative in nature. Four hundred (400) jute industry workers from Khulna city, Bangladesh participated in the study. A self-administered questionnaire was used to collect the data from the workers. Correlation moderated regression analysis, and an independent sample t-test was used to test the study hypotheses. The study results show a negative relationship between compliance practices and employee turnover intention. However, a highly significant difference has been found between the male and female workers' attitudes toward turnover intention implying that the female workers are more likely to leave the organization than the male. The results of the study are very significant and thus applicable to HR professionals, policymakers, and decision-makers in the jute industry.

Keywords: Compliance practices, turnover intention, employee commitment, jute industry, Bangladesh.

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1. Introduction

According to ILO, around 21.65% of employment in Bangladesh comes from the industrial sector. Among many other industries in Bangladesh, the jute industry plays a vital role in creating employment for 0.37 million people and contributing to GDP by BDT 27106.70 million every year (Ataur, 2020). In recent decades, the global market demands the maintenance of compliance practices in every industry to ensure employee rights and remove disparity among employees (Islam & Deegan, 2008). Moreover, there is the highest possibility of losing buyers because of not maintaining the organization's compliance practices (Root, 2019). Consequently, ensuring compliance practices has become a significant concern in the jute industry (Alamgir & Banerjee, 2019). Today Bangladesh government wants that every organization imposes and maintain codes of conduct to meet international standards (Hossain & Arefin, 2015; Nadvi, 2008).

The ILO (International Labor Organization) convention enlisted labor rights and standards, fair labor practices, working conditions, building standards, workers' safety and health measures, and environmental protection issues (Sethi & Rovenpor, 2016). In addition to the ILO, various international agencies such as Worldwide Responsible Accredited Production (WRAP), International Standardization Organization (ISO), Fair Labor Association (FLA), Business Social Compliance Initiative (BSCI), Ethical Trading Initiative (ETI), and Social Accountability International (SAI) have set standard compliance practices for improving the working environment, health, and safety, working hours and leave, fair remuneration, discipline, child and bonded labor, and nondiscrimination (Azim et al., 2021; Ahmed et al., 2020; Rahman & Hossain, 2010).

Compliance issues are linked with the employees' emotional state because they respond to their state of mind, and their commitment depends on that (Kumar et al., 2018). An organization measures employees' commitment by their contributions, attachment, involvement, and loyalty toward it (O'Reilly and Chatman, 1986). So, commitment makes employees a part of their organizations (Meyer et al., 2013; Kanning & Hill, 2013). For that reason, organizations that have good compliance practices are less likely to make their employees leave those organizations (Uddin et al., 2021; Sinniah & Kamil, 2017).

Since compliance practices are related to employee turnover intention, several studies have been conducted previously within the context of several industries (Chen et al., 2021; Uddin et al., 2021; Balogun et al., 2020; Ma, 2018). However, there is a scarcity of research relating compliance practices to employee turnover intention in the jute industry where thousands of workers are employed. Minimal effort has been made to explore the influence of compliance practices on employee turnover intention. Furthermore, few studies investigated the moderating role of employee commitment on the relationship between compliance practices and employee turnover intention. Accordingly, the current study first aims at investigating the influence of compliance

practices on employee turnover intention in the context of the jute industry in Bangladesh. Secondly, the study also explores the moderating effect of employee commitment on the aforesaid relationship. Thirdly, the study intends to investigate the gender difference in turnover intention. The study is based on the theory of compliance law (Orozco, D., 2019), Job demand resources theory (Demerouti et al., 2001; and Uddin et al., 2021), social exchange theory (Blau, 1964).

