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**THE EFFECTS OF ORGANISATIONAL FACTORS ON
TURNOVER INTENTION AMONG NURSES OF FEDERAL
MEDICAL CENTRE IN NIGERIA**



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UUM
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INTENTION AMONG NURSES OF FEDERAL MEDICAL CENTRE IN
NIGERIA**

BY

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**Thesis submitted to
School of Business Management,
University Utara Malaysia,
in partial fulfilment of the requirement for the degree of Master of Science
Management**

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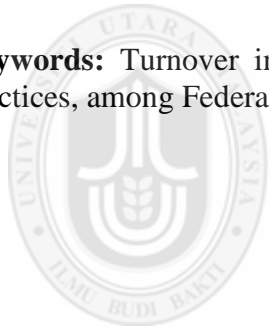


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ABSTRACT

Prior research has indicated that employee's turnover detrimental to both individuals and organisational. Because a turnover intention in the workplace is detrimental, Several Factors have been suggested to better understand the reason why employees may decide to quit/ leave their organisations. Some of the organisational related factors that have been considered by previous research include perceived organisational Justice, job satisfaction, Perceived psychological contract breach, and perceived organisational support among others. Despite these empirical studies, literatures indicate the need for further investigation on health sector using the perceived organisational politic, organisational trust, Human resource practice (HRM) on turnover intention. Hence the present study fill study gap perceived organisational politic, workplace trust, Human resource practice (HRM) on turnover intention among Registered Nurses in Nigeria hospital specifically Federal medical Centre (FMC) Azare, using multiple regression analysis techniques. One hundred and five registered nurses participated in the study. Result indicated that perceived organisational politic and career Growth were positively and significantly related to turnover intentions while interpersonal trust indicated a negatively and significantly related to turnover, but organisation trust and compensation practices were not supported, lastly, training and development supported but indicated a positive result turnover. The theoretical and practical implications of the results are discussed.

Keywords: Turnover intentions, Organisational politics, workplace trust and HR Practices, among Federal Medical Centre Azare, Bauchi State, Nigeria.



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ABSTRAK

Kajian lalu menunjukkan bahawa lantik henti pekerja merugikan individu dan organisasi. Oleh kerana 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, penyelenggaraan 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 hubung kait antara politik organisasi tertanggung, kepercayaan organisasi, amalan sumber manusia tertanggung terhadap lantik henti pekerja dalam kalangan jururawat berdaftar di hospital Nigeria, khususnya di Pusat Persekutuan Perubatan Azare (Federal medical Centre) dengan menggunakan analisis teknik regresi berbilang. Satu ratus lima Jururawat terlibat dalam kajian ini. Keputusan menunjukkan bahawa politik organisasi tertanggung dan perkembangan kerjaya berhubung kait secara positif dan signifikan dengan lantik henti, manakala kepercayaan sesama sendiri menunjukkan keputusan yang negatif dan signifikan terhadap lantik henti tetapi kepercayaan organisasi dan pengamalan pampasan tidak menyokong. Akhir sekali, pembangunan dan latihan menyokong tetapi menunjukkan keputusan positif terhadap lantik henti. Implikasi teori dan praktis hasil keputusan yang diperoleh turut dibincangkan.

Kata Kunci: lantik henti, politik organisasi, kepercayaan organisasi, amalan sumber manusia, hospital Nigeria.

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DEDICATION

I dedicated this project paper to my son Al-aminAhmad Muhammad and family.



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LIST OF ABBREVIATIONS

AEC	Affected Event Theory
CEO	Chief Executive Officer
DWB	Workplace Behaviour
HRM	Human Resource Management
HR	Human Resource
I/O	Industrial and Organisational psychology
M.Sc.	Master of Science
PBUH	Peace Be Upon Him
R2	R-Square Value
RN	Registered Nurses
SPSS	Statistic package for Social Sciences
SWT	SubhanahuWata'ala
TI	Turnover Intention
UK	United Kingdom
USA	United State of America
VIF	Variance Inflated Factors
POP	Perceived Organisational Trust
IT	Interpersonal Trust
OT	Organisational Trust
CG	Career Growth
CP	Compensation Practice
PHC	Primary Healthcare Centre
SHC	Secondary Healthcare Centre
THC	Teaching Hospital
FGN	Federal Government of Nigeria
FMC	Federal Medical Centre
FTHI	Federal Tertiary Health Institute
GH	General Hospital
B.Sc.	Bachelor of Science
FCC	Federal Character Commission

CHAPTER ONE

INTRODUCTION

1.1 Background

Employee turnover has become common in many organisations. The turnover of employee is prevalence and it has now become a serious concern of every organisation, according to Khan (2014) turnover intention of employees has become a matter of concerned in any or all type of organisation. Turnover issue is general issue or a global phenomenon to all organisations for examples, out seven point seven percent (7.7%) of permanent faculty members in different higher learning institution had quite their job or post moved to other organisations in the United States of American (USA) and colleges in the year 1997 to 1998 academic session. However, it was only twenty nine percent (29%) out of hundred were retirees, while all the remaining seventy one percent (71%) that leave the job, goes out to other institutions for their own several reasons (Sanderson, Phua, &Herda, 2000).

Similarly, in Kenya, various professional and qualified employees in different organisations from different Kenyan public own institutions have resigned from their job in order to look for a better pay job abroad (Waswa& Katana, 2008). Some can even quit their job in order to go for a better earning job either at the national or international level. Munzali and Obaje (2008) furthermore reported that almost about sixty five percent (65%) among needed total figure of qualified teachers of different University in Nigeria quitted and went for western countries where there are good salary package including bonus or incentives, like United Kingdom (UK), United State (US), Southern part of Africa and many of the Countries in the middle East like Saudi Arabia, Kuwait, and Oman, and many more.

Also records have shown that almost about five hundred (500) workers from different Nigerians' organisation includes private and public are continue to quite annually, to western countries that have good or stable economic situation such as United State of America, Canada, Europe and some African countries for better working condition and the delivery of service (Bassi, 2004). An estimate that was made recently indicated that in 2012, there are at least more than 20,000 professional employees which includes medical personnel, academic staff that are from different institutions e.g. private, public organisation, higher learning that leave African continent every year in order to look for a better (greener) job in western nations like United kingdom, United State, Canada, and Germany among other (Agency Reporter, 2012).

According to 2016 National Healthcare Retention and Registered Nurse (RN) Staffing Report, United state of American (USA); the RN turnover has exceeded the hospital average. This increasing trend has not let up and is expected to continue, indicative of an additional tightening of the Registered Nurses labour market. Recently, quitting on behalf of RNs rises 8.8% to 37.0%. By these figure from the report hospital margin is diminishing rapidly to an extend that it shifted the Hospital average cost of turnover from thirty seven thousand and seven hundred million Dollars (\$37,700) to fifty eight thousand four and hundred million Dollars (58,400) which lead to an average loss of \$6.6Million and also causes an increase in each percentage of the nursing work turnover to an average of addition of three hundred and seventy three thousand and two hundred Dollars (\$373,200). Whereas the cost can be enough to settle the two 2years salary for professional positions of the

hospital nurses. Based on the report, the most common reasons why RNs voluntarily resigned were due to career advancement, personal reasons and relocation. Furthermore, the other reasons link to RN turnover were commute/location, workload/staffing ratios, immediate management, salary, retirement, education and scheduling.

Similarly, another study conducted by Thamna and Hossam, (2014), examined whether there is a direct and indirect sound effects between the turnover intention and organisational justices by utilising four hundred and fourty eight (448) in the United Arab Emirate hospital's employees and the result of the survey indicated that the any dimension of organisational justice have an influence on the intention of employees toward quitting their jobs.

The issue of nurse's turnover in Nigeria was further aggravated by shortage of nurses which in totality has great impact on the country's health outcomes. At present, Nigeria has a ratio of 16.1 nurses and midwives per 10,000 populations (World Health Organization, 2015b); as against 92.9 that is obtainable in Canada; 167.9 in Denmark, and 88.0 in the United Kingdom (World Health Organization, 2015b). Presently there are a number of practicing nurses who migrated to different countries in the world like UK, US, out of the little number of nurses that country has. Moreover, a study conducted by McFubara, and Ezonbodor (2012), revealed that there are only 18percent of healthcare centre has Nurses in Bayelsa State, Nigeria. Similarly, in the study of Nkwo (2015), indicated the it was only fifty five nurses (55) and one hundred and fifty two (152) midwives in Enugu State healthcare centres.

Therefore, several studies have been conducted by various researchers and the findings revealed so as to the worker's turnover is not favourable to the persons and the organisational level at large (Helleman, 1997; Glebbeek&Bax 2004). As example, instant turnover of co-worker, it may threat the remaining workers or a "shock" to the entire employees thereby fearing or feeling unsecure with their job, generally it could cause disruption also could significantly lead to reduction in their work embeddedness, hence, triggering thoughts of turnover in the job (Holtom, lee, Mitchell &Eberly 2008). Additionally, it was estimated that workers turnover has financial cost effect to the organisation as a result of separation cost, training cost of new employees and replacement cost of departed employees (Bartlett, Mckinney&Mulvaney 2007; Cascio, 2000). Due to the occurrence as well as harmful effects of turnover to both the organisations and the individuals, additional research efforts in trying to give a clear understanding about some reasons for the workers of disengaging service from their various organisations.

According to a survey conducted by Oyatunde and Ayeni (2014), most of the position of leadership in nursing service still remained vacant in Lagos State, Nigeria and also sixty eight point two percent (68.2%) of nurses do not have assurance of whether they would continue to be working in the hospital or not in five years to come. It was made known that the rate of turnover of nurses is common in both the State and Federal health institutions of Nigeria. Similarly, another empirical study by Uzochukwu et al. (2015), have examined recruitment and distribution of public health workers and found that, there were a higher number of health workers in the cities when compared to that of villages. Lack of or inadequate social amenities in

the village area was taken or considered by the workers of the health sector as their main reason for the disparity in the allocation of health workers between urban (city) and rural (village) areas. Furthermore, Oladayo, Uche, Eche & Ohunakin (2015) have investigated the causes of voluntary turnover among 231 employees in Nigeria. The result revealed that (86.6%) of the participant were not okay (satisfied) with working without enough fringe benefits over the 7.8% who were satisfied and comfortable with the job.

1.2 Overview of Health Sector in Nigeria

Health sector is one of the most important sectors in every country specifically in Nigeria, but still the sector is facing several challenges and tremendous obstacles. Health sector in Nigeria are divided into three (3) categories which are: Primary Health Care Centre (PHC), Secondary Healthcare Centre (SHC) and [Tertiary Healthcare Centre (THC)]. Primary healthcare is the health centre that was established in order take care of individual, families and the community at large those residing in the rural area (local government), according to A Atta (1978) primary health care centre it include mother and child meaning that it has to enhance family planning, prevention of close by disease, immunization, treatment of ordinarily disease or injuries, health education, enhancing essential facilities, provision of food, water and nutrition. Therefore, primary healthcare centre are the most close to the where individual live and work and continue health process for example; Maternal Mortality rate (MMR). Despite all the skill of birth attendants & the health workers of community, Nigerian is one of the worst. In a situation where by a serious problem that cannot be solve in primary healthcare will be referred to secondary healthcare where there are enough facilities, for examples, A pregnant

women who are suffering from bleeding infection various related problem . Secondary healthcare centre which comprises general and state hospital, are the second tier of healthcare centre, this is secondary healthcare centre in Nigeria that are been overseeing by the state government which covered a wide range of coverage in term of their service they care some complicated sickness that cannot be care in the PHC as a result of shortage of basic facilities and professional staff in the hospital, culture of poor maintenance, insufficient fund to enable those hospital to take care of their internal expenses, lack of professional, skill managers. Finally, tertiary healthcare centre is the third level own and control by the federal government on Nigeria and specialised in consultative care and a professional medical personnel.

For that reason, the Federal Government of Nigeria (FGN) in its effort to reduce the hardship toward the sickness face by the general public, it came up with the idea of the establishment of Federal Medical Centre (FMC) which is one of the tertiary healthcare centre. This scenario happened as a result of lack of sophisticated facilities and professional medical personnel. In the primary healthcare centre (PHC) and Secondary Healthcare centre (SHC).

1.3 Brief History of Federal Medical Centre (FMC) Azare.

The Federal Medical Centre, Azare is one of the tertiary healthcare centres in Nigeria which was incorporated in the year 2000, 6th June, hence, fully started operation in the year 2001.this happened immediately after the declaration for the establishment by the president OlusegunObasanjo, therefore, azare general hospital (GH) was upgraded to be the Federal Medical Centre (FMC) in Bauchi state, being one of the

important federal tertiary health institutions (FTHI) that were incorporated in order to assist in providing efficient and efficient healthcare services to the general public.

Among the advantage of the center is that; it has the highly trained, skills and professional manpower with sophisticated machines together with a very good modern infrastructure. And it does provide that compared relatively cheap with the private hospital; it was fantastic for the public of having such kind of institution in the state. Nevertheless, it's mostly a referral Hospital for the entire general public not only the people of Bauchi state also includes all the state thirty six states (36) of the federal republic of Nigeria, for example like Jigawa, Yobe, and Kano. The reputation of the central is for being a place for providing excellent services in Ophthalmology, Gynaecology and obstetrics and HIV/AIDS treatment of others. Moreover, it provides training for House Officers, students from various schools for example; School of Health Technology, School of Nurses and Intern pharmacists. Additionally, in the center various researches have been ducted in different field related to health in order to enhance healthcare delivery method.

The accreditation of FMC to serve as training Centre for residency and student nurses who are undergoing their Bachelor of Science (BSc.), in the Nursing Profession respectively. Has been accredited by the West African College of Surgeons and the National Open University (NOUN).

1.4 Problem Statement

The central issue of the study is the turnover of registered nurses in Federal Medical Centre (FMC) Azare, Bauchi State, Nigeria. Failure to satisfy the employees in any

organisation could lead to the employee turnover which seriously affects the smooth running of healthcare organisation. For over 60 years, there are several factors that have been selected by the organisational psychologists and industrialists to be the better and easiest way of understanding the reasons why some employees are quitting or intend to leave the organisations, regardless of what they are receiving monetary compensation that their organisations give them (Beecroft, Dorey, & Wenten, 2008; Adebayo & Ogunsina, 2011; Grissom, Nicholson-Crotty & Keiser, 2012).

It is important to know that among the function of factors that are predicting employee turnover is that it relates to organisation, due to the fact that, the organisational factors are more importantly to be considered in understanding the employees behaviours and attitude at work, for the fact that their ability to change the nature, the way the workers in the organisation feel, think and behave (Robbins & Judge, 2010). Previous studies that investigated some of the organisational-related factors, which result to employee turnover include: Perceived organisational justice (Liando, A. C. 2015; Thomna & Hossam, 2014; Nasurdin, et. al., 2014); job satisfaction (Grison et al., 2012; Yau-De, chyan & Kuei-Ying, 2012; San Park, & Kim, 2009); organisational culture (Demirtas, & Akdogan, 2015, Choi, Jang, Park & Lee, 2014, Gregory, Harris, Armenakis & Shook, 2009); human resource management practices (Armstrong & Taylor, 2014; Amin, khairuzzaman & Davers, 2014; Long, Perumal, & Ajabe, 2012) perceived psychological agreement breach (Kickul & Lester, 2001; Blomme, Van Rheede & Tromp, 2010; Cho, Cheong, & Kim, 2009). Similarly, a study in Kayseri was under taken in manufacturing industry by Aykan, E. (2014), the results found that there is a positive linkage that exist among turnover intention of employees and psychological contract breach and perceived

organisational support (De Coninck, & Johnson, 2009; Maertz, Allen & Campbell, 2007; Jawaharv&Hemmasi, 2006). Additionally, policies in the organisation are introduced but with poor implementation of such policies would lead to a weak or poor linkage to work procedures, career system or management practices (Kossek, Hammer, Kelly and Moen. 2014).

Despite all the above mentioned empirical researches on the important role of organisational factors that are predicting turnover intention of employees, literatures indicated that there is a need to investigate the influence of organisational politics, human resource (HR practices), organisational trust, and employee turnover (Guan, Zhou, Jiang & Zhou 2015; Al Afari&Elanain, 2014; Abbas, Raja, Darr&Bouckenooghe, 2014).

Several studies have been conducted in healthcare organisation in Nigeria. For example Oyetunde and Ayeni (2014) have examined factors determine retention and recruitment of Nigerian nurses in Lagos State; Uzochukwu, Ossai, Okeke, Umeobieri, Ndu, and Chukwuogo, (2015), have analysed the pattern of distribution and recruitment of workers in public health. Furthermore, Bhatnagar, Gupta, Alonge and George, (2016), have investigated factors influencing the performance of primary health workers in Nasarawa and Ondo States, Nigeria. A study by, Olatunde, andOdusanya (2015) examined the impact of job satisfaction on Psychological Well-being of Nigerian Mental Health Nurses. However, studies are limited; there is no comprehensive system of a single framework on the influence of perceived organisational politics, organisational trust, HRM practices and nurses' turnover in the Nigerian context. (Wetty-Benjamin &Udechukwu 2014, Chen & Wang,

2014).Hence, there is a the need to examine the influence involving perceived politics, organisational trust, perception HRM practices and nurses' turnover intention among registered nurses at FMC Azare, Bauchi State, Nigeria.

In general, this research will investigate the influence of unfavourable working environment, characterized by high degree of perceived organisational politics, low workplace trust andpoor human resources management practices on Nigerian registered nurses turnover intention.Therefore, preferential treatment in place of work could likely lead to the significant influence on turnover of employees and injustice at the workplace might also lead to significant influence on employee turnover.

Moreover, the literature reviewed shows that despite all the mentioned several studies on factors predicting the organisational influence of turnover of employee, moreover, most of these researches focused on hospitality industry (Nadiri, &Tanova, 2010; Cho, Johanson, &Guchait, 2009; Yang.2008); manufacturing industry (Zheng, &Lamond, 2010; Jiang, Baker &Fraizer, 2009; Mardanov, Maertz, &Sterrett, 2008) and lastly, banking industry (George, E. 2015; Sattar, & Ahmed, 2014; Benjamin, 2012). All the forgone researches have been conducted at industry sector level; thereby, ignoring to test the relationship in the health sector. Therefore, employee turnover intention in the Nigerian health sector deserves further investigation, particularly in Federal Medical Centre (FMC) (Martins, Tukur, Danburam&Salwau, 2016).

1.5 Research Questions

The following are the three (3) research questions that was developed for the study

1. Does perceived organisational politics has a significant relationship with employee turnover intention?
2. Do workplace trusts (interpersonal and organisational) have a significant relationship with employee turnover intention?
3. Do perceived HRM practices (training and development, compensation practice and career growth) have a significant relationship with employee turnover intention?

1.6 Research Objectives

The specific objectives formulated based on the above research questions are:

1. To investigate the significant relationship between perceived organisational politics in the organisation and turnover of employees.
2. To examine the significant relationship between interpersonal trust and turnover intention of employee
3. To examine the significant relationship between organisational trust and turnover intention of employee
4. To examine the significant relationship between training and development and turnover intention of employee
5. To examine the significant relationship between compensation practice turnover intention of employee and
6. To examine the significant relationship between career growth and turnover intention of employee.

1.7 Significance of the Study

The main reason of this study, is to examine at the relationship between perceived politics in organisation, workplace trust, perceived human resource management practices and the turnover intention among the nurses who are working in Federal Medical Centre (FMC) Azare, Katagum local government area, Bauchi State, Nigeria,.

1.7.1 The Theoretical Perspective

There are a number of theories that have been used in order to examine the turnover intention of employee. In this present research, Affective Events Theory (AET) by (Weiss & Cropanzano, 1996) will be taken into practice in order to examine association between the variables both dependent and independent. Hence, if the results of the current study hold, they will provide empirical evidence about the association between perceived politics in organization, workplace trust, perceived HRM practices and the turnover intention of the employee.

Any number of studies has been conceded to investigate a number of predictors of the employee turnover intention (Demirtas, & Akdogan, 2015; Liando, A. C. 2015; San Park, & Kim, 2009; Ferlie, & Rosenberg, 2008; Adebayo, & Ogunsina, 2011; Ali, & Jan, 2012; Long et al., 2012; Jawahar, & Hemmasi, 2006; Hellman, 1997; Choi Sang, & Lee Yean, 2011; Chen et al., 2010; Chan, & Morrison, 2000; Castle, Engberg, Anderson, & Men, 2007; Blomme et al., 2010; Allen et al., 2003). Although existing studies have investigated several factors determining employee turnover intention, yet, majority of these studies were centred on these variables as

leadership styles, job stress, organisational culture, psychological contract breach, perceived organisational support and organisational justice. This implies that the other organisational factors were given lower attention. Therefore, this study will fill in this gap thereby incorporating other determinants of organisational turnover intention of employee i.e. perceived politics in organisational, workplace trust and perceived human resources practices (HRM).

Moreover, as it was noted earlier that, a comprehensive literature review on the job attitudes shows that despite several studies on influence of organisational factors that are predicting the employee turnover, however, majority of these researches were conducted in hospitality industry (Yang, 2008; Iverson & Deery, 2009; Kim, Lee and Carlson 2010; Nadiri, & Tanova, 2010), manufacturing industry (Zheng, & Lamond, 2010; Su et al., 2009; Jiang et al., 2009; Lee et al., 2006; Mardanov et al, 2008), Healthcare industry (Mostadeghrad et al., 2008; Layne, Hohenshil, & Singh, 2004; Hong, Hoel, & Carencro, 2011; Chan, & Morrison, 2000; Castle et al., 2007), banking industry (George, E. 2015; Sattar, & Ahmed, 2014; Sulaiman & Al Obaidli, 2011), thereby, giving less attention on health sector, therefore, the current study contributes to the literature on employees' turnover by investigating the relationship between perceived politics in organisational, workplace trust, perceived (HRM) practices and turnover intention between nurses who are working in FMC, Azare, Katagum local government area Bauchi State, Nigeria, which will provide new evidence in the extant literature that can be generalized in the Nigerian context.

1.7.2 The Practical Perspective

The present research will also provides directions to both the management and the nursing staff for them to proactively focuses in providing a healthy and comfortable

working environment that will boost affective commitment, which can lead to the enhancing the performance of nursing staff, and also the hospital administrators in various ways. Firstly, employee turnover affects both the individuals and the organisational factor. Secondly, clear understanding the relationship in between, organisational factors (i.e. workplace trust, perceived organisational politics, and perceived quality of work life) and the turnover intention will assist the management and hospital administrator in order to minimise the frequent occurrence of turnover intentions of the employee. Moreover, career growth is not taken into consideration in modelling the relationship between perceived politics in organisational, the trust at workplace, perceived HRM practices and turnover intention. But, this study includes the career growth as a separate explanatory variable in the model.

1.8 Scope of the study

The reason of this research is to examine at the link between perceived organisational politics, workplace trust, HRM practices and the employee turnover intention among nurses of Federal Medical Centre (FMC) AzareBauchi state Nigeria. Registered nurses in this present study comprises of 170 registered nurses that are currently working in FMC Azare. Katagumlocal government Area, Bauchi State, Nigeria.

1.9 Definitions of the key Terms

Below are the definitions of the key terms put in place in this present study. These are some of the key terms used in this study. The definitions used in explaining the key terms in this research were based on the previous study conducted.

1.9.1 Turnover Intention

Turnover intention defined as the relative strength, intention of an employee to leave (quit) his organisation (Hom&Griffeth, 1991).

1.9.2 Perceived Organisational Politics

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 characterised by co-workers and supervisors who demonstrate such self- serving behaviour” Ferris, Harrell-Cook and Dulebohn (2000).

1.9.3 Workplace Trust

In this study the two (2) dimensions of trust are the following; (1) Organisational Trust and (2) Interpersonal trustas discussed below.

1.9.3.1 Interpersonal Trust

Interpersonal Trust defined as the willingness of an employee to accept or agree with the action, behaviour and attitude of his or her supervisors whose nature of his attitude behaviour, attitudes and actions he or she has no the ability to emotionally control (Tan, & Tan 2000).

1.9.3.2 Organisational Trust

According to Tan and Tan (2000), Organisational Trust defined as the overall workers’ confidence or assurance on organisation in general that it will perform or

fulfil all its obligations, promises, actions and responsibilities that can be either beneficial or at least not unfavourable to the employees

1.9.5 Human Resource Management Practices

In this study the three (3) dimensions of HR were taken into account as follows:

1.9.5.1 Training and Development

Training and Development defined as the planned effort or process whereby the organisation assists the employees in facilitating or organising learning activities for example conferences, workshops and many more of their job related competencies (e.g. knowledge, behaviour or attitudes, skills). That can be beneficial toward the successful job performance and the organisation to achieve its defined goal (Noe, 2010, p. 5).

1.9.5.2 Compensation Practices

Compensation practices defined as any benefit gain from the organisation either be in monetary term or non monetary term it includes all the rewards packages provided by the organisation to its staff in exchange of the work done or the services rendered to her. For example: salary, wages and Bonuses e. t. c. (Aswathappa, 2008; Thomas, 1999).

1.9.5.3 Career Growth

Career growth refers to as the development of the employees in the organisation (Satter and Ahmed, 2014) career of employee can grow through getting improvement in the career level and learning new skill.

1.10 Organisation of Chapters

The format or design and the style that will be adopted by this present research will compliance with the requirement of University Utara Malaysia. Basically, this research will comprises of three (3) main sections as follows.

Section One (1) preliminary matters, Section Two (2) the main contents and Section (3) The closing matters.eg references, appendix.

The preliminary elements include; title page, permission to used, abstracts, acknowledgement, dedication, table of contents, list of tables, list of figures. The main contents are divided into five (5) chapters as below:-

1.10.1 Chapter One: - *Introduction*

Chapter one is the briefs about the entire overview of the research study. The overview will describe about: the background of the study, overview of health sector in Nigeria, brief history of federal medical centre (FMC) Azare, problem of statement, research questions, research objective, significant of the study, cope of the study, definitions of the key terms, and outlines of thesis.

1.10.2 Chapter Two: - *Literature Review.*

Chapter two will describe about literature review of the study. This chapter will review about literature and previews research related the present study. The basic discussion of the literature review is related to dependent and independent variables: employee turnover intention, as dependent variable and independent variables are: perceived organisational politics, workplace trust which includes the (interpersonal & organisational) and HRM practices (Training and development, compensation

practices & career Growth). Finally, research framework, hypothesis development and operational definition of variables. The literature review will be extracted from different sources includes publications of journal, Books, articles, and other internet sources, also will be used as reference for this study in general.

1.10.3 Chapter Three: *Research Methodology*

Chapter three encompass on the entire methodology and the techniques of data analysis that will be presented to include the research design, data collection process, sampling technique and technique of data analysis, will be discussed in this chapter.

1.10.4 Chapter Four: *Result of Analysis*

The present chapter presents the analysed results of the study, the analysis of multiple regressions using SPSS. Begin with the responses rate of the questionnaires Distribution and retention Table and entire the descriptive statistics result of the variables

1.10.5 Chapter Five: *Discussion*

This chapter begins with the discussion of the findings on relationship between organisational factors predicting employee's turnover intention which includes perceived organisational politics, workplace trust (Interpersonal trust and organisational trust), and perceived human resource practice (Training and development, Compensation Practices and Career growth) among registered nurses of Bauchi State Nigeria. This chapter moved forward with the discussion of theoretical and practical implications or administrators and hospital management

implications and finally the conclusions as well as the limitation of the future research focused.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will begin by reviewing literatures relevant to the present study. Firstly, the chapter discusses on the concept of turnover intention as the dependent variable. Thereafter, discussion where made in relation to the concepts of perceived organizational politics and workplace trust, research framework, underpinning theory of the study, Hypotheses Development, Operational Definition of Variables. Finally, the chapter delved into a comprehensive review on perceived human resource practice.

2.2 Conceptualisation:

2.2.1 Concept of Employee Turnover Intention

Generally, employees (workforces) are the most important asset in an organisation. Because, they play a vital role in every portion of the organisation from the start up of the business life until the end. Murry (2014) defined employee as any individual person who works in the service of another individual under a stated or agreed contract of hire, under which the organisation has right to control the details of work performance. Weibo, kaur and zhi (2010) Further, defined employees as a walking “machine” who think plan, coordinate, control and execute ideas in different level or stage in organisation for the aim of achieving organisational goal and also bringing the business into the successful path.

Turnover intention is the most serious challenge facing the managers constantly at their day to day work. Hence, it is viewed as the tendency of employees to quite their

jobs or organisational contracts due to difficulties they are facing in the current place of their engagement (Takawira, 2014; Mobley, 1982; Schyns, & Gossling, 2007). This assertion is evidently established in Sow, Anthony & Berete, (2015) where the findings shown the relationship between persistence commitment and turnover intention as negative and statistically significant. A research conducted by Mosadeghrad, Ferlic & Rosenberg (2013), on hospital employees in order to investigate whether there is a correlation between job satisfaction, organisational commitment & turnover intention and the end result found indicated that the employees are moderately ok (satisfied) with the job and were committed in the organisation and closely inter-related and associated with turnover intention. Similarly, Kim, Lee and Carlson (2010) conducted an investigation in the South Korean hospitality industry on the nature of LMX quality and between quality of the worker's turnover intentions, main finding of this study revealed that employees who perceive relationships with the managers as low they have the highest intention to leave in the organisation as compared to those who have strong enough relationships. And the researchers also found a U-shaped curvilinear relationship between superior – subordinate relationship and turnover intentions for non – supervisory employees but a linear relationship for supervisory employees.

Another research conducted by Lather and Singh (2015) on work place relation on turnover intention and the findings revealed that the correlation between the superior and the subordinate was inverse and linear. Khan (2014) undertook his research on employees working in private sectors in the banks that are working in various positions and the study showed that job satisfaction and motivation statistically partially mediate the correlation between organisational cynicism and turnover intention.

Intention of Turnover in a Meta analytical research, it has been suggested that the employee's intention to quite or leave his/her job is considered as the paramount predictor of the real turnover behaviour (Meyer, &Tett 1993). Furthermore, Moor (2000) in his research found that the employee's intention to leave their work or organisation is a stronger sign or signal of real turnover. Worker's turnover is very costly to the organisations. To illustrate, it is approximate that turnover of employees in the organisations is very costly as regards to the cost of separation like; the cost of training new employees and cost of replacement departed employees (Mckinney et al., 2007; Cacio. 2000 & Mobley, 1982).

As turnover intention involve huge expenses, therefore, there are some factors that have been pointed out in order to explain the reasons why employee intent to quite his or her job/organisation. To date, no consensus about the determinants of turnover intention, to some perceived organisational justice (Parker &Kohlmeyer III, 2005; Mirmohhamdi, &Marefat, 2014; Ali, & Jan, 2012;), organisational culture (Way et al., 2007; Gregory et al., 2009; Deery, & Shaw, 1999), job satisfaction (Ahammad, Tarba, &Glaister, 2016; Yau-de et al., 2012; San Park & Kim, 2009;), HRM practices (Long &Perumal 2014; Armstrong & Taylor, 2014; Amin, khairuzzaman&Davars, 2014), perceived psychological contract breach (Aykan, E. 2014; Kickul, & Lester, 2001; Blamme et al., 2010), perceived organisational support (Battistelli, 2016; DeConinck, & Johnson, 2009; Jawahar, &Hemmasi, 2006), and career growth (Healthfied, 2014; Sattar& Ahmed, 2014; Mckay, 2012).

2.3 Concept of Perceived Organisational Politics

Perceived organisational politics is a significant part while describing major reasons that can lead employees to contemplate leaving their present place of engagement/organisations. Ferris, Harrell-Cook and Dulebohn (2000), were of the opinion that perceived organisational politics is more concern with personal or behavioural attributes of self-serving intent which may involve in a wider concept individual's subjective evaluation on the manner in which work environment is characterised by supervisors and co-employees.

Despite that, organisational leaders can not entirely be able to stop professionally skilled employees from quieting the organisations or place of primary assignment. Moreover, it becomes imperative for management to identify the impacts of organisational politics in determining the turnover intention of an employees, this may reduce the possibility of opting out to a minimal level.

In combining the different researches that evaluated influence of perceived organisational politics on the turnover intention employee's, it seems to be very useful to talk about about Blau's (1964) social exchange theory. Basically, the theory of social exchange proposed that whenever politics in organisation fail to favour the employee, as a result of the dissatisfaction that the employee's derived from their job or unfavourable working environment he or she is likely to think about quieting the work (Gouldner, 1960). Previous studies confirmed that perceptions organisational politics seems to be very significant in predicting employee's turnover intention in different settings, such as manufacturing industries, banking sector, government, and

health sector, among others. Particularly, Vigoda (2000), examine the influence that exist in-between the perception of politics in an organisation, work outcome and job attitudes using 303 sample of employees in difference sectors of Israeli's public offices, the study found that there is a positive and significant association that exist between perceived organisational Politics and intention. Similarly, as asserted by Huang, Chuang and Lin (2003), conducted a survey by examined burnout as a mediator between perception of organisational politics and intention to leave between 612 tax workers in Taiwan ministry of finance. The findings revealed that perception of organisational politics have certainly and importance influence with turnover leave. Furthermore, the study discovered that correlation exists with regards to perceived politics and intention to quite be mediated by burnout, which categorized by professional efficacy, cynicism and emotional exhaustion.

Harris, Kacmar and, Andrews (2007) has authenticated social exchange theory there by establishing a research to examine moderating effects of procedural justice and distributive on the association in-between workplace attitudes and organisational politics and (i.e., intentions to leave & job satisfaction) between 311 workers of a water board located in south-eastern of (U S). As expected, the result found that there is a positive relationship that exists between perceived organisational politics and intention to leave and a negative relation with job satisfaction. In a meta-analytic research among 25059 empirical research, 59 out of 79 independent sample participants, Miller, Kolodinsky and Rutherford (2008) discovered that there was positive and significance association among perceived organisational politics and intentions leave. Abbas, Raja, Darr and Bouckenooghe (2012), conducted a research in order to look into the effects of psychological capital on job satisfaction,

perception politics in organisational and, turnover intentions, and performance between 237 blue-collar employees from a different organisations, such as government ministry, communication companies and manufacturing companies, in Pakistan. The result will provides a concrete support to the proposed hypotheses that perceptions politics in organisations have a positive and negative influence on turnover intentions and (job performance, satisfaction) respectively.

Currently, a meta-analytic research conducted by Bedi and schat (2013) on association among perceived organisational politics, behavioural outcomes and attitudinal among samples of 188 independent, involving 44,560 individual participants. The outcome of the result showed strong evidence that perceived organisational politics has a positive and significant relationship with regards to turnover intentions. Chinomona&Chinomona (2013) conducted a research that looks at the influence of perception of politics in organisation and employees intentions leave among (300) employees that are not in managerial cadre of Small and Medium Entreprises (SME) in Zimbabwe, the findings revealed that the organisational politics is an important predictor that make workers to quit from the work. Similarly, also a study conducted by khan and Hussain (2016) on perceived organisational politics in University of Pakistan, the data was collected among faculty members 110 from different higher learning institution and the result revealed that an association exist in between strong perception of organisational politic and employees in higher learning institution. Similarly Abbas, Raja, Darr, and Bouckenooghe (2014), conducted a research on 231 workers in difference places of work in Pakistan, and findings indicated that there should be a high turnover intentions when there is higher degree of politics in the organisation.

2.4 Workplace Trust

In this study the trust can be viewed in dimensions of trust firstly Organisational Trust and Interpersonal trust. Previous studies have highlighted that the

2.4.2 Concept of Interpersonal Trust

According to Mayer, Davis and Schoorman, (1995), interpersonal trust otherwise being referred to as trust in supervisor and was more inclined according to the commitment of a subordinate in carrying out specific task assigned by his or her supervisors without necessarily exercising control on behaviour and actions. In addition, Dirks, (1999), viewed trust as the process in which motivation are converted into performance and dedication by the employees in response to directive of supervisor, and this could be achieved as a result of an influence of group performance or trusted colleagues (interpersonal trust). The findings of Dirks, (1999), revealed that trust was a major factor that can influence group hard work indirectly thereby enhancing member of the group to achieve the organisational or desire goal.

Blau's social exchange theory (1964), postulates that employee' attitudes and behaviours are significantly influenced by perceived organisational politics. In the same vein, Costigan et al. (2011) have found a link between supervisor trust, Chief Executive Officer (CEO) trust and turnover intention among 320 mid-level employees from different firms located in Krasnoyarsk in central city of Russia.

2.4.1 Concept of Organizational Trust

Concept of Organizational Trust can be seems as “the degree of trust where by an individual person is willing to put down a good intentions, assurance, trust and confidence to organisation and actions of other person” (Cook and Wall, 1980). Furthermore, another definition of organisational trust is that “it involves belief or self-confidence in individual person or a group individual with the expectation of showing ethical behaviour, fairness and all right did or behaviour with others during their corporate interactions (Carnevale& Wechsler, 1992). Meaning that, organisational trust denotes to party`s determination and resolve to act on behalf of another, built in line with assumption that the other party could carry out certain action important to the trustor, without undue recourse in supervising and directing the other party (Mayer, Davis, & Schoorman, 1995). Two (2) classification of organisational trust, i.e.: 1) trust in supervisor and 2) trust in organisation (Nyhan, & Marlowe, 1997), were identified by the literature. Follow by Mayer et al. (1995), interpersonal trust otherwise being referred to as trust in supervisor was more inclined according to the commitment of a subordinate in carrying out specific task assigned by his or her supervisors without necessarily exercising control on behaviour and actions (p. 243). At the same time, trust in organisation at larger scope may involve vivid display of employees` confidence while performing a certain task for organisational benefits (Tan, & Tan, 2000, p. 243).

Meanwhile, other previous studies seems to build a concrete connection between organisational trust and a range of attitudes and behaviours related to work, as well as organisational commitment (Hsu, Chiang, Chang, Huang, & Chen, 2013; Zeinabadi, & Salehi, 2011; Cook, & Wall, 1980), employees` productivity (Bahrami,

Hasanpour, Rajaeepour, Aghahosseni, &Hodhodineghad, 2012); deviant workplace behaviour (Tuna, Ghazzawi, &Arslan, 2016; Erkutlu, &Chafra, 2013; Thau, crossley&Bennet, 2007), turnover intentions (Eckhardt, 2016; Brashear, Monolis& Brooks, 2005; Costigan, Insinga, Berman, Kranas, &Kureshov, 2011), organisational citizenship behaviour (singh, &Srivastava, 2009; Debusscher, Hofmans, & De Fruyt,2016; Deluga, 1995).

Going by the abovementioned evidence put forward by previous studies organisational trust offers vital contribution in boosting the productivity of employees, also stimulating the deliberate actions of employees so as to go a step further of what is essentially required or expected in the job, also minimises tendency of workers intending to leave their job, followed by minimizing employees expectation in getting themselves involve in deliberate actions that can become a threat to the well being of stakeholders in the organisation. Notwithstanding, abovementioned practical study, slight research were being put in place in order to explore how the propensity of employees could be been conceded by looking at the organisational trust possibly will make easy for workers toward leaving or quit their job, specifically, with regard to Nigerian context, whereby it blessed with a numerous ethnics group and the differences in languages, cultures, believes, norms and values, and over (521) languages that were being spoken in Nigeria, in comparism with other develop countries like USA, UK, and Europe. Therefore, it should be of more important to understand the consequence of employee's turnover intention even in the development countries not talk less of developing nations, finally, the present study focuses on Nigeria in particularly in FMC Azare, Bauchi state.

2.5 Perceived Human Resource Management practices

Human resources management practices are these activities carried out in implementing human policies and programmes (Armstrong and Taylor, 2014). In accordance with Noe, (2010), human resource management practices include recruiting employees, selecting employees, designing work, compensating employees, and developing good labour and employee relations. Similarly, according to Petersitzke (2009), defined human resources management practices as such practices that are broad and could encompass yearly employee performance appraisal; explicit policies that ensure even spread of opportunities in an organization; tools that pertain to the adoption of employee surveys and management by objective techniques which can help in utilization of organisational human resource. Although, prior studies viewed Human Resource Practices (HR) from several dimensions which consist many items like: performance management, information exchange, employee feedback, training and development, recruitment and selection, workforce structure, employment security, compensation practices and Career growth. (Satter and Ahmed, 2014; High Pay Centre, 2014; Ahmad, & Schroeder, 2003). However, the current research work centred on compensation practices, training and development and career growth as factors that predict turnover intention among RN of FMC Azare, Nigeria, because are the most commonly issues worrying the career of health sector employees in Nigeria (Adeleke, Lawal, Adio&Adebisi 2015; Disu, 2015). It has been empirically proven that HRM practices, which comprised of evaluation, compensation and promotion practices were significantly associated with work-related attitudes. However, scholarly work indicated that majority of human resources practices` researches were mainly done in

western context; with a small number of them in developing countries. In addition, Joardar, Sharif, and Ahmed (2011) argued that., lack of knowledge on the application of human resources practices to a greater degree have an effect on individual employees' behaviours, attitudes and perceptions; and how actually employees react and display such practices

2.5.1 Concept Training and development

Training and development is seen as a company`s planned effort that stimulate workers' to gain new related job experience. Competencies may comprise skills, knowledge and behaviour essentially vital for successful job routine (Noe, 2010). Ashar et al., (2013) examined the impact of training on employee commitment and turnover intention among 150 employees from Telecom and banking sector of Pakistan. Results showed a significant and negative association between training perceptions, commitment effectiveness and worker 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.

2.5.2 Concept of Compensation practices

on the other hand relate to reward package, as well as non financial and financial benefits, that organisation made available to its workforce in return of the work they performed (Aswathappa, 2008; Thomas, 1999). Dhiman and Mohanty (2010) conducted a study on oil and gas exploