



EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON TURNOVER INTENTIONS AMONG MEDICAL PRACTITIONERS

Odebiyi Itunu Iyabo

Department of Business Administration and Management

Federal Polytechnic, Bida, Nigeria

E-mail: itunuodebiyi@gmail.com

ABSTRACT

This study aims to examine the effect of human resource management practices on employee turnover intentions among medical practitioners in Nigerian public hospitals. The population of the present study consisted of 1,570 medical practitioners who work in Nigerian public health facilities in Abuja, Niger, and Nasarawa states. Also, simple random probability sampling technique was adopted. The participants returned almost all the distributed questionnaires but 310 questionnaires were valid and used for analysis with statistical package for social sciences (SPSS) used for data analysis. Results demonstrate that employee training is negatively related to turnover intentions. This suggests that a well-trained employee may wish not to leave the hospital. Also, results indicate that a fair and competitive compensation practice may discourage medical practitioners from quitting their employment. This suggests that a well-paid medical practitioner may stay longer than those who are not satisfied with their level of pay. Based on the findings of this study, it is recommended that both federal and state ministries of health need to appraise the HR policies being implemented in various government hospitals to avoid cases of brain-drain. More so, lingering issues bothering on allowances and unpaid salaries in some government-owned hospitals must be attended to. Hence, the researcher concludes that HR policies on employee training and compensation practice are relevant in mitigating turnover intentions among medical practitioners in government hospitals.

Keywords: employee turnover intentions, employee training, compensation practice, and performance appraisal.

INTRODUCTION

Employee turnover is prevalence and has become a major concern in most organizations. For example, in the United States of America (U.S.A.), about 7.7% of the full-time faculty members from various universities and colleges had left their posts for other institutions in 1997/1998 academic session. Of these faculty members, only 29% were retirees, while the remaining 71% have left their institutions for variety of reasons (Sanderson, Phua, & Herda, 2000). The survey further showed that more than 40% of the faculty members in the USA have made of their minds to change careers (Sanderson et al., 2000).

In a similar survey, Waswa and Katana (2008) reported that in Kenya, qualified faculty members from various Kenyan public universities have quitted their job for a secured and better paying jobs abroad. Munzali and Obaje (2008) also reported that about 64% of the required number of teaching staff from various universities in Nigeria have left for western industrialized countries, such as USA, United Kingdom (UK), South Africa and Middle East countries, including Kuwait, Saudi Arabia and Oman, among others.

Records have also shown that about 500 employees from various organisations in Nigeria continue to leave annually, to western economies such as United States, Europe, Canada and other African countries for better condition of service (Bassi, 2004). A recent estimate showed that in the year 2012, more than 20,000 professionals, including medical personnel, teaching staff from various universities and colleges leave African continent annually to look for a greener pasture in Western countries (Agency Reporter, 2012).

Several studies have indicated that employee turnover is detrimental to both individuals and organisations (Glebbeek & Bax, 2004). For instance, co-worker turnover may be a "shock" to the remaining employees, which may result in work disruption and significant reduction in job embeddedness, thereby triggering thoughts of quitting (Holtom, Mitchell, Lee, & Eberly, 2008). It is also estimated that employee turnover has a financial cost to organisations due to the separation costs, replacement costs of departed employees and training costs of new employees (Cascio, 2000; McKinney, Bartlett, & Mulvaney, 2007). Because of its prevalence and detrimental effects to both individuals and organisations, further studies are needed to better understand the reasons why employees may decide to leave their organisations.

Over the past 60 years, several factors have been suggested by industrial and organizational psychologists to better understand the reasons why employees may decide to leave their organisations, despite the monetary compensation they received from the organization (Adebayo, & Ogunsina, 2011; Grissom, Nicholson-Crotty, & Keiser, 2012).

One of the significant predictors of employee turnover is related to the organization, because organizational factors are an important consideration in understanding employee attitude and behaviour at work because they are able to shape the way employees think, feel, and behave (Robbins & Judge, 2010). To date, some of the organizational-related factors that have been studied include perceived organizational justice (Ali, & Jan, 2012; Cantor, Macdonald, & Crum, 2011) and job satisfaction (Grissom et al., 2012).

In general, these studies found that unfavourable work environment as reflected by lack of organizational support, perceived psychological contract breach, and injustice at the workplace, for examples, are likely to have a significant influence on employee turnover. Despite the aforementioned empirical studies on the role of organizational factors in predicting employee turnover at work, literatures indicate that less attention has been paid to the influence of human resource management practices. Hence, there is a need to investigate the relationship between perceived HR practices and employee turnover.

