

**RELATIONSHIP BETWEEN PERCEIVED  
ORGANIZATIONAL POLITICS, ORGANIZATIONAL  
TRUST, SELECTED HUMAN RESOURCE  
MANAGEMENT PRACTICES AND TURNOVER  
INTENTION AMONG NIGERIAN NURSES**

**RAMATU ABDULKAREEM ABUBAKAR  
MATRIC NO: 811005**

**MASTER OF SCIENCE  
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**TITLE PAGE**

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**By**

**RAMATU ABDULKAREEM ABUBAKAR  
MATRIC NO: 811005**

**Project Paper Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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## **ABSTRACT**

Prior research has indicated that employee turnover is detrimental to both individuals and organisations. Because a turnover intention in the workplace is detrimental, several factors have been suggested to better understand the reasons why employees may decide to leave their organisations. Some of the organizational-related factors that have been considered by previous research include perceived organizational justice, job satisfaction, perceived psychological contract breach, and perceived organizational support, among others. Despite these empirical studies, literatures indicate that less attention has been paid to the influence of perceived organisational politics, organizational trust, and perceived human resource practices management (HRM) practices on employee turnover. Hence, the present study fills in the gap by examining the relationship between perceived organisational politics, organizational trust, perceived human resource management practices and employee turnover among Registered Nurses in Nigerian public hospitals using multiple regression analysis technique. One hundred and seventy five Registered Nurses participated in the study. Result indicated that perceived organisational politics was significantly and positively related to turnover intentions. The result also showed that both organizational trust and perceived human resource practices were significantly and negatively related to turnover intentions. Furthermore, the result showed that male nurses were more likely to leave their organizations or the profession than their female colleagues. Younger nurses were more likely to leave their organizations or the profession than their older colleagues. Theoretical and practical implications of the results are discussed.

**Keywords:** turnover intentions, organizational politics, organizational trust, human resource practices, Nigerian hospitals

## ABSTRAK

Kajian lalu menunjukkan bahawa lantik henti pekerja merugikan individu dan organisasi. Oleh kerana niat lantik henti di tempat kerja merugikan, beberapa faktor telah dicadangkan bagi memahami alasan mengapa pekerja mengambil keputusan untuk meninggalkan organisasi mereka. Antara faktor berkait organisasi yang telah diambil kira oleh penyelidikan lepas termasuk keadilan organisasi tertanggung, kepuasan kerja, pelanggaran kontrak psikologi tertanggung, dan sokongan organisasi tertanggung. Di sebalik kajian empirikal ini, karya lalu menunjukkan bahawa perhatian yang diberikan kepada pengaruh politik organisasi tertanggung, kepercayaan organisasi, dan amalan pengurusan sumber manusia (PSM) tertanggung terhadap lantik henti pekerja amat sedikit. Oleh itu, kajian ini bertujuan mengisi lompong tersebut dengan meneliti hubungan kait antara politik organisasi tertanggung, kepercayaan organisasi, amalan sumber manusia tertanggung dengan lantik henti pekerja dalam kalangan Jururawat Berdaftar di hospital awam di Nigeria dengan menggunakan analisis teknik regresi berbilang. Satu ratus tujuh puluh lima Jururawat Berdaftar terlibat dalam kajian ini. Keputusan menunjukkan bahawa politik organisasi tertanggung berhubung kait secara positif dan signifikan dengan niat lantik hanti. Keputusan juga menunjukkan bahawa kepercayaan organisasi dan pengurusan sumber manusia tertanggung berhubung kait secara negatif dan signifikan dengan niat lantik henti. Tambahan lagi, kajian menunjukkan bahawa jururawat lelaki lebih cenderung untuk meninggalkan organisasi atau profesion mereka berbanding rakan sekerja wanita. Jururawat yang lebih muda juga lebih cenderung untuk meninggalkan organisasi atau profesion mereka berbanding jururawat yang lebih tua. Implikasi teori dan praktis hasil keputusan yang diperoleh turut dbincangkan.

**Kata kunci:** niat lantik henti, politik organisasi, kepercayaan organisasi, amalan sumber manusia, hospital Nigeria

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## **DEDICATION**

To my husband, Kabiru Maitama Kura and my daughter Maimunat Kabir

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## **LIST OF ABBREVIATIONS**

AET	Affective Events Theory
CEO	Chief Executive Officer
DWB	Workplace Behaviour
HR	Human Resource
HRM	Human Resource Management
I/O	Industrial and Organizational Psychology
M.Sc.	Master of Science
PBUH	Peace Be Upon Him
R <sup>2</sup>	R-squared Values
RN	Registered Nurses
SPSS	Statistical Package for the Social Sciences
SWT	Subhanahu Wa Ta'ala
TI	Turnover Intention
UK	United Kingdom
USA	United States of America
VIF	Variance Inflated Factor

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of Study

In his Seminal work, Price (1977) defined employee turnover as the as the ratio of the number of organizational members who had left, either voluntarily or involuntarily during the period under consideration, to the total number of people in that organization during the period. The focus of this study is turnover intention rather than actual turnover, because behavioural intention is the immediate antecedent of the actual behaviour (Ajzen, & Fishbein, 1980; Fishbein, & Ajzen, 1975).

Employee turnover is prevalence and has become a major concern of every organization. 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), Southern 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 estimates have shown that 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 pastures in Western countries such as United States, Canada, Germany and United kingdom, among others (Agency Reporter, 2012).

Meanwhile, several studies have indicated that employee turnover is detrimental to both individuals and organisations (Glebbeck, & Bax, 2004; Hellman, 1997). For instance, co-worker turnover, may be a “shock” to the remaining employees, which results in work disruption and also significantly reduce their job embeddedness, thereby triggering thoughts of quitting in them (Holtom, Mitchell, Lee, & Eberly, 2008). It is also estimated that employee turnover has a financial costs 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.

## **1.2 Problem Statement**

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; Beecroft, Dorey, & Wenten, 2008; Cotton, & Tuttle, 1986; Grissom, Nicholson-Crotty, & Keiser, 2012; March, & Simon, 1958; Mobley, 1977, 1982; Mobley, Griffeth, Hand, & Meglino, 1979; Poon, 2004; Porter, & Steers, 1973; Price, 1977).

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 and Judge, 2010). To date, some of the organizational-related factors that have been considered include perceived organizational justice (Ali, & Jan, 2012; Cantor, Macdonald, & Crum, 2011; Koys, 2001; Parker, & Kohlmeyer III, 2005), organizational culture (Deery, & Shaw, 1999; Gregory, Harris, Armenakis, & Shook, 2009; San Park, & Kim, 2009; Way et al., 2007), job satisfaction (Grissom et al., 2012; Hellman, 1997; Koys, 2001; Mobley, 1977; San Park, & Kim, 2009; Yau-De, Chyan, & Kuei-Ying, 2012), human resource management practices (Allen, Shore, & Griffeth, 2003; Batt, & Valcour, 2003; Haines III, Jalette, & Larose, 2009; Kim, 2012; Long, Perumal, & Ajagbe, 2012; Staufenbiel, & König, 2010), perceived psychological contract breach (Blomme, van Rheede, & Tromp, 2010; Kickul, & Lester, 2001) and perceived organizational support, among others (DeConinck, & Johnson, 2009; Jawahar, &

Hemmasi, 2006; Maertz, Griffeth, Campbell, & Allen, 2007). In general, these studies found that unfavourable work environment as reflected by lack of organisational support, perceived psychological contract breach, poor human resource management practices and injustice at the workplace for example, 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 perceived organisational politics, organizational trust, perceived human resource practices (HR practices) and employee turnover. Hence, there is a need to investigate the relationship between perceived organisational politics, organizational trust, perceived HR practices and employee turnover.

Furthermore, literature review indicated that despite many studies on the influence of organizational factors in predicting employee turnover, however, most of these studies were conducted mainly in hospitality industry (Cho, Johanson, & Guchait, 2009; Iverson, & Deery, 1997; Lam, Lo, & Chan, 2002; Nadiri, & Tanova, 2010; Yang, 2008), manufacturing industry (Jiang, Baker, & Frazier, 2009; Lee, Hsu, & Lien, 2006; Mardanov, Maertz, & Sterrett, 2008; Su, Baird, & Blair, 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 health sector, Hence, employee turnover deserves further investigation in Nigeria because the findings of the previous studies may not be generalizable to the Nigerian context.

### **1.3 Research Questions**

- i) What is the relationship between perceived organisational politics and employee turnover intention?
  
- ii) What is the relationship between organizational trust and employee turnover intention?
  
- iii) What is the relationship between perceived HR practices and employee turnover intention?

### **1.4 Research Objectives**

The objectives of this study are:

- i) to examine the relationship between perceived organisational politics and employee turnover intention;
  
- ii) to investigate the relationship between organizational trust and employee turnover intention;
  
- iii) to examine the relationship between perceived HR practices and employee turnover intention.

## **1.5 Significance of the Study**

This study is expected to make contributions to the general body of knowledge in both theoretical and practical aspects. From the theoretical perspective, several theoretical theories have been used to examine employee turnover intention. In the present study, Affective Events Theory (AET; Weiss, & Cropanzano, 1996) will be used to examine the relationship between the dependent and independent variables. Therefore, if the findings of the present study hold, they will offer empirical evidence on the relationship between perceived organisational politics, organizational trust, perceived HR practices and employee turnover intention. Several studies have been carried out to investigate various predictors of employee turnover intention (Adebayo, & Ogunsina, 2011; Ali, & Jan, 2012; Allen et al., 2003; Blomme et al., 2010; Castle, Engberg, Anderson, & Men, 2007; Chan, & Morrison, 2000; Chen et al., 2010; Choi Sang, & Lee Yean, 2011; Hellman, 1997; Jawahar, & Hemmasi, 2006; Long et al., 2012; Mosadeghrad, Ferlie, & Rosenberg, 2008; San Park, & Kim, 2009). Although extant empirical studies have investigated various factors determining employee turnover intention, yet, most of these studies centred on such variables as leadership styles, organisational culture, job stress, psychological contract breach, perceived, organizational support and organisational justice. This implies that other organisational factors have been given less attention. Hence, this study fills in this gap by incorporating other organisational determinants of employee turnover intention (i.e. perceived organisational politics, organizational trust and perceived HR practices).