2. Conceptual Framework and Hypotheses Development

2.1 Compliance Practices

In recent decades, organizations' compliance practices have been increasing enormously worldwide. Compliance is conformity with standards, laws, rules, and regulations (Distelhorst et al., 2015). An essential component of compliance is legal compliance, which must conform to labor laws and environmental laws along with the implementation of the code of conduct of the organization (Mamic, I., 2017). The theory of compliance law illustrates the compliance-related outcomes in the organization (Orozco, 2019). Markle, C. (2021) stressed two categories of compliance; regulatory compliance (state and international laws and regulations) and corporate compliance (internal laws, policies, and procedures) in the manufacturing industry. On the other hand, Azim et al. (2021) pointed out that compliance practices can be social, environmental, and physical. Social compliance deals with long working hours, wages and benefits, women's rights, harassment and abuse, nondiscrimination practices, freedom of association, elimination of forced labor, workplace condition, welfare facilities, safety provision, professional management systems, grievance handling procedures, facilities of leave & holiday, and welfare facilities (Alam et al., 2019; Alam et al. 2017; Mohibullah et al., 2018; Azim et al., 2021). Environmental compliance incorporates environmental issues related to pollution and waste management (Azim et al., 2021). Maintaining environmental compliance is a possible way to solve environmental pollution. The Environmental Conversation Act of 1995 pointed out that the industry that discharges the polluted air that is dangerous to the environment must have used an effluent treatment plant (ETP) (Shahidullah, M. (2016). This facility is incorporated to make the environment safe and sound. It includes various chemical, physical, and biological mechanisms to manage wastewater (Sakamoto et al., 2019). Physical compliance incorporates the industry's physical facilities, including the building's structure, staircases, ventilation, fire and emergency exit, and haphazard packaging (Azim et al., 2021; Alam et al., 2017).

Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA) set the factory's compliance standards. Those are fire equipment, building construction, worker's group insurance, ensuring minimum wage, alternative stairs, job flexibility, and ensuring the safety of the building (Ahamed, F., 2013). By practicing compliance issues, factories enjoy free from labor unrest, low turnover rate, increased morale, increased productivity and quality, good global image, and community relation (Baral, L. M., 2010).

2.2 Employee Turnover Intention

The term "turnover intention" describes the potential assessment of a person's propensity to leave their current work permanently and to resign from their organizational membership at some point shortly. From another perspective, Hutagalung et al. (2020); Boamah and Laschinger (2016) defined turnover as when employees get better job opportunities. However, it can be done deliberately or forcefully (Uddin et al., 2021). Price (2001) stated that there could be two significant types of turnover; voluntary and involuntary. Voluntary turnover happens when employees want to leave the organizational membership of their own due to issues such as relocation of a spouse, insufficient pay, poor working conditions, difficulties with supervisors, redefined personal roles, and so on (Boswell et al., 2005).

On the other hand, in involuntary turnover, the organization directly controls the departure of employees and implements its own decision regarding the departure (Cao et al., 2013). Turnover intention does not always come from the employers' side; sometimes, it does come across from the employees' side. Sometimes organizations do not desire turnover intention because a considerable cost is associated with this, while the cost of human resources increases during turnover (Fernet et al., 2021). Mobley W. H. (2011) and Hutagalung et al. (2020) pointed out internal and external factors related to turnover intention. Internal turnover factors are the working environment, workload, the relationship among workers, and compensation. On the other hand, external turnover factors are higher salaries, better offers, and career development outside.

2.3 Compliance Practices and Employee Turnover Intention

Demerouti et al. (2001) and Uddin et al. (2021) expressed the job demand resources model that illustrates the relationship between compliance and turnover intention. Job demand resources theory stresses that there are two working conditions in the workplace, and employees must balance the job demand and resources. The standard compliance issue is the job demands incorporated with the workload, long working hours, heavy lifting, job insecurity, etc. On the other hand, job resources include authority, social support, and feedback. When the

imbalances between the two occur, employees react to the situation by taking a break or quitting the job.

Social exchange theory discusses employee and organization relationships (Blau, 1964). Employees want to stay with the organization when they feel well-treated. Based on the theory, a corporation provides incentives and prizes to their employees in exchange for their dedication and hard work. Based on the reciprocity of norms (Eisenberger et al., 1986), employees perceive that the organization takes care of them and provides positive attitudes like job satisfaction and good work behavior like citizenship behavior. Firms' commitment to social, environmental, and physical compliance shows how much they care about, serve, and protect their employees (Alam et al., 2017), making employees loyal to the organization (Reis et al., 2017). As a result, the study can anticipate a negative correlation between employee turnover intention and organizational compliance practices.

H1: Compliance practices are negatively related to employee turnover intention.

2.4 Employee Commitment as a Moderator

Employee commitment refers to how loyal people are to the organization, how well they understand their roles, and how they decide to stay with it (Muthueloo & Rose, 2005). Allen and Meyer (1991) categorized commitment into three categories: affective commitment, normative commitment, and continuation commitment. Mowday et al. (1979) stated that affective commitment is linked with the employees' emotional attachment and consists of three core values; employees are ready to support the organization, accept the organizational values and goals, and always ready to maintain the membership of the organization. Normative commitment refers to a worker's responsibilities to an organization for a course of action (Allen & Meyer, 1990; Meyer & Herscovitch, 2001). Meyer and Allen (2004), and Luthans, F. (2005) stated that committed employees are loyal to the organization and want to go the extra mile to achieve the organizational targets. When the employees accept the organizational purpose and direction, it implies that employees are keen to become a part of the organization (Kreitner & Kinicki, 2014). Commitment entertains employees to work hard to achieve the organization's vision, mission, and goals; consequently, this desire turns the employees into permanent members of the organization. So the committed employees are less likely to leave the organization.

H2: Employee commitment moderates the relationship between compliance practices and turnover intention.

2.5 Employee Turnover Intention and Gender

Several studies have focused on the link between gender and turnover intention. Gender works as a crucial antecedent that indicates turnover intention (Irving et al., 1997). The turnover intention varies based on gender because of the insecurity of the engagement in work (Metin Camgoz et al., 2016). Stroh et al. (1996) suggested that female employees are more prone to leave their job because of their work and family life balance. They are to maintain their family responsibilities. According to Arnold & Feldman (1982), women are more likely to leave their jobs because they work less steadily, have inadequate pay, and have weaker relationships with their employers (Chaudhury & Ng, 1992). From that perspective, it can be concluded that men are less likely to have turnover intention (Dole & Schroeder, 2001).

H3: There is a significant difference between male and female workers' attitudes toward the turnover intention.

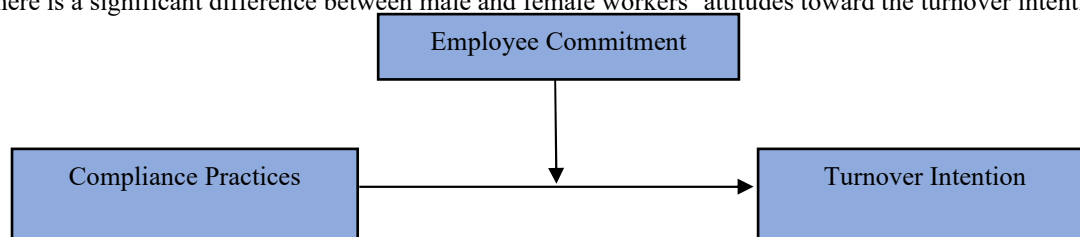


Figure 1: Conceptual Research Model

3. Methodology

3.1 Participants and Procedure

A quantitative study was employed to investigate the effects of compliance practices on the turnover intention of employees. Employees working in the jute industry of Khulna City, Bangladesh participated in the study. The convenience sampling technique, a nonprobability sampling method that is defined as a way of obtaining information from people who are most conveniently available (Zikmund et al., 2013) was used for selecting the study participants. The sample size of 400 workers out of 2,43,000 workers working in the Khulna city jute industry was determined by the tables or charts of Singh and Masuku (2014) that state that 400 samples are needed when the population size is over 1,00,000 at a $\pm 5\%$ level of significance. Table 1 represents the demographic information of the study participants. It reveals that 59.20 % of workers were men and 40.80 % were women. The majority of the workers (40.20%) were between the ages of 21-30 years, 30.50% of employees were aged between 31-40 years and 19.20% were aged between 41-50 years and only 10% of the respondents

were aged above 50. Regarding marital status, 78.80% of respondents were married while 21.20% of respondents were unmarried. In addition, 40.20% of respondents had fewer than five years of work experience, and the rest 59.8 % of employees had more than five years of work experience.

A self-administered questionnaire survey was directed to collect data from the study participants. After collecting data through the survey, it has been analyzed through descriptive statistics like mean, standard deviation, and correlation. The study hypotheses have been tested with the help of moderated regression analysis and independent sample t-test. And all the analysis parts have been conducted through the SPSS version 16.0 software.

Table 1: Demographic profile

Variables	Category	Frequency (N)	Percent (%)
Gender	Male	237	59.2
	Female	163	40.8
Age	21-30	161	40.2
	31-40	122	30.5
	41-50	77	19.2
	Above 50	40	10.0
Marital Status	Married	315	78.8
	Unmarried	85	21.2
Tenure of employment	Less than 5 years	161	40.2
	More than 5 years	239	59.8
Total (N) = 400			

Source: Survey Data

3.2 Measurement

All of the variables were measured using validated scales from the existing literature, with only minor adjustments made to preserve the original meaning. Table 2 displays the variable and corresponding items to measure the variable. Compliance practices such as social compliance, environmental compliance, and physical compliance were adopted from the study of Alam et al. (2017 & 2018); Selim, S. (2018); Azim et al. (2021). Employee commitment measured through a six-item scale was adopted by Cook and Wall (1980). And the Michigan Organizational Assessment Questionnaire's three-item turnover intention scale was used to measure turnover intention (Cammann et al., 1979). A Five-point Likert scale was used for collecting the responses over every item.

Table 2. Measurement items

Variables	Items
Social Compliance	Employees are working for prescribed working hours.
	Organizations promote healthy labor-management practices.
	Employees get fair and equitable pay.
	The organization is free from discrimination (race, age, ethnicity, and gender).
	Employees get adequate leave and holidays as per organization rules.
Environmental Compliance	Forced and child labor is highly prohibited in the organization.
	Organizations clean the roadside regularly.
	Maintain the rules of emissions of air.
	Organizations are maintaining environmental laws.
Physical Compliance	The organization provides a healthy and safe environment to work in.
	Organizations are concerned about the safety of factory premises.
	The organization has maintained proper ventilation for safe work practices.
	Organizations are kept employees aware of hazardous issues.
	Organizations provide safety programs and safety requisitions.
Turnover Intention	Compulsory use of personal protective equipment on site.
	I often think about quitting my present job.
	I may quit my present job during the next twelve months.
Employee Commitment	I will likely actively look for a new job within the next three years.
	I feel proud to belong to this organization.
	I feel as if my organization's problems are my own.
	I accept all the job assignments in order to keep working for this organization.
	I am "emotionally attached" to this organization.
	I think to believe in the value of remaining loyal to one organization.
	I find my values and organizational values are very similar.

4. Data Analysis and Findings

Data have been analyzed through several statistical tools, such as mean, standard deviation, correlation, moderated regression analysis, and independent sample t-test to test the study hypotheses. However, before testing the hypotheses, a reliability test has been conducted to measure the internal consistency of the item scales used in the study.

4.1 Reliability Test

Table 3 presents the result of the reliability test. It has been found that Cronbach's Alpha score of all the variables used in the study is higher than the recommended value of 0.70 (Tavakol & Dennick, 2011). Consequently, it is evident that internal consistency has been assured.

Table 3: Data Reliability

Sl.	Variables	N of Items	Cronbach's Alpha
1	Compliance Practices	15	.83
2	Employee Commitment	6	.81
3	Turnover	3	.72
Overall		24	.79

Source: Survey Data

4.2 Descriptive Statistics

Table 4 displays the descriptive statistics like mean, SD, and inter-correlation among the study variables. It has been found that the correlation coefficient between compliance practices & turnover intention is -0.410** which indicates that a negative relationship arises between the variables. It implies that when the organizations provide compliance practices then the employee turnover is reduced. So it partially supports study hypothesis 1 which has been further tested using the moderated regression analysis tool.

Table 4: Means, SD, and Inter-correlations

Variables	Mean	Standard Deviation	1	2	3
1. Compliance Practices	4.015	.3012	1		
2. Turnover Intention	2.198	.5651	-.410**	1	
3. Employee Commitment	4.112	.4395	.646**	-.244**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data

4.3 Moderated Regression Analysis

The study hypotheses were tested using moderated regression analysis. The study proposed that compliance practices negatively correlate with turnover intention (H1) and the relationship is moderated by employee commitment (H2). The results of the three-stage moderated regression analysis are shown in table 5. As shown in Table 5, it has been found that compliance practices are significantly but negatively related to employee turnover intention ($\beta = -0.278$, $P < 0.001$) after controlling respondents' age, gender, marital status, and tenure of employment. Consequently, hypothesis 1 is supported. Table 5 also revealed that the interaction term (Compliance practices \times Employee commitment) had a positive, but no significant effect on employee turnover intention ($\beta = 0.009$, $P > 0.001$) indicating that employee commitment doesn't significantly affect the relationship between compliance practices and employee turnover intention. Consequently, hypothesis 2 is not supported by the study findings.

Table 5: Moderated Regression Analysis

Predictors	Dependent Variable: Turnover Intention					
	β	t-value	p-value	F-value	R ²	Change in R ²
Control variables						
Age	-0.901	-13.090	0.000			
Gender	-0.140	-2.991	0.003			
Marital status	0.201	0.201	0.000	90.898	0.479	0.479
Tenure of employment	0.315	0.315	0.000			
Main effects						
Compliance practices	-0.278	-4.655	0.000	73.195	0.528	0.048
Employee commitment	0.009	0.176	0.860			
Interaction effect						
Compliance practices \times Employee commitment	1.692	1.881	0.061	63.649	0.532	0.004

Source: Survey Data

4.4 T-test Analysis

An Independent sample t-test has been conducted to test the study hypothesis 3: There is a significant difference between male and female workers' attitudes toward turnover intention. The following table presents the result of the independent sample t-test at a .05 significance level. As shown in the table it has been found that the P-value is less than 0.05 ($P < 0.05$) suggesting that hypothesis 3 is supported.

Table 6: Turnover Intention based on Gender

Respondents'	Gender	Frequency	Mean	Std. Deviation	t value	P value
Turnover Intention	Male	237	2.08	.61	-5.03	.000
	Female	163	2.36	.45	-5.33	.000

Source: Survey Data

4.5 Results Discussion

Based on social demand theory and job demand theory, the study was developed and the objective of this research was to find out the impact of compliance practices on turnover intention. Along with that, social demand and job demand theory pointed out that compliance practices have an impact on turnover intention (Uddin et al., 2021). The study findings suggest that compliance practices of the workers in the jute industry, for instance, maintaining prescribed working hours, promoting healthy labor-management practices, fair and equitable pay, free from discrimination, adequate leave and holidays, prohibited child labor, maintaining environmental laws, ensuring the health and safe working environment, and providing personal protective equipment which encourages the employee to stay in the organization. This study's findings also lie with the same findings of Alam et al. (2017) provided a notion that social, physical, environmental, and occupational compliance provides a direction that organizations care for the employees, and as a result, employees are less interested to leave the organization (Reis et al., 2017, Amponsah-Tawiah et al., 2016).

While considering the moderating effect of employee commitment on the relationship between compliance practices and turnover intention, the study found insignificant effects of employee commitment which does not support the hypothesis. The study results reveal an insignificant relationship in the jute industry. The results contradict the findings of Suárez-Albanchez et al. (2021) and Liu et al. (2019) that illustrated that the relationship between health and safety compliance and turnover intention is moderated by the commitment and the study was conducted on IT based consultancy sector in Spanish and power industry in Ghanaian.

5. Conclusion

Compliance and turnover intention has been studied before by different scholars in different ways. To begin with, the study finds out the impact of compliance practices on turnover intention while considering the moderating effect of employee commitment, and the research contributes to the theory of compliance law, social demand theory, and job demand theory. Those theories provide insight when the organizations are concerned about the employee's rights, regarding work-related government laws, free from child labor, forced and bonded labor, ensuring health, and safety, freedom of association, wages and salaries, collective bargaining, hours of work, overtime compensation, discrimination, discipline practices, harassment, environmental compliance that makes employees decrease the turnover intention in the organization (Hossain et al., 2017). However, the study illustrates the relationship between compliance practices and employee turnover intention in organizations. The study incorporated social, environmental, and physical compliance as the compliance practices in the organization. Moreover, the study found a negative relationship between compliance practices and employee turnover intention in the organization. This indicates that employees are less likely to leave their organization when they experience compliance practices in the organizations they work for. Furthermore, the study has failed to prove that employee commitment moderates the relationship between compliance practices and turnover intention in the jute industry. Along with that, the study found that there is a significant difference in turnover intentions regarding gender differences.

The study insights into valuable information regarding compliance practices in organizations. Along with that, a large number of the workforce are working in the jute industry and human resource is a valuable resource for the organization. The basis of the theory of compliance law illustrates the compliance-related outcomes in the organization (Orozco, 2019). So the workers of the organizations are more comfortable working in an organization that follows compliance practices which directs to lessen employee turnover in the organization. During the time of conducting the research, respondents put down their responses on social, environmental, and physical compliance. After analyzing the result, it has been found that most of the employees are satisfied with the organizational compliance practices because the mean value is ranked above average. Moreover, good compliance practices in the organization decline the turnover intention of the organization, and employees are not interested to leave their organizations whenever they found that companies are providing them with all facilities including not only their fundamental issues but also their health issues. Along with that, compliance practices have a negative relationship with employee turnover intention where employee commitment is working

as a moderating factor. So, it implies that this paper will serve as a direction for HR managers, professionals, and administrative staff of different public and private organizations, to better understand the presence of compliance practices in the organization. The Human Resources/ admin departments of the Government can use this research to understand compliance practices in the jute industry, which can help develop proactive and reactive strategies in that sector. HR professionals, working in compliance-related professions, as well as public and private industry administrators, managers, and other professionals, can use this study to better understand the presence of compliance practices in that particular industry. They can also use this research to further identify the factors or causes of such compliance practices to develop more employee commitment and less employee turnover. Most importantly, this research will provide insight into the impact of compliance practices on the workers of the jute industry. The Ministry of Textile and Jute can use this study for policy-making directed toward the jute industry. Finally, this study can work as a skeleton for focusing all HR professionals' attention on overlooked compliance practices as establishing functional and active practices as policy systems supervised by HR managers to make the workplace a compliant organization where workers are free from life-threatening hazards and risks.

The study has a few weaknesses that could lead to more research potential in the future. First of all, this study has looked at how compliance practices affect workers' plans to leave the jute industry. Compliance practices vary from company to company, industry to industry, and economy to economy. The participating area of this study is only some jute industries in a specific region. So, the study's sample may not be a good representation of a wider range of industries. Also, different ways of managerial practices may mean that the requirements and standards for compliance practices in the jute industry may be different from those in other industries. In this case, future researchers can take the platform to show the difference in outcomes and different compliance practices that vary from industry to industry. Second, it may take some time for any compliance practice to have the most effect on employees inside or outside the workplace. The data used for this research was gathered at a single point in time. This research design might not allow them to be fully explored at that time. To get around this problem, future research might look at long-term studies that look at how the adoption of compliance practices in organizations changes employees' plans to leave the company. Third, due to the sensitivity of the research topic, it was difficult to gain access to the factory. Along with that, at the time of collecting primary data the problem created was that most of the respondents were busy with their daily activities, and they provided very little time. Fourth, the non-probability sampling technique has been used in which all the elements don't have an equal chance to be picked up. Fifth, the study is only confined to Khulna city. Sixth, the limitation was the company's policy of not disclosing some data and information which discourage respondents to respond more openly. Seventh, this research highlighted only the limited social and physical compliance issues with the Bangladesh Labor code 2006.

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