Furthermore, extant literature indicate that despite many studies on the influence of organizational factors in predicting employee turnover intentions, most of these studies were conducted mainly in hospitality industry (Cho, Johanson & Guchait, 2009; Nadiri, & Tanova, 2010; Yang, 2008), manufacturing industry (Jiang, Baker, & Frazier, 2009; Zheng, & Lamond, 2010) and banking industry (Benjamin, 2012; Chen, Lin, & Lien, 2010; Ponnu, & Chuah, 2010; Suliman, & Al Obaidli, 2011), thereby paying less attention to the medical practitioners. Hence, employee turnover intention deserves further investigation in Nigeria because the findings of the previous studies in other countries may not be generalizable to the Nigerian context due to cultural differences.

In the light of the foregoing, the present study shall investigate the relationship between human resource management practices (compensation practice and training and development) and turnover intentions among medical practitioners in public health institutions in Nigeria.

CONCEPTUAL FRAMEWORK

Concept of Employee Turnover

Employee turnover has been defined as the tendency of employees to leave their jobs or organization that they are currently working for (Lee, Hung, & Chen, 2012; Schyns, Torka, & Gössling, 2007). In a meta-analytic study of turnover intention, it is suggested that employee's intention to leave is the best predictor of the actual turnover behavior (Tett & Meyer, 1993). Similarly, Moore (2000) concurred that employee's intention to quit is a stronger signal of the actual turnover. Employee's turnover is costly to organisations (Cascio, 2000; McKinney et al., 2007).

Relationship between Human Resource Management Practices and Employees' Turnover Intentions

Human resource management Practices refer to all practices (annual performance appraisals), specific policies (equal opportunities), tools (employee surveys) or techniques (management by objectives) that contribute to managing human resources in an organisation (Petersitzke, 2009).

Literature suggests that HR Practices is a multi-dimensional construct consisting of training and development, recruitment and selection, compensation practices, employee feedback, information exchange, employment security, workforce structure, and performance management, among others (Demo, Neiva, Nunes, & Rozzett, 2012; Thang & Quang, 2005). For the sake of parsimony, the present study focuses mainly on training and development and compensation practices as determinants of turnover intentions among medical practitioners in the Nigerian public health facilities.

Human resource management practices have been used to predict different employee behaviour and work attitudes. For example, Petrescu and Simmons (2008) reported a significant and positive relationship between HR practices and overall job satisfaction among 1,518 British employees. In a sample of 516 hotel employees in China (Supervisor = 86; Subordinate = 430), Sun *et al.* (2007) found significant and positive relationship between HR practices and organizational citizenship behaviour (OCB). Further, Kehoe and Wright (2013) found significant and positive relationship between HR practices and OCB among food service employees. Regarding the influence of HR practices on deviant workplace behaviour (DWB), Arthurs (2011) study showed that perceived HR practices minimize individual's propensity to engage in deviant behaviour towards individuals.

Taken together, extant empirical research in the field of industrial and organizational psychology (I/O) has shown that HR practices, which is characterized by promotion, compensation, and evaluation practices for example are significant predictors of a variety work-related attitudes and behaviours. While substantial number of past studies have shown that HR practices are related to a variety of work-related attitudes and behaviours, however, literature indicates that prior studies on human resource practices were mainly carried out western context, with relatively few other studies in developing countries. Furthermore, Joarder, Sharif, and Ahmmed (2011) noted that there is lack of knowledge of how these human resource practices affect individual employees, perceptions, their attitudes, and their behaviors, and what employees actually think and how they react to the practices. Hence, this gap in the literature suggests more should be

conducted to understand how HR practices affect a variety of work-related attitudes and behaviours in the developing context, particularly, Nigeria.

Based on the extant literature and theoretical perspectives adopted in this study, the following null hypotheses are hereby formulated to guide the present study:

H1: Training and development is not related to turnover intentions among medical practitioners

H2: Compensation practice is not related to turnover intentions among medical practitioners

THEORETICAL FRAMEWORK

In explaining the relationship between perceived human resource practices and turnover intentions, the present study relies heavily on two theoretical perspectives, namely: social exchange theory (Blau, 1964) and affective events theory (Weiss & Cropanzano, 1996). Firstly, Blau's (1964) social exchange theory suggests that only social exchange tends to engender feelings of personal obligation, gratitude and trust; purely economic exchange as such does not. Poor human resources management practices are associated with high turnover intentions (Abbas et al., 2012; Bedi, & Schat, 2013; Chinomona, & Chinomona, 2013).

Secondly, affective events theory (Weiss & Cropanzano, 1996) emphasized the role of work events as proximal causes of work attitudes. When employees perceive that they are being provided with fair appraisal, compensation as well as training and development by their employer, they are less likely to think of quitting their job and vice versa.

METHODS

Population and Sample

The population of the present study consisted of 1,570 medical practitioners who work in Nigerian public health facilities in Abuja, Niger, and Nasarawa states. Using simple random sampling, data were collected through self-administered questionnaires. Most of the participants filled and returned the questionnaire copies. Using Krejcie and Morgan's (1970) sample determination table, the appropriate sample for a population of 1,570 is 306. To enhance response rate, the researcher administered 350 questionnaires out of which 325 copies were returned but only 310 copies were considered valid for analysis.

Measures

The researcher measured the variables using a questionnaire. The questionnaire was constructed using a five-point Likert scale. The participants chose alternatives ranging from Strongly disagree '1' to Strongly agree '5'. For validity sake, the questionnaire items were written in clear and simple terms without any form of ambiguity. More so, the questionnaire covered every aspect of microfinancing and SMEs performance.

Analysis

The statistical package for social sciences (SPSS version 24) was employed for data analysis. SPSS has proved to be reliable in analyzing data in social sciences. Hence, it is appropriate for the present study.

RESULTS

Results are presented in table 1

Table 1

Results of Analysis

S/N	Statements	SD	D	UN	A	SA
1.	Likelihood that you would resign from your job.	28 (9%)	11 (3.5%)	-	184 (59.4%)	87 (28.1%)
2.	Likelihood that you would not continue to be a staff of the hospital during your tenure of employment at your present hospital	-	50 (16.1%)	9 (2.9%)	132 (42.6%)	119 (38.4%)
3.	I have intentions of resigning from the hospital within the next 2 years	47 (15.2%)	-	-	216 (69.7%)	47 (15.2%)
4.	The amount and duration of training programmes offered in my hospital are satisfactory so I won't quit my job.	200 (64.5%)	20 (6.5%)	4 (1.3%)	75 (24.2%)	11 (3.5%)
5.	The amount and duration of training programmes offered in my hospital are unsatisfactory so I will quit my job.	12 (3.9%)	-	-	71 (22.9%)	227 (73.2%)
6.	In my hospital, extensive training programmes have already been systematized to reduce intentions to quit.	13 (4.2%)	72 (23.2%)	-	100 (32.3%)	125 (40.3%)
7.	Salary and fringe benefits are fairly determined in my hospital to reduce intentions to quit.	6 (1.9%)	25 (8.1%)	-	159 (51.3%)	120 (38.7%)
8.	Fringe benefits in my hospital are biased so I will quit my employment.	120 (38.7%)	69 (22.3%)	-	59 (19.0%)	62 (20.0%)
9.	Standard of fringe benefits determination in my hospital is unsatisfactory.	8 (2.6%)	21 (6.8%)	-	136 (43.9%)	145 (46.8%)
10.	Wage level in my hospital is high in comparison to other hospitals to discourage medical practitioners from quitting.	85 (27.4%)	36 (11.6%)	7 (2.3%)	128 (41.3%)	54 (17.4%)

Source: Field Survey (2021).

INTERPRETATIONS

About 9% of the respondent strongly disagree that there is likelihood that they would resign from their job, 3.5% disagree, 59.4% agree while 28.1% of the respondents strongly agree that there is likelihood that they would resign from their job. Also, 50 respondents representing 16.1% are of the opinion that they will continue to be a staff of the hospital during their tenure of employment at their present hospital, while 42.6% and 38.4% of the respondent conclude that they would not continue to be a staff of the hospital during their tenure of employment at their present hospital.

More so, about 69.7% as well as 15.2% of the respondents have intention of resigning from the hospital within the next 2 years while 15.2% of the respondents does not have intention of resigning from the hospital within the next 2 years. In regards to the amount and duration of training programmes offered in their various hospital, about 64.5% as well as 6.5% of the respondents conclude that it is not satisfactory and may quit their job while 24.2% as well as 3.5% of the respondents are of the opinion that it is satisfactory and wouldn't quit their job. Likewise, about 3.9% of the respondents strongly disagree that the amount and duration of training programmes offered in the hospital are unsatisfactory while 22.9% as well as 73.2% conclude that it is unsatisfactory, which may lead to quitting their job.

Results from table 1 also reveal that about 32.3% as well as 40.3% of the respondents agreed that extensive training programmes have already been systematized to reduce intentions to quit while 4.2% as well as 23.2% of the

respondents disagreed that extensive training programmes has already been systematized to reduce intentions to quit.