Furthermore, as noted earlier, a comprehensive review of literature on job attitudes indicated that despite many studies on the influence of organizational factors in predicting employee turnover, however, most of these studies were conducted mainly in hospitality industry (Cho et al., 2009; Iverson, & Deery, 1997; Lam et al., 2002; Nadiri, & Tanova, 2010; Yang, 2008), healthcare industry (Castle et al., 2007; Chan, & Morrison, 2000; Hogh, Hoel, & Carneiro, 2011; Layne, Hohenshil, & Singh, 2004; Mosadeghrad et al., 2008), manufacturing industry (Jiang et al., 2009; Lee et al., 2006; Mardanov et al., 2008; Su et al., 2009; Zheng, & Lamond, 2010) and banking industry (Benjamin, 2012; Chen et al., 2010; Ponnu, & Chuah, 2010; Suliman, & Al Obaidli, 2011) thereby paying less attention to the education industry. Hence, the present study contributes to the literature on employee turnover by examining the relationship between perceived organisational politics, organizational trust, perceived HR practices and turnover intention among nurses working in public hospitals located in Zaria, Kaduna State, Nigeria, so that the findings of this study can be generalized to the Nigerian context.

From the practical perspective, the present study will also be of vital importance especially for the management and hospital administrators in several ways. First, employee turnover is detrimental to both individuals and organisations factor. Clear understanding of the relationship between organisational factors (i.e. perceived organisational politics, organizational trust and perceived quality of work life) and turnover intention will help management and hospital administrators minimize the occurrence of employee turnover intentions.

## **1.6 Scope of the Study**

The purpose of this study is to examine the relationship between perceived organisational politics, organizational trust, perceived HR practices and turnover intention among nurses working in public hospitals located in Zaria, Kaduna State, Nigeria. The present study employed quantitative cross-sectional research design. The unit of analysis for this study was Registered Nurses. The population of the study shall comprised 1,925 nurses working in public hospitals located in Zaria, Kaduna State. The data collection for this study started in the month of June, 2013 and lasted for one month. Three hundred and twenty self-administered questionnaires were administered to the target respondents.

## **1.7 Organization of Dissertation**

The rest of this dissertation is organized as follows. Next, in chapter 2, review of the important concepts in turnover intention was made. In particular, the concepts of turnover intention, perceived organisational politics, organizational trust, perceived HR practices were explored. Then, previous works that relate the concepts were reviewed toward the development of a model that explains the relationships. to link these relationships, affective events theory was used as a basis. Hence, an elaboration of these theories was also offered. In chapter 3, the methods and techniques of data analysis including the research framework, hypotheses development, research design, data collection procedures, sampling technique and techniques of data analysis, were discussed. Next, in chapter 4, the study describes the analyses of data and findings of the study. In the final chapter, the key findings

of the study were summarized based on the research objectives. Then, the study highlights the theoretical and practical implications of the findings. Lastly, in the final chapter, recommendations and suggestions for future research were also highlighted.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The purpose of this chapter is to review the previous work related to the present study as well as related theories in order to validate the research framework in chapter three. The chapter started by reviewing literature on dependent variable (turnover intentions), followed by the independent variable (perceived organisational politics, organizational trust and perceived HR practices).

#### **2.2 Turnover Intention**

Turnover intention is one of the most important attitudinal challenges that managers constantly faced at work. It has been defined as the tendency of employees to leave their jobs or organization that they are currently working for (Lee, Hung, & Chen, 2012; Mobley, 1982; Price, 1977; Schyns, Torck, & 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. For example, it is estimated that employee turnover is costly to organisations regarding the separation costs; replacement costs of departed employees and training costs of new employees (Cascio, 2000; McKinney et al., 2007; Mobley, 1982).

Because of its significant costs, several factors have been suggested to explain why employees intent to leave. To date, some of the factors that have been considered include perceived organizational justice (Ali, & Jan, 2012; Cantor et al., 2011; Koys, 2001; Parker, & Kohlmeyer III, 2005), organizational culture (Deery, & Shaw, 1999; Gregory et al., 2009; San Park, & Kim, 2009; Way et al., 2007), job satisfaction (Grissom et al., 2012; Hellman, 1997; Koys, 2001; Mobley, 1977; San Park, & Kim, 2009; Yau-De et al., 2012), human resource management practices (Allen et al., 2003; Batt, & Valcour, 2003; Haines III et al., 2009; Kim, 2012; Long et al., 2012; Staufenbiel, & König, 2010), perceived psychological contract breach (Blomme et al., 2010; Kickul, & Lester, 2001) and perceived organizational support, among others (DeConinck, & Johnson, 2009; Jawahar, & Hemmasi, 2006; Maertz et al., 2007).

Despite the aforementioned empirical studies, however, little studies have been conducted on the influence of perceived organisational politics, organizational trust and perceived HR practices on employee's turnover intention. Hence, these factors are chosen to be studied in the present research.

### **2.3 Perceived Organisational Politics**

Perceived organisational politics is an important factor in explaining the reason why employees contemplate leaving their organizations in which they are currently working for. According to Ferris, Harrell-Cook and Dulebohn (2000), perceived organisational politics "involves an individual's attribution of behaviours of self-serving intent and is defined as an individual's subjective evaluation about the extent

to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior” (p. 90). While the management of an organisation cannot totally prevent the highly skilled employees from leaving their jobs or organisations, however it is important for managers to understand effects of organisational politics on employee’s turnover intention, so as to minimize the occurrence of such decision.

In synthesizing the literature on the effects of perceived organisational politics on employee’s turnover intention, it is valuable to discuss Blau’s (1964) social exchange theory. Essentially, social exchange theory suggests that when organisational politics do not favour an employee, in return to that unfavourable work environment he/she is likely to consider leaving his/her job (Gouldner, 1960). Past research has demonstrated that organisational politics perceptions are important for predicting employees’ turnover intention in a variety of contexts, including manufacturing, health sector, government, and banking sector, among others. Specifically, Vigoda (2000) conducted a study examine the relationship between perception of organizational politics, job attitudes, and work outcomes among 303 public sector employees in Israel. The study established a significant and positive relationship between perception of organizational politics and intentions of exit. Huang, Chuang and Lin (2003) examined the mediating effects of burnout on the relationship between perceived organizational politics and turnover intentions among 612 tax employees of the Ministry of Finance in Taiwan. The results showed that perception of organizational politics was positively and significantly related with turnover intentions. In addition, the study established that relationship between

perceived organizational politics and turnover intentions was partially mediated by burnout, which is typically characterized by emotional exhaustion, cynicism and professional efficacy.

Harris, Andrews and Kacmar (2007) validated social exchange theory by conducting a study to investigate the moderating effects of distributive and procedural justice on the relationship between organizational politics and workplace attitudes (i.e., turnover intentions and job satisfaction) among 311 employees of a water management district in the south-eastern United States. As predicted, the results indicated that perceived organizational politics was positively related to turnover intentions and negatively related to job satisfaction. In addition, the results showed that the perceived organizational politics -turnover intentions and perceived organizational politics-job satisfaction relationships were weaker when both perceived distributive and procedural justice are high.

A meta-analytic study of 79 independent samples from 59 published and unpublished empirical studies among 25,059 individual participants, Miller, Rutherford and Kolodinsky (2008) found that perceived organizational politics was positively and significantly related with turnover intentions. Abbas, Raja, Darr and Bouckenoghe (2012) conducted a study to investigate the combined effects of perception of organizational politics and psychological capital on job satisfaction, turnover intentions, and performance among 237 white-collar employees across a variety of organizations, including textile-manufacturing firms, government ministry, and telecommunication firms in Faisalabad, Pakistan. The results provide a strong support for the proposed hypotheses that perception of organizational politics

has a positive effect on turnover intentions and negative influence on job satisfaction and job performance

Recently, Bedi and Schat (2013) also conducted a meta-analytic study on the relationships between perceived organizational politics, attitudinal and behavioural outcomes on 118 independent samples, involving 44,560 individual participants. The results provide strong evidence that perceived organizational politics was positively and significantly related with turnover intentions. Chinomona and Chinomona (2013) also conducted a study to examine the effects of perceived organizational politics on turnover intentions among 300 non-managerial employees in Zimbabwe's Small and Medium Enterprises (SME) sector. They found perceptions of organizational politics to be significant predictor of turnover intentions.

## **2.4 Organisational Trust**

Organisational trust has been defined by Cook and Wall (1980) “the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people” (p. 39). Similarly, according to Carnevale and Wechsler (1992) Organisational trust “involves faith or confidence in the intentions or actions of a person or a group, the expectation of ethical, fair, and non-threatening behaviour, and concerns for the rights of others in exchange relationships” (p. 473). Meanwhile, organisational trust refers to “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (Mayer, Davis, & Schoorman, 1995, p. 712). Two

dimensions of organisational trust have been identified in the literature, namely: trust in supervisor and trust in organization (Nyhan, & Marlowe, 1997). Following Mayer *et al.* (1995) trust in supervisor, also known as interpersonal trust has been defined by Tan, and Tan (2000) as “the willingness of a subordinate to be vulnerable to the actions of his or her supervisors whose behaviour and actions he or she cannot control” (.p 243). On the other hand, trust in organization refers to the “employee’s confidence that the organisation will perform an action that is beneficial or at least not detrimental to him or her” (Tan, & Tan, 2000, p. 243).

Prior research has established a theoretical link between the two dimensions of organizational trust with various work-related attitudes and behaviours, including organizational commitment (Cook, & Wall, 1980; Hsu, Chiang, Chang, Huang, & Chen, 2013; Zeinabadi, & Salehi, 2011), employees' productivity (Bahrami, Hasanpour, Rajaepour, Aghahosseni, & Hodhodineghad, 2012), turnover intentions (Aryee, Budhwar, & Chen, 2002; Brashear, Manolis, & Brooks, 2005; Costigan, Insinga, Berman, Kranas, & Kureshov, 2011), deviant workplace behaviour (Demir, 2011; Erkutlu, & Chafra, 2013; Thau, Crossley, Bennett, & Sczesny, 2007), organizational citizenship behaviour, among others (Deluga, 1995; Singh, & Srivastava, 2009; Yilmaz, & Tasdan, 2009).

In general, the aforementioned empirical studies suggest that organisational trust may play a significant role in enhancing employees' productivity, stimulates voluntary behaviour that goes beyond what is required in the job, reduces the propensity of employee to quit his or her job and then minimizes the individual propensity to engage in voluntary behaviour that threaten the well being of

organisational stakeholders. Despite the aforementioned empirical research, little work has been carried out to examine how organisational trust may facilitate the tendency of an employee to quit his or her job, particularly in the Nigerian context, which differs much in culture with that of western context, such as United States and Europe. Hence, there is a need to understand the effects of organisational trust on turnover intentions in developing nations, particularly in Nigeria.

## **2.5 Perceived HRM Practices**

Human resource management Practices refer to “all practices (e.g. annual performance appraisals), specific policies (e.g. equal opportunities), tools (e.g. employee surveys) or techniques (e.g. management by objectives) that contribute to managing human resources in an organisation” (Petersitzke, 2009, p. 1). Literature suggests that HR Practices is a multi-dimensional construct consisting of at least two dimensions, including training and development, recruitment and selection, compensation practices, employee feedback, information exchange, employment security, workforce structure, and performance management, among others (Ahmad, & Schroeder, 2003; Demo, Neiva, Nunes, & Rozzett, 2012; Fey, & Björkman, 2001; Huselid, 1995; Ngo, Turban, Lau, & Lui, 1998; Pfeffer, 1998; 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 in the context of Nigerian higher education institutions. Training and development refers to “a planned effort by a company to facilitate employees’ learning of job related competencies. These competencies include knowledge, skills, or behaviors

that are critical for successful job performance” (Noe, 2010, p. 5). Compensation practices relate to the entire package of rewards, including financial and non-financial benefits, which an organization provides to its employees in exchange for their services rendered (Aswathappa, 2008; Thomas, 1999).

Substantial amount of past studies have shown that HR practices are related to a variety of work-related attitudes and behaviours, including organizational commitment (Agarwala, 2003; Fiorito, Bozeman, Young, & Meurs, 2007; Kooij, Jansen, Dikkers, & De Lange, 2010; Şendoğdu, Kocabacak, & Güven, 2013), job satisfaction (Chow, Haddad, & Singh, 2007; Petrescu, & Simmons, 2008; Saridakis, Muñoz Torres, & Johnstone, 2013), organizational citizenship behaviour (Kehoe, & Wright, 2013; Morrison, 1996; Sun, Aryee, & Law, 2007; Wei, Han, & Hsu, 2010), and deviant workplace behaviour (Arthur, 2011; Shamsudin, Subramaniam, & Alshuaibi, 2012).

In particular, Agarwala’s study (2003) showed that perception of innovative HR practices was found to be a significant determinant of employee’s organizational commitment. In a meta-analysis conducted by Kooij, et al. (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). Recently, 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), Arthur's (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 amount 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" (p. 138). Hence, this gap in the literature suggests more should be conducted to understand how HR practices affect a variety work-related attitudes and behaviours in the developing context, particularly, Nigeria.

## **CHAPTER THREE**

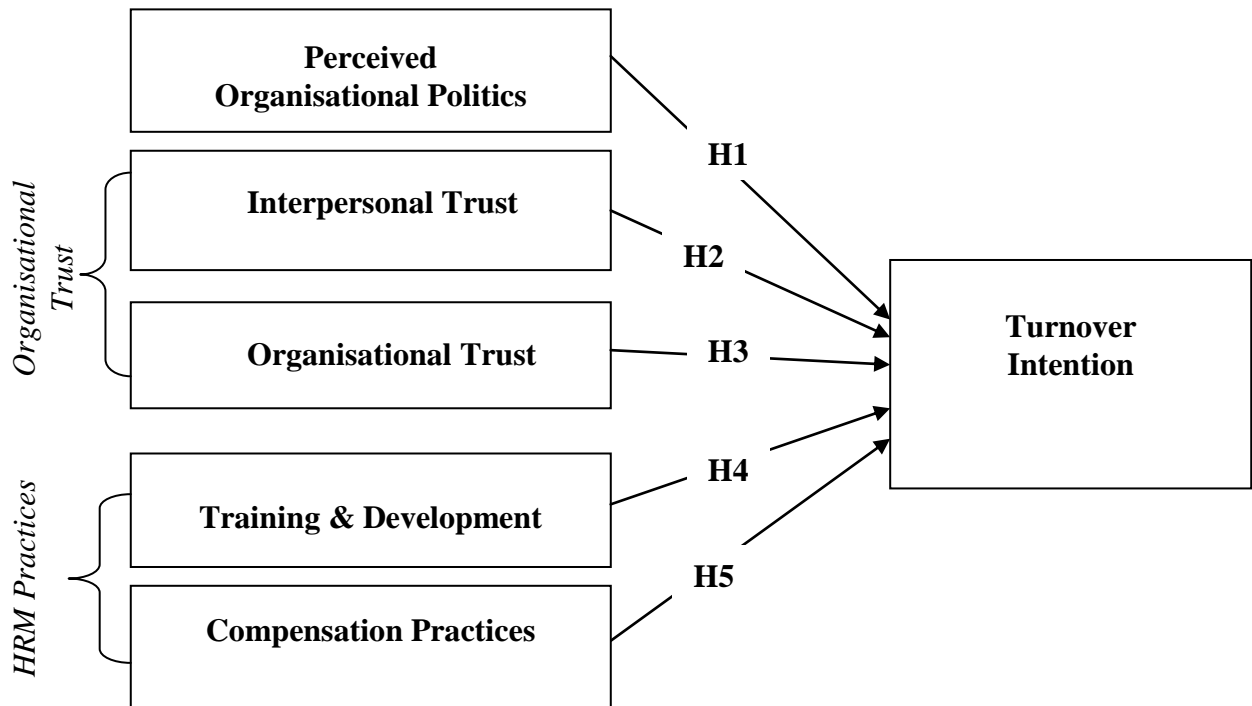
### **METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodology employed in the present study. In particular, the chapter covers research framework, underpinning theory, hypotheses development, research design, operational definition of variables, measurement of variables, and population of the study, sampling, data collection procedures and proposed techniques of data analysis.

#### **3.2 Research Framework**

The research framework for this study is a product of extensive review of the literature by the researcher and it is based on two theoretical perspectives, namely: social exchange theory (Blau, 1964) and affective events theory (Weiss, & Cropanzano, 1996). Thus, the research framework for this study as depicted in Fig. 3.1 shows the relationship between the independent variables (perceived organizational politics, organizational trust and human resource practices) and the dependent variable (turnover intentions).



*Fig. 3.1.*  
*Research Framework*

### 3.3 Underpinning Theory of the Study

In explaining the relationship between perceived organizational politics, organizational trust, 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" (p. 94). High level of organizational politics is associated with high turnover intentions (Abbas et al., 2012; Bedi, & Schat, 2013; Chinomona, & Chinomona, 2013), whereas and high level of organizational trust is associated decrease in turnover intentions (Costigan et al., 2011).

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

### **3.4 Hypotheses Development**

Drawing upon affective events theory (Weiss, & Cropanzano, 1996), Blau's (1964) social exchange theory and prior empirical studies (e.g., Costigan et al., 2011; Huang et al., 2003; Joarder, 2012) hypotheses for this study have been advanced for empirical testing and validation. The present study has six variables, namely, turnover intentions (i.e. dependent variable), perceived organisational politics, interpersonal trust, organisational trust, training and development, and compensation practices as the independent variables. Consequently, in the present study, five hypotheses have been advanced for testing and validation.

#### **3.4.1 Perceived Organisational Politics and Turnover Intentions**

Gandz and Murray (1980) proposed that perceived politicization of organizational processes may be one of the significant determinants of employee's attitudes. Huang et al. (2003) showed that perceptions of organizational politics are significantly and positively related to turnover intentions among 612 Tax employees from Taiwan Ministry of Finance. Likewise, in a study conducted among 198 full-time hospital employees in United States, Byrne (2005) found that employees who experience

high levels of organizational politics at work are more likely to consider quitting their jobs. Recent evidences (e.g., Abbas et al., 2012; Bedi, & Schat, 2013; Chinomona, & Chinomona, 2013) also suggest that high levels of organizational politics are significantly and positively related to turnover intentions. Consistent with the aforementioned empirical studies, the following hypothesis is advanced:

**H1:** Perceived organisational politics is positively related to turnover intentions.

### **3.4.2 Perceived Organizational Trust and Turnover Intentions**

Blau's social exchange theory (1964) postulates that employees' attitudes and behaviours are significantly influenced by perceptions of organizational trust. In line with Social exchange theory, Costigan et al. (2011) conducted a study to explore the link between supervisor trust, Chief Executive Officer (CEO) trust and turnover intentions among 320 mid-level employees from different firms located in Krasnoyarsk in central city of Russia. They found that trust in CEO and top management significantly and negatively related to turnover intentions. In Malaysian context, Hemdi and Nasurdin (Hemdi, & Nasurdin, 2006) conducted a study on 380 operational employees from twenty 5-star rated hotels and found that trust in organization has a significant and negative relationship with turnover intentions. Paillé, Grima and Dufour (2012) in their study on public agency employees in Quebec found that trust is negatively and directly correlated to intention to leave. The aforementioned contributions, lead to the following hypotheses:

**H2:** Interpersonal trust is negatively related to turnover intentions.

**H3:** Organisational trust is negatively related to turnover intentions.

### **3.4.3 Perceived HRM Practices and Turnover Intentions**

Prior research supports a negative relationship between perceived HRM practices and turnover intentions (e.g., Ashar, Ghafoor, Munir, & Hafeez, 2013; Dhiman, & Mohanty, 2010; Dysvik, & Kuvaas, 2008; Rahman, & Nas, 2013). In particular, Dhiman and Mohanty (2010) conducted a study on oil and gas exploration and production professionals in India and found that compensation practices significantly and negatively related with turnover intentions. Ashar et al. (2013) examined the impact of perceived training on employee commitment and turnover intention among 150 employees from Telecom and banking sector of Pakistan. Results showed a significant and negative relationship between training perceptions, affective commitment and employee turnover intention. Joarder (2012) studied the influence of HRM practices on turnover intentions among the faculty members of private universities in Bangladesh and found that compensation practices, supervisory support and job security were significant predictors of turnover intentions. Therefore, the following hypotheses are advanced:

**H4:** Training and development is negatively related to turnover intentions.

**H5:** Perception of compensation practices is negatively related to turnover intentions.

### **3.5 Research Design**

The purpose of this study is to investigate the relationships between perceived organizational politics, organizational trust, human resource practices and turnover intention among Nigerian nurses. The study adopts cross-sectional research design. The unit of analysis is nurses working in public hospitals located in Zaria, Kaduna State. Zaria was selected as the context of the study because it has highest concentration of health institutions in Kaduna State, Nigeria.

### **3.6 Operational Definition of Variables**

#### **3.6.1 Turnover Intentions**

In the present study, turnover is operationalized as an individual's likelihood to stay with an employing organization or seek for an alternatives job in other organizations and can be considered as an immediate predictor of the actual turnover (Cotton, & Tuttle, 1986; Tett, & Meyer, 1993).

#### **3.6.2 Perceived Organisational Politics**

In the present study, perceived organisational politics is operationalized as an "individual's attribution of behaviours of self-serving intent and is defined as an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior" (Ferris et al., 2000, p. 90).

### **3.6.3 Organisational Trust**

The operational definition of organisational trust in the present study is based on the Mayer et al's. (1995) definition as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (p. 712).

### **3.6.4 HRM Practices**

HRM practices refer to “all practices (e.g. annual performance appraisals), specific policies (e.g. equal opportunities), tools (e.g. employee surveys) or techniques (e.g. management by objectives) that contribute to managing human resources in an organisation” (Petersitzke, 2009, p. 1).

## **3.7 Measurement of Variables**

### **3.7.1 Turnover Intentions**

Three items were adapted to measure turnover intentions from prior research (e.g., Aryee, & Yue Wah, 2001; Lam, Chen, & Takeuchi, 2009). Items in this scale are: (1) “There any likelihood that you would resign from the hospital?”, (2) “There is likelihood that you would not continue to be a staff of the hospital during your tenure of employment with your present hospital?”, and (3) “You have any intentions of resigning from the hospital?”. Participants were asked to respond to questions in the turnover intentions scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*). Furthermore, turnover intentions scale demonstrated internal consistency reliability of .86. (see Appendix A)



Two demographic variables (i.e., gender and age) were included to further understand their role in predicting turnover intention. Firstly, regarding age differences in predicting turnover intention, the findings have been inconclusive. For example, Lyness and Judiesch (2001) studied 11,076 female and 15,283 male managers who had held diverse jobs, including both supervisory and professional positions from different locations in the United States. They found that men were more likely to leave their organization than women. Lee's (2012) longitudinal survey of 6,199 sample found that married women had higher turnover rates than men, plausibly due to family reasons and domestic commitments. Conversely, Thatcher, Stepina and Boyle's (2002) study among 128 males and 63 females information technology (IT) workers in a Southeastern U.S. State government showed that the rates of turnover intention was higher in women than men. In a recent study among 187 surviving employees of downsized organizations in Malaysia, it was reported that there was no significant difference in turnover intention for the males and the females (Ho, Sambasivan, & Liew, 2013).

Previous studies regarding age differences in turnover intention have consistently shown that overall turnover rates were higher for younger employees than the older employees. For example, in their longitudinal survey of 754 Nursing personnel working in various departments at a large Sweden hospital Fochsen et al (2006) reported that younger nurses were more likely to leave their organizations compared to their older counterparts. Similarly, Jiunn-Horng, Hsing-Yi, Hsiu-Yueh and Hung-Da (2007) studied 76 male nurses working in southern Taiwan. They found that younger nurses were more likely to leave their organizations than their

matured counterparts. In a study of 2119 Registered Nurses from 16 small, medium and large-scale hospitals in Germany showed that age was related to nurses' tendency to leave their organization; and younger nurses were more likely to leave their organizations or the profession than did their mature colleagues (Simon, Müller, & Hasselhorn, 2010). Recently, Almalki, FitzGerald and Clark (2012) studied a total of 508 primary health care (PHC) nurses in the Jazan Region of Saudi Arabia and reported that overall turnover rates were higher for younger nurses compared to older ones. Therefore, the following hypotheses are advanced:

### **3.7.2 Perceived Organisational Politics**

To assess perceived organisational politics construct, 7-items were adapted from perceptions of organizational politics scale developed by Kacmar and Ferris (1991). Furthermore, following the initial development and validation of this scale, a multiple sample investigation was conducted by Kacmar and Carlson (1997) to further validate the scale. Sample items in this scale are: (1) "Employees in my hospital attempt to build themselves up by tearing others down", (2) "Agreeing with powerful others is the best alternative in my hospital", and (3) "When it comes to pay raise and promotion decisions, policies are irrelevant in my hospital". Participants were asked to respond to questions in this scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*). Perceptions of organizational politics scale demonstrated internal consistency reliability of .87.

### **3.7.3 Organisational Trust**

In order to measure employee's perception regarding organisational trust construct, 12-items were adapted from measures of workplace trust developed by Cook and Wall (1980). Specifically, two underlying dimensions of organisational trust, namely: "interpersonal trust at work", and "trust in organisation" were assessed using Cook and Wall's (1980) measures of trust in the workplace.

#### **3.7.3.1 Interpersonal Trust**

Interpersonal trust at work subscale comprises of six items. Sample items in this subscale are: (1) "Most of my fellow workers would get on with their work even if supervisors were not around", (2) "I can rely on other workers not to make my job more difficult by careless work", and (3) "Most of my workmates can be relied upon to do as they say they will do". In the present study, participants were also responded to question in this scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*).

#### **3.7.3.2 Organisational Trust**

Similarly, organisational trust at work subscale also comprises of six items. Sample items in this subscale are: (1) "Management of my hospital can be trusted to make sensible decisions for the hospital's future", (2) "The management of my hospital would be quite prepared to gain advantage by deceiving the workers", and (3) "My hospital has a poor future unless it can attract better administrators". Participants

were asked to respond to all question in this scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*).

### **3.7.4 HRM Practices**

In the present study, the two underlying dimensions of HRM practices were assessed using 12-item HRM Practices Scale developed by Lam, Chen and Takeuchi (2009).

#### **3.7.4.1 Training and Development**

Specifically, six items were adapted to measure employee's perception regarding the training and development. Sample items in this scale are: (1) "The amount and duration of training programmes offered in my hospital are satisfactory". (2) "In my hospital, extensive training programmes have already been systematized". (3) "Compared to other hospitals, extensive training programmes are provided for employees in their jobs in my hospital". The participants were also responded to question in this scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*). The training and development subscales demonstrated internal consistency reliabilities of .98.

#### **3.7.4.2 Compensation Practices**

Six items were used to assess employee's perception of compensation practices. Sample items in this scale are: (1) "Salary and fringe benefits are fairly determined in my hospital.", (2) "Individual performance in the job as important is considered in determining salary of employees in my hospital", and (3) "The wages level in my

hospital is high in comparison to other hospitals”. In the present study, participants were also responded to question in this scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*). The compensation practices subscale demonstrated internal consistency reliabilities of .93.

### **3.8 Population of the Study**

The population of the study consists of 1,925 nurses working in public hospitals located in Zaria, Kaduna State, Nigeria, whose name are listed on the on the Staff Nominal Roll as at January 1, 2013.

### **3.9 Sample Size and Sampling Techniques**

To determine the required sample size for the present study, Krejcie and Morgan’ s (1970) sample size determination procedure was used. Hence, following Krejcie and Morgan’ s (1970) sample size determination procedure, a sample size of 320 would be required for a population of 1,925. However, because the sample frame does not exist, a convenience sampling (i.e., a non-probability sampling technique) was employed.

### **3.10 Data Collection Procedures**

Data for the present study was collected by distributing a self-administered questionnaire to the research participants with a cover letter introducing the research

topic in order to motivate the participants honestly and objectively answer the survey questions. A self-administered questionnaire was considered an appropriate method of data collection in the present study because it enables the researcher to assess information from the research participants within a short period of time, according to the participants' convenient time, and without compromising their productivity at work (Saunders, Lewis, & Thornhill, 2009; Sekaran, & Bougie, 2010; Zikmund, Babin, Carr, & Griffin, 2009). The survey was distributed between May 31 and June 28, 2013.

### **3.11 Techniques of Data Analysis**

In order to examine the relationships among perceived organisational politics, organisational trust, human resource management practices and turnover intentions, the present study employed three methods of data analysis. Firstly, descriptive analysis was conducted to provide some information regarding the frequencies, means and standard deviations of the key variables. Secondly, correlation analyses were performed to provide information regarding the relationship between the dependent and independent variables. However, because correlation analyses demonstrate only limited information, multiple regression analyses were conducted as a third among the series of analyses in order to effect of perceived organisational politics, organisational trust and human resource management practices on turnover intentions

## **CHAPTER FOUR**

### **RESULTS**

#### **4.1 Introduction**

This chapter presents the results of multiple regression analysis in SPSS. Firstly, the response rate of the questionnaires is presented. Next, the results of the descriptive statistics for all the study's variables are then reported. In the subsequent sections, the main results of the present study are presented, which covers correlational analyses and the regression analyses.

#### **4.2 Descriptive Statistics**

Descriptive analysis, using SPSS version 18, were undertaken to transform the raw data on the four variables, perceived organisational politics, organisational trust, human resource management practices and turnover intention as well as the demographic characteristics into a form that would provide information to describe a set of factors in a given situation. Data was analyzed using descriptive statistics, such as means and standard deviations of the main study variables (perceived organisational politics, organisational trust, human resource management practices and turnover intention).

#### 4.2.1 Reliability Analysis

In an attempt to determine the internal consistency reliability of the instruments used, Cronbach alpha co-efficient were calculated. Table 4.1 shows that the Cronbach alpha co-efficient for turnover intention, perception of politics, interpersonal trust, organisational trust, training and development, and compensation practices scale were .87, .82, .90, .97, .65, and .88 respectively (see the SPSS output). Table 4.4 shows that the Cronbach alpha coefficients ranged between .65 and .97, which are within the minimum acceptable value of .60 as suggested by Robinson, Shaver and Wrightsman (1991)

Table 4.1  
*Internal consistency Reliabilities of the Study Variables*

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach Alpha Coefficients</b>
Turnover Intentions	3	.87
Perceived Politics	7	.82
Interpersonal Trust	6	.90
Organisational Trust	6	.97
Training and Development	6	.65
Compensation Practices	6	.88

#### 4.2.2 Response Rate

In this study, three hundred and twenty self-administered questionnaires were initially sent to Registered Nurses (RN) who were identified from the Staff Nominal Role, 2013. Of these 320 surveys, one hundred and seventy five useable questionnaires were returned. Five additional questionnaires were also returned and were considered as useable. These unusable questionnaires were either completely returned back as blank or significant portion of such questionnaires was left blank.



Hence, with 175 returned and useable questionnaires out of 320, the valid response rate was 54.69%. Therefore, a valid response rate of 54.69% is deemed sufficient for the main analysis in the present study. This is because Sekaran (2003) asserted that a response rate of 30% could be considered appropriate for a cross-sectional research.

#### **4.2.3 Data Screening**

Prior to the regression analysis, several assumptions were met, including the assumption of outliers, linearity, normality assumption, and multicollinearity assumption (Hair, Black, Babin, & Anderson, 2010; Tabachnick, & Fidell, 2007). In particular, all data were screened for missing values using SPSS. No missing data was found. Next, multivariate outliers were checked and five items were detected as having outliers. It is worth noting that removing those five outliers may not affect the results of this study, hence none of the five outliers detected were deleted, thereby leaving our final data set to 175.

All items in the dataset were screened to ensure that normality assumption was not violated. The results of the normality test (see Appendix C) for only one item was above 3 for Skewness and above 7 for the Kurtosis (Hair et al., 2010). Hence, the item was transformed using cumulative distribution function (CDFNorm). Finally, the data for the present study was also tested for violations of the multicollinearity assumption. In the present study, variance inflation factor (VIF) was used to detect possible multicollinearity among the variables. The results of multicollinearity (Table 4.2), showed the VIF value ranged from 1.08 (compensation practices) to 2.00 (perceived politics) and that of tolerance value ranged from .50

(perceived politics) to .92 (compensation practices). Hence, following guidelines for testing multicollinearity (Hair, Sarstedt, Ringle, & Mena, 2012; VIF < 5 / tolerance > 0.20; condition index <30), Table 4.2 showed that the assumption of multicollinearity was not violated.

Table 4.2  
*Multicollinearity Statistics*

Variable	Collinearity Statistics	
	Tolerance	VIF
Perceived Politics	.50	2.00
Interpersonal Trust	.60	1.67
Organisational Trust	.88	1.14
Training and Development	.63	1.58
Compensation Practices	.92	1.08

#### 4.2.4 Respondents Profile

A total of one hundred and seventy five Registered Nurses participated in the study. As seen in Table 4.3, of 175 participants, 128, representing 73.14% were female, while the remaining 47 target participants (i.e., 26.86%) were their male counterparts. Twenty of the target participants were between 21-30 years old (11.43%), 62 of them were between 31-40 years old (35.43%). Majority of the respondents were between 41-50 years old (42.86%), and the remaining 18 of the target participants' age were 51 years and above (10.29%).

Four of the target participants, representing 2.29% identified as Assistant Director of Nursing Service, 8% identified as Chief Nursing Officers, 11.43% were classified as Assistant Chief Nursing Officers, 22.29% identified as Principal Nursing Officers, 35.43% identified themselves as Senior Nursing Officers, 12%

identified as Nursing Officers I, and the remaining 8.57% identified as Nursing Officers II.

As shown in Table 4.3 (Appendix B), 10.29% of the target participants have been working for less than 1 year current supervisors for less than 1 year. Forty-eight of the target participants have job experience between 1-5 years (27.43%), 46 (26.29%) have been working in their profession between 6 -10 years, and 63 of them (36%) have been working for 11 years and above. Majority of the target participants, representing 70.86% hold Diploma in Nursing, 22 (i.e., 12.57%) were holders of Masters Degree and 29 of them, representing 16.57% hold First Degree.

Table 4.3  
*Respondents Profile*

	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Female	128	73.14
Male	47	26.86
<b>Age</b>		
21-30 years	20	11.43
31-40 years	62	35.43
41-50 years	75	42.86
51 years and above	18	10.29
<b>Position</b>		
Assistant Director of Nursing Service	4	2.29
Chief Nursing Officers	14	8.00
Assistant Chief Nursing Officers	20	11.43
Principal Nursing Officers	39	22.29
Senior Nursing Officers	62	35.43
Nursing Officers I	21	12.00
Nursing Officers II	15	8.57
<b>Experience</b>		
Less than 1 year	18	10.29
1-5 years	48	27.43
6 -10 years	46	26.29
11 years and above	63	36.00

*Table 4.3 (Continued)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Education</b>		
Masters Degree	22	12.57
First Degree	29	16.57
Diploma	124	70.86

#### **4.2.5 Descriptive Statistics of the Study Variables**

Means and standard deviations were calculated for each of the 6 variables as shown in Table 4.4. For the 5-point scales (perceived organisational politics, interpersonal trust, organisational trust, training and development, compensation practices and turnover intentions), means ranged from 2.41 to 4.04, and standard deviations ranged from .64 to .83.

Table 4.4  
*Descriptive Statistics of the Study Variables*

<b>Variable</b>	<b>Mean</b>	<b>Std. Deviation</b>
Turnover Intentions	4.04	.83
Perceived Politics	3.71	.67
Interpersonal Trust	2.41	.64
Organisational Trust	3.03	.77
Training and Development	2.15	.73
Compensation Practices	3.07	.81

#### **4.3 Inferential Statistics/Hypothesis Testing**

In the present study, Pearson correlation and simple regression were both utilized to test the relationship between perceived organisational politics, organisational trust, human resource management practices and turnover intention. The correlations among the study's variables are presented in Table 4.5. As indicated in Table 4.5, perception of organizational politics was significantly and positively associations

with turnover intentions ( $r = .44, p < .01$ ), thus, supporting hypothesis 1. Perception of interpersonal trust was also significantly and negatively associated with turnover intentions ( $r = -.39, p < .01$ ). Hence, hypothesis 2 was confirmed. However, contrary to expectations, perception of organisational trust was not found to be significantly associated with turnover intentions ( $r = -.01, n.s.$ ). As such, hypothesis 3 was not confirmed. Furthermore, training and development was found to be significantly and negatively related with turnover intentions ( $r = -.58, p < .01$ ). Therefore, hypothesis 4 was confirmed. The results also demonstrate a significant and negative association between compensation practices and turnover intentions ( $r = -.16, p < .05$ ). Thus, hypothesis 5 was supported.

Table 4.5  
*Correlations for Study Variables*

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1 Turnover Intentions	1					
2 Perception of Politics	.44**	1				
3 Interpersonal Trust	-.39**	-.62**	1			
4 Organisational Trust	-.01	.21	-.12	1		
5 Training and Development	-.55**	-.58**	.45**	-.21	1	
6 Compensation Practices	-.16*	-.01	-.06	.23**	.05	1

\*  $p < .05$ . \*\*  $p < .01$ .

Because correlational analyses provide only limited information regarding the cause and effect, it is pertinent to further confirmed or disconfirmed the research hypotheses from the results of regression analyses. Furthermore, to ascertain the contribution of the predictor variables in explaining the turnover intentions, regression analyses was performed.

The results of regression analyses are presented in Table 4.6. As indicated in Table 4.6 that the five predictor variables (i.e., perception of organisational politics, interpersonal trust, organisational trust, training and development, and compensation practices) collectively contributed to 37% of the variance in turnover intentions with  $R^2$  value of 0.37.

Table 4.6  
*Results of a Multiple Regression Analysis (Turnover Intentions as Dependent Variable)*

<b>Hypotheses</b>	<b>Relations</b>	<b>Beta</b>	<b>SE</b>	<b>t-value</b>	<b>p-value</b>	<b>Findings</b>
H1	Perceived politics	.17	.11	1.55*	.06	Supported
H2	Interpersonal trust	-.18	.10	-1.73**	.04	Supported
H3	Organisational trust	-.13	.07	-1.84**	.03	Supported
H4	Training and development	-.50	.09	-5.66***	.00	Supported
H5	Compensation practices	-.12	.06	-1.87**	.03	Supported

Note: \* $p < 0.10$ , \*\* $p < 0.05$ , \*\*\* $p < 0.01$ .

Specifically, *Hypothesis 1* suggests that perceived organisational politics is positively related to turnover intentions. As shown in Table 4.6, a positive and significant relationship was found between perception of organisational politics and turnover intentions ( $\beta = .17$ ;  $t = 1.55$ ;  $p < 0.10$ ). Hence, indicating support for this hypothesis 1.

*Hypothesis 2* proposed that interpersonal trust is negatively related to turnover intentions. As shown in Table 4.6, results indicated a negative and significant relationship between interpersonal trust and turnover intentions intentions ( $\beta = -.18$ ;  $t = -1.73$ ;  $p < 0.05$ ). Thus, Hypothesis 2 was supported, such that interpersonal trust reduces the tendency of employees to quit their job.

*Hypothesis 3* proposed that organisational trust is negatively related to turnover intentions. This hypothesis was also tested using multiple regressions (see

Table 4.6). As expected, results indicated a negative and significant relationship between organisational trust and turnover intentions intentions ( $\beta = -.13$ ;  $t = -1.84$ ;  $p < 0.05$ ). The results provide support for hypothesis 3, indicating higher level of participants' perceptions of trust with the organization lead to decrease in turnover intentions.

*Hypothesis 4* stated that training and development is negatively related to turnover intentions. An examination of results in Table 4.6 indicated that training and development is negatively and significantly related with turnover intentions intentions ( $\beta = -.50$ ;  $t = -5.66$ ;  $p < 0.01$ ). Thus, hypothesis 4 was supported, such that the higher participants' perceptions of training and development, the lower their level of turnover intentions.

*Hypothesis 5* stated that perception of compensation practices is negatively related to turnover intentions. As shown in Table 4.6, a negative and significant relationship was found between perception of compensation practices and turnover intentions ( $\beta = -.12$ ;  $t = -1.87$ ;  $p < 0.05$ ). Hence, indicating support for this hypothesis 5, such that the higher participants' perception of compensation practices, the lower their level of turnover intentions.

Independent sample t-test was used to understand the role of demographic variables in turnover intention, and the results are presented in Table 4.7.

Table 4.7  
*Independent Sample T-test for Gender and Nurses' Turnover Intention*

	Levene's Test for Equality of Variances		T-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
Equal variances assumed			-2.002	173	.047
Equal variances not assumed	3.825	.052	-2.416	125.204	.017

As indicated in Table 4.7 that there was a significant difference regarding Nurses' gender in predicting turnover intention at  $p < 0.05$  level for the males (mean = 4.25, SD = .59) and the females (mean = 3.97, SD = .90) (see Appendix C). The findings of the current study suggest that male nurses are more likely to leave their organizations or the profession than their female colleagues.

Finally, to understand whether younger nurses are more likely to leave their organizations or the profession than their older colleagues, one-way Analysis of Variance (ANOVA) between groups was used. In this test, the participants were divided into four age groups (i.e., 21-30 years, 31-40 years, 41-50 years and above 51 years). The results of the one-way Analysis of Variance (ANOVA) between age groups are presented in Table 4.8.

Table 4.8  
*ANOVA - Age and Nurses' Turnover Intention*

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between Groups	1.164	3	.388	.555	.646
Within Groups	119.640	171	.700		
Total	120.804	174			



As indicated in Table 4.8, there were statistically significant differences at  $p < 0.05$  level in the turnover intention for the four age groups ( $F = .555$ ,  $p = .646$ ). Specifically, 21-30 years age group (mean = 4.23, SD = .77) had the highest turnover intention (see Appendix C). The results showed that younger nurses are more likely to leave their organizations or the profession than their older colleagues. Hence, indicating support for this hypothesis 7.

#### 4.4 Summary of Findings

Having presented all the results including regression analysis and test for the significant differences, Table 4.9 summarizes the results of all hypotheses tested.

Table 4.9  
*Summary of Hypotheses Testing*

<b>Hypothesis</b>	<b>Statement</b>	<b>Finding</b>
H1:	Perceived organisational politics is positively related to turnover intentions.	Supported
H2:	Interpersonal trust is negatively related to turnover intentions.	Supported
H3:	Organisational trust is negatively related to turnover intentions.	Supported
H4:	Training and development is negatively related to turnover intentions.	Supported
H5:	Perception of compensation practices is negatively related to turnover intentions.	Supported

## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 Introduction**

The present study has explored relationships between perceived organizational politics, organizational trust, human resource practices and turnover intention among Registered Nurses in Nigerian public hospitals. This chapter presents a discussion of the research findings, theoretical and practical implications for management and hospital administrators, as well as the limitations and future research directions.

#### **5.2 Discussion**

This study investigated the relationships between perceived organizational politics, organizational trust, human resource practices and turnover intention among Registered Nurses in Nigerian public hospitals. Using affective events theory (AET; Weiss, & Cropanzano, 1996) and Blau's (1964) social exchange theory as an underpinning theories, it follows that employees who perceive higher level of organizational politics are likely to quit their jobs. Similarly, perceptions of higher level of organizational trust and human resource practices reduce the tendency of employees to quit their job. The present study revealed several relationships between the independent variables and the dependent variable (i.e., turnover intentions). The next section, discusses on the findings on the relationships between the independent variables and the dependent variable.

### **5.2.1 Perceived Organisational Politics and Turnover Intentions**

The first hypothesis predicted that perceived organisational politics is positively related to turnover intentions. This hypothesis was fully supported with perception of organisational politics significantly and positively related to turnover intentions. This finding extends previous studies that found significant and positive relationships between perceived organisational politics and turnover intentions (Abbas et al., 2012; Bedi, & Schat, 2013; Harris et al., 2007; Huang et al., 2003; Miller et al., 2008; Vigoda, 2000).

### **5.2.2 Organisational Trust and Turnover Intentions**

Consistent with previous research that found organisational trust predicted turnover intentions (Aryee et al., 2002; Brashear et al., 2005; Costigan et al., 2011; Hemdi, & Nasurdin, 2006), the results of the present study provide strong support for the second and third hypotheses. As expected, the two dimensions of organisational trust were negatively related to turnover intentions. Employees who perceived higher level of organisational trust were least likely to quit their jobs.

### **5.2.3 HRM Practices and Turnover Intentions**

The fourth hypothesis was also supported. As anticipated, training and development was found to be negatively related to turnover intentions. Similar to previous studies (Ashar et al., 2013; Dysvik, & Kuvaas, 2008; Rahman, & Nas, 2013), the higher participants' perceptions of training and development, the lower their level of

turnover intentions. Similar to previous studies (e.g., Joarder, 2012; Joarder et al., 2011), employees who perceive compensation practices to be reasonably fair are less likely to quit their job. As expected in the present study, perception of compensation practices is significantly and negatively related turnover intentions, indicating support for the fifth hypothesis.

#### **5.2.4 Role of Demographic Variables in understanding Turnover Intention**

Consistent with previous research that male nurses are more likely to leave their organizations or the profession than their female colleagues (Lyness, & Judiesch, 2001), the results of the present study provide strong support for sixth hypothesis. Regarding the role of age in predicting turnover intention, the findings of the current study suggest that younger nurses are more likely to leave their organizations or the profession than their older colleagues. This finding is not surprising because it is consistent with previous studies that demonstrated that (e.g., Almalki et al., 2012; Fochsen et al., 2006; Jiunn-Horng et al., 2007; Simon et al., 2010).

### **5.3 Implications of the Study**

Generally, the findings of the present study have theoretical and practical implications.

#### **5.3.1 Theoretical Implications**

Prior research has shown that organizational-related factors including perceived organizational justice (Ali, & Jan, 2012; Cantor et al., 2011; Koys, 2001; Parker, &

Kohlmeyer III, 2005), organizational culture (Deery, & Shaw, 1999; Gregory et al., 2009; San Park, & Kim, 2009; Way et al., 2007), job satisfaction (Grissom et al., 2012; Hellman, 1997; Koys, 2001; Mobley, 1977; San Park, & Kim, 2009; Yau-De et al., 2012), human resource management practices (Allen et al., 2003; Batt, & Valcour, 2003; Haines III et al., 2009; Kim, 2012; Long et al., 2012; Staufenbiel, & König, 2010), perceived psychological contract breach (Blomme et al., 2010; Kickul, & Lester, 2001) and perceived organizational support, among others (DeConinck, & Johnson, 2009; Jawahar, & Hemmasi, 2006; Maertz et al., 2007) are likely to have a significant influence on employee turnover.

The present study builds upon the aforementioned studies by examining the relationship between perceived organizational politics, organizational trust, human resource practices and turnover intentions among Nigerian health workers. Specifically, this study contributes to the growing body of research on turnover intentions in several ways.

Firstly, by examining the relationship between perceived organizational politics and turnover intentions among Nigerian nurses, this study provides empirical evidence of the role of organisational politics in predicting employees' turnover intentions. The results are in line with the assertion that organisational-related factors play significant role in explaining the attitude and behaviour of employees at work because they determine the way and manner employees think, feel, and/or behave (Robbins, & Judge, 2010). As expected, the findings suggest that perceived organizational politics are effective in minimizing the tendency of employee to quit their jobs.

Secondly, in line with Blau's (1964) social exchange theory, present research examined the relative influence of the two underlying dimensions of organisational trust (i.e., interpersonal and organisational trust) on turnover intentions. Therefore, the present study was able to further confirm and validate Blau's (1964) social exchange theory in Nigerian context, particularly the health sector. Thirdly, the findings of this study also underscore the importance of HRM practices in explaining turnover intentions. Hence, the findings suggest that training and development as well compensation practices are theoretically an important factors predicting turnover intentions.

### **5.3.2 Practical Implications**

As stated at the opening chapter of this dissertation, turnover intentions among employees is prevalent and could have a significant cost for organizations. Therefore, understanding the underlying factors influencing nurses' turnover intentions to leave has important practical implications for management and hospital administrators. As demonstrated by previous research, high level of organizational politics is associated with high turnover intentions (Abbas et al., 2012; Bedi, & Schat, 2013; Chinomona, & Chinomona, 2013), whereas and high level of organizational trust is associated decrease in turnover intentions (Costigan et al., 2011). Similarly, when employees perceive that they are being provided with fair compensation as well as training and development by their employer, they are less likely to leave the organisation (Ashar et al., 2013; Dhiman, & Mohanty, 2010). The present study suggest that one way to reduce turnover intentions is to ensure that

among Registered Nurses are provided with fair compensation as well as training and development by their employer.

The present study also stresses the importance of principle of fair play in organizational politics for for management and hospital administrators. The results show that both perceived organizational politics and organizational trust are important consideration in managing turnover intentions among Nigerian nurses.

#### **5.4 Limitations and Future Research Directions**

While the present study has provided support for all hypothesized relationships, however, several of its limitations need to be recognized and discussed. First of all, although, this study adopted a cross-sectional design, it is not possible to draw conclusion from the population as the data for this research was collected at one point in time. Therefore, in view of this methodological limitation, future research could extend this study by adopting a longitudinal design, so that data will be collected at different points in time to enable researchers draw conclusion from the population.

Another methodological limitation of the present study relates to R-squared value that has been reported. The present study reported 37% of the total variance in turnover intentions, which suggests that there are other factors that could significantly explain the variance in employees' intention to turnover. Additionally, the present study suggests that the remaining 63% of the total variance explains are beyond the scope of this study. Therefore, future research could be conducted by considering other underlying factors that explain turnover intentions among

Registered Nurses in Nigeria public hospitals. Specifically, future research could extend the present study by examining other dimensions of HRM practices, such as career management, performance appraisal, and recruitment system that may play significant role in explaining turnover intentions.

Finally, it was noted that the target participants were mainly on Registered Nurses from public hospitals located in Kaduna, Nigeria. As such it is not possible to generalize the findings of the present study. The present study recommended that future research need to be conducted by collecting data from diverse populations, including Registered Nurses from private hospitals to allow comparisons to be made with prior research as well as to generalize the findings.

## **5.5 Conclusion**

The present study investigated the relationship between perceived organizational politics, organizational trust, human resource practices and turnover intentions among Registered Nurses in Nigerian public hospitals. Results supported all the hypothesized relationships between perception of organizational politics, organizational trust, human resource practices and turnover intentions. Results also have important implications for management and hospital administrators. Employee perceptions of organizational politics are associated with their turnover intentions. When management and hospital administrators realize that perceptions of organizational politics significantly predict turnover intentions, they may introduce the principle of fair and play organizational politics which is more likely to reduce



intention to turnover among nurses. This in turn would help the entire public hospital succeed because performance levels of these nurses would increase.

The present study supported prediction that human resource practices related negatively with turnover intentions. These findings can help guide human resource practices including the designing of training for developing effective human capital as well as designing fair compensation practices that would go along in motivating Registered Nurses in their respective hospitals.

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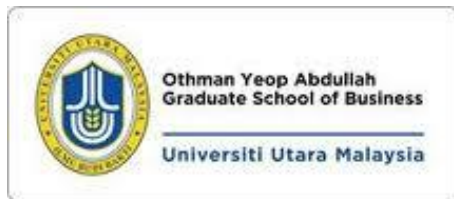
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## Appendix A

### Research Questionnaire



Othman Yeop Abdullah  
Graduate School of Business  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman, Malaysia  
Tel: (+604) 928 3930 | Fax: (+604) 928 5220  
Email: oyagsb@uum.edu.my

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Dear Prof / Reader / Dr / Mr / Mrs / Ms,

#### **ACADEMIC RESEARCH QUESTIONNAIRE**

I am a Masters student at the above-named university, currently working on my dissertation thesis title “Relationship between perceived organizational politics, organizational trust, human resource practices and turnover intentions among Nigerian nurses.

Thank you in advance for taking your valuable time to fill in this questionnaire. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be known throughout any part of the research process.

Thank you very much in anticipation of your responses.

Yours sincerely,

***Ramatu Abdulkareem Abubakar***

*Research Student*

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 Sintok, Kedah, Malaysia

Phone: +60164029350

E-mail: [s811005@student.uum.edu.my](mailto:s811005@student.uum.edu.my)



## Section 1

### Instruction:

The following questions intended to understand likelihood that you would resign from the hospital. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>					
TO01	There any likelihood that you would resign from the hospital.					1	2	3	4	5
TO02	There is likelihood that you would not continue to be a staff of the hospital during your tenure of employment with your present hospital.					1	2	3	4	5
TO03	You have intentions of resigning from the hospital					1	2	3	4	5

## Section 2

### Instruction:

The following questions intended to understand aspects of how your work environment can be perceived as political in nature. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
PP01	Employees in my hospital attempt to build themselves up by tearing others down				1 2 3 4 5
PP02	Agreeing with powerful others is the best alternative in my hospital				1 2 3 4 5
PP03	When it comes to pay raise and promotion decisions, policies are irrelevant in my hospital				1 2 3 4 5
PP04	Pay and promotion policies are not politically applied in my hospital.				1 2 3 4 5
PP05	Pay and promotion decisions are consistent with policies of my hospital.				1 2 3 4 5
PP06	Favouritism not merit gets people ahead in my hospital.				1 2 3 4 5
PP07	In my hospital, only one group always get their way.				1 2 3 4 5

### Section 3

**Instruction:**

The following questions will help us understand the level of trust you have with your fellow worker, including your immediate supervisor. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

		<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Neutral</b> <b>3</b>	<b>Agree</b> <b>4</b>	<b>Strongly agree</b> <b>5</b>
IT01	Most of my fellow workers would get on with their work even if supervisors were not around.	1	2	3	4	5
IT02	I can rely on other workers not to make my job more difficult by careless work.	1	2	3	4	5
IT03	Most of my workmates can be relied upon to do as they say they will do.	1	2	3	4	5
IT04	If I got into difficulties at work I know my workmates would try and help me out.	1	2	3	4	5
IT05	I can trust the people I work with to lend me a hand if I needed it.	1	2	3	4	5
IT06	I have full confidence in the skills of my workmates.	1	2	3	4	5

## Section 4

**Instruction:**

The following questions will help us understand the level of trust you have with your organisation. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

		<b>Strongly disagree</b> 1	<b>Disagree</b> 2	<b>Neutral</b> 3	<b>Agree</b> 4	<b>Strongly agree</b> 5
OT01	Management of my hospital can be trusted to make sensible decisions for the hospital's future.	1	2	3	4	5
OT02	The management of my hospital would be quite prepared to gain advantage by deceiving the workers.	1	2	3	4	5
OT03	My hospital has a poor future unless it can attract better administrators.	1	2	3	4	5
OT04	Management at my hospital is sincere in its attempts to meet the workers' point of view.	1	2	3	4	5
OT05	Management at my hospital would be quite prepared to gain advantage by deceiving the workers.	1	2	3	4	5
OT06	I feel quite confident that my management will always try to treat me fairly.	1	2	3	4	5

## Section 5

**Instruction:**

The following questions will help us understand the level of training programmes offered in your hospital. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

		<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Neutral</b> <b>3</b>	<b>Agree</b> <b>4</b>	<b>Strongly agree</b> <b>5</b>
TD01	The amount and duration of training programmes offered in my hospital are satisfactory.	1	2	3	4	5
TD02	Individual performance in the job as important is considered in determining salary of employees in my hospital.	1	2	3	4	5
TD03	The amount and duration of training programmes offered in my hospital are satisfactory.	1	2	3	4	5
TD04	In my hospital, extensive training programmes have already been systematized.	1	2	3	4	5
TD05	Compared to other hospitals, extensive training programmes are provided for employees in their jobs in my hospital.	1	2	3	4	5
TD06	In my hospital, training programmes are conducted by professionals and experienced trainers.	1	2	3	4	5

## Section 6

**Instruction:**

The following questions will help us understand the aspects of compensation practices and procedures in your workplace. Please indicate as honestly and as objectively as you can; using the scales provided to indicate your level of agreement or disagreement with each statement.

		<b>Strongly disagree</b> <b>1</b>	<b>Disagree</b> <b>2</b>	<b>Neutral</b> <b>3</b>	<b>Agree</b> <b>4</b>	<b>Strongly agree</b> <b>5</b>
CP01	Salary and fringe benefits are fairly determined in my hospital.	1	2	3	4	5
CP02	Individual performance in the job as important is considered in determining salary of employees in my hospital.	1	2	3	4	5
CP03	Fringe benefits in my hospital are based primarily on age and seniority of employees.	1	2	3	4	5
CP04	The standard of fringe benefits determination in my hospital is satisfactory.	1	2	3	4	5
CP05	The standard of wages determination in my hospital is satisfactory.	1	2	3	4	5
CP06	The wages level in my hospital is high in comparison to other hospitals.	1	2	3	4	5

## Section 7

### Instruction:

Please read and tick as appropriate in the provided boxes your exact assessment of the following demographic information:

#### 1. Gender

Male	1
Female	2

#### 2. Age

21-30	1
31-40	2
41-50	3
51 and above	4

#### 3. Position

Assistant Director of Nursing Service	1
Chief Nursing Officers	2
Assistant Chief Nursing Officers	3
Principal Nursing Officers	4
Senior Nursing Officers	5
Nursing Officers I	6
Nursing Officers II	7

#### 4. Experience

<b>Less than 1 year</b>	<b>1</b>
1-5 years	2
6 -10 years	3
11 years and above	4

**5. Highest Educational Qualification**

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Master's Degree	1
First Degree	2
Diploma	3

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**Thank you once again.**



## Appendix B

### Respondents' Profile

#### Frequencies

[DataSet1] F:\Ramatu MSc Dissertation\Ramatu MSc Data.sav

#### Statistics

		Gender	Age	Position	Experience	Education
N	Valid	175	175	175	175	175
	Missing	0	0	0	0	0

#### Frequency Table

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	128	73.1	73.1	73.1
	Male	47	26.9	26.9	100.0
Total		175	100.0	100.0	

#### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	20	11.4	11.4	11.4
	31-40 years	62	35.4	35.4	46.9
	41-50 years	75	42.9	42.9	89.7
	51 years and above	18	10.3	10.3	100.0
	Total	175	100.0	100.0	

#### Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Director of Nursing Service	4	2.3	2.3	2.3
	Chief Nursing Officers	14	8.0	8.0	10.3
	Assistant Chief Nursing Officers	20	11.4	11.4	21.7
	Principal Nursing Officers	39	22.3	22.3	44.0
	Senior Nursing Officers	62	35.4	35.4	79.4

Nursing Officers I	21	12.0	12.0	91.4
Nursing Officers II	15	8.6	8.6	100.0
Total	175	100.0	100.0	

**Experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	18	10.3	10.3	10.3
1-5 years	48	27.4	27.4	37.7
6 -10 years	46	26.3	26.3	64.0
11 years and above	63	36.0	36.0	100.0
Total	175	100.0	100.0	

**Education**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Masters Degree	22	12.6	12.6	12.6
Diploma	124	70.9	70.9	83.4
First Degree	29	16.6	16.6	100.0
Total	175	100.0	100.0	

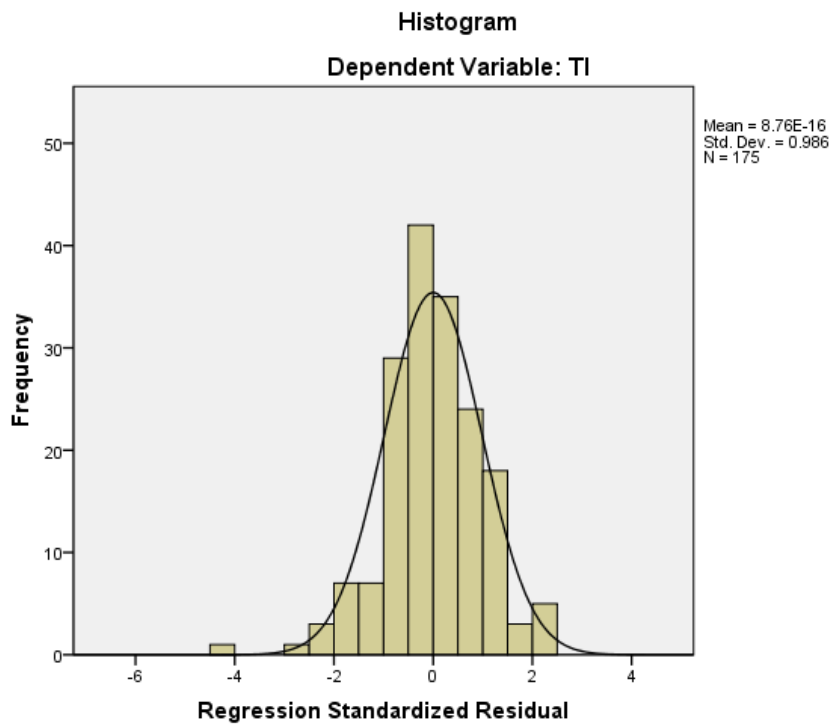
## Appendix C

### SPSS Output

Descriptive Statistics				
	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
PP01	-.840	.184	2.225	.365
PP02	-.426	.184	1.518	.365
PP03	-.240	.184	.876	.365
PP04	-.126	.184	1.174	.365
PP05	-.059	.184	.379	.365
PP06	-.166	.184	.787	.365
PP07	-.580	.184	2.626	.365
IT01	.459	.184	-.207	.365
IT02	.356	.184	-.626	.365
IT03	.497	.184	-.073	.365
IT04	.861	.184	1.171	.365
IT05	.485	.184	-.045	.365
IT06	.468	.184	.049	.365
OT01	-.056	.184	-1.126	.365
OT02	-.082	.184	-.917	.365
OT03	-.465	.184	-.679	.365
OT04	-.596	.184	-.416	.365
OT05	-.567	.184	-.372	.365
OT06	-.481	.184	-.578	.365
TD01	.767	.184	1.168	.365
TD02	.985	.184	1.977	.365
TD03	.944	.184	2.027	.365
TD04	.812	.184	1.313	.365
TD05	.937	.184	2.237	.365
TD06	.631	.184	.954	.365
CP01	.017	.184	-.650	.365
CP02	.217	.184	-.805	.365
CP03	-.234	.184	-.622	.365
CP04	10.255	.184	124.380	.365
CP05	-.275	.184	-.656	.365
CP06	-.234	.184	-.819	.365
TO01	-1.156	.184	1.504	.365

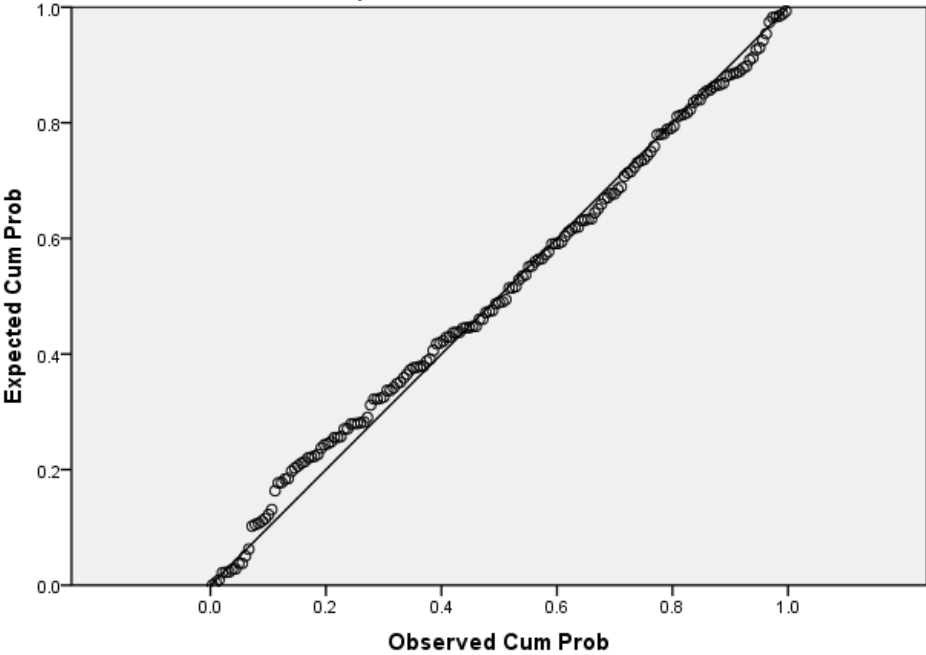
TO02	-1.097	.184	1.876	.365
TO03	-1.108	.184	1.228	.365
Valid N (listwise)				

Charts



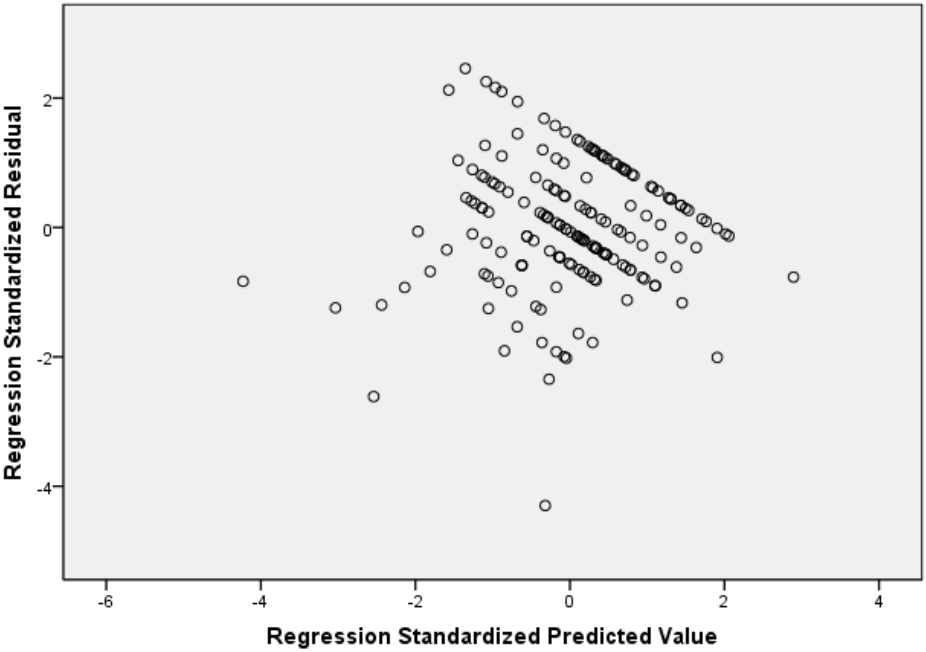
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: TI



Scatterplot

Dependent Variable: TI



## T-Test

[DataSet1] F:\Ramatu MSc Dessertation\Ramatu MSc Data.sav

**Group Statistics**

Gender	N	Mean	Std. Deviation	Std. Error Mean
TI Female	128	3.9661	.89701	.07928
TI Male	47	4.2482	.58759	.08571

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
TI	Equal variances assumed	3.825	.052	-2.002	173
	Equal variances not assumed			-2.416	125.204

**Independent Samples Test**

		t-test for Equality of Means		
		Sig. (2-tailed)	Mean Difference	Std. Error Difference
TI	Equal variances assumed	.047	-.28208	.14090
	Equal variances not assumed	.017	-.28208	.11676

**Independent Samples Test**

		t-test for Equality of Means	
		95% Confidence Interval of the Difference	
		Lower	Upper
TI	Equal variances assumed	-.56018	-.00398
	Equal variances not assumed	-.51315	-.05101

## Oneway

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### Descriptives

TI

	N	Mean	Std. Deviation	Std. Error
21-30 years	20	4.2333	.76548	.17117
31-40 years	62	4.0376	.85380	.10843
41-50 years	75	4.0311	.80757	.09325
51 years and above	18	3.8889	.96338	.22707
Total	175	4.0419	.83323	.06299

### Descriptives

TI

	95% Confidence Interval for Mean		Minimum	Maximum
	Lower Bound	Upper Bound		
21-30 years	3.8751	4.5916	2.33	5.00
31-40 years	3.8208	4.2545	1.00	5.00
41-50 years	3.8453	4.2169	1.33	5.00
51 years and above	3.4098	4.3680	1.67	5.00
Total	3.9176	4.1662	1.00	5.00

### ANOVA

TI

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.164	3	.388	.555	.646
Within Groups	119.640	171	.700		
Total	120.804	174			

## Post Hoc Tests

### Multiple Comparisons

TI

LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.
21-30 years	31-40 years	.19570	.21510	.364
	41-50 years	.20222	.21050	.338
	51 years and above	.34444	.27176	.207
31-40 years	21-30 years	-.19570	.21510	.364
	41-50 years	.00652	.14357	.964
	51 years and above	.14875	.22395	.507
41-50 years	21-30 years	-.20222	.21050	.338
	31-40 years	-.00652	.14357	.964
	51 years and above	.14222	.21954	.518
51 years and above	21-30 years	-.34444	.27176	.207
	31-40 years	-.14875	.22395	.507
	41-50 years	-.14222	.21954	.518

### Multiple Comparisons

TI

LSD

(I) Age	(J) Age	95% Confidence Interval	
		Lower Bound	Upper Bound
21-30 years	31-40 years	-.2289	.6203
	41-50 years	-.2133	.6177
	51 years and above	-.1920	.8809
31-40 years	21-30 years	-.6203	.2289
	41-50 years	-.2769	.2899
	51 years and above	-.2933	.5908
41-50 years	21-30 years	-.6177	.2133
	31-40 years	-.2899	.2769
	51 years and above	-.2911	.5756
51 years and above	21-30 years	-.8809	.1920
	31-40 years	-.5908	.2933



**Multiple Comparisons**

TI

LSD

(I) Age	(J) Age	95% Confidence Interval	
		Lower Bound	Upper Bound
21-30 years	31-40 years	-.2289	.6203
	41-50 years	-.2133	.6177
	51 years and above	-.1920	.8809
31-40 years	21-30 years	-.6203	.2289
	41-50 years	-.2769	.2899
	51 years and above	-.2933	.5908
41-50 years	21-30 years	-.6177	.2133
	31-40 years	-.2899	.2769
	51 years and above	-.2911	.5756
51 years and above	21-30 years	-.8809	.1920
	31-40 years	-.5908	.2933
	41-50 years	-.5756	.2911