With respect to salary and fringe benefits, about 51.3% as well 38.7% of the respondents conclude that these two benefits are fairly determined in their hospital to reduce intention to quit while 1.9% as well as 8.1% are of the opinion that they are not fairly determined in their hospital to reduce intention to quit. Furthermore, about 19% as well as 20% of the respondents agreed that fringe benefits in their hospital are biased while 38.7% as well as 22.3% conclude that fringe benefits in their hospital are not biased and this would not make them to quit.

In addition, about 43.9% as well as 46.8% of the respondents agreed that standard of fringe benefits determination in their hospital is unsatisfactory while about 2.6% as well as 6.8% of the respondents disagree that standard of fringe benefits determination in the hospital is unsatisfactory.

Conclusively, about 27.4% as well as 11.6% disagree that wage level in the hospital is high in comparison to other hospitals to discourage medical practitioners from quitting while about 41.3% as well 17.4% of the respondents agree that wage level in their hospital is high in comparison to other hospital to discourage medical practitioners from quitting.

HYPOTHESIS TESTING

Hypothesis One: Employee training is not related to turnover intentions

Chi-Square Test

Frequencies

	Observed N	Expected N	Residual
StronglyDisagree	85	62.0	23.0
Disagree	36	62.0	-26.0
Undecided	7	62.0	-55.0
Agree	128	62.0	66.0
Strongly Agree	54	62.0	-8.0
Total	310		

Test Statistics

Chi-Square ^a	139.516
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 62.0.

Conclusion: Since p - value (0.000) < 0.05, we reject the null hypothesis and conclude that employee training is negatively related to turnover intentions.

Hypothesis Two: Compensation practice is negatively related to turnover intentions

Chi-Square Test

Frequencies

	Observed N	Expected N	Residual
StronglyDisagree	6	77.5	-71.5
Disagree	25	77.5	-52.5
Agree	159	77.5	81.5
Strongly Agree	120	77.5	42.5
Total	310		

Test Statistics

Chi-Square ^a	210.542
df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 77.5.

Conclusion: Since p - value (0.000) < 0.05, we reject the null hypothesis and conclude that compensation practice is negatively related to turnover intentions

DISCUSSION

Results indicate that employee training is negatively related to turnover intentions. This suggests that medical practitioners who receive adequate training may decide not to quit his/her job at the government hospital. However, this may not hold at all times because training makes employees to be more marketable. Hence, a well-trained government medical practitioner may wish to relocate abroad for greener pastures since better conditions of service abound in most foreign countries.

The present finding aligns with previous studies (Ashar et al., 2013; Rahman & Nas, 2013), the higher participants' perceptions of training and development, the lower their level of turnover intentions. More so, statistical results demonstrate that compensation practice is negatively related to turnover intentions. It implies that if the compensation packages, both financial and non-financial incentives are attractive and competitive, medical practitioners may not have intentions to quit their employment in government hospitals. This finding supports previous studies (Joarder, 2012; Joarder

et al., 2011). The authors found that employees who perceive compensation practices to be reasonably fair are less likely to quit their jobs.

The present study's findings agree with some existing literature that HR practices can be used to predict or explain different workplace attitudes and/or behaviours. For instance, in a meta-analysis conducted by Kooij, Jansen, Dijkers, and De Lange (2010) both affective commitment and job satisfaction were significantly and positively influenced by HR practices. Petrescu and Simmons (2008) reported a significant and positive relationship between HR practices and overall job satisfaction among 1,518 British employees. In a sample of 516 hotel employees in China (Supervisor = 86; Subordinate = 430), Sun *et al.* (2007) found significant and positive relationship between HR practices and organizational citizenship behaviour (OCB). Similarly, Kehoe and Wright (2013) found significant and positive relationship between HR practices and OCB among food service employees.

CONCLUSION

The present study demonstrated that employee training and compensation practice are negatively related to turnover intentions among medical practitioners. These findings are helpful in formulating appropriate policies against turnover intentions by designing fair compensation practices that would go a long way in motivating medical practitioners. It can be concluded that HR policies on employee training and compensation practice are relevant in mitigating turnover intentions among medical practitioners in government hospitals.

RECOMMENDATIONS

Based on the findings of this study, it is recommended that both federal and state ministries of health need to appraise the HR policies being implemented in various government hospitals to avoid cases of brain-drain. More so, lingering issues bothering on allowances and unpaid salaries in some government hospitals must be attended to. If these issues are not addressed, highly trained medical practitioners may contemplate quitting their jobs in public health facilities.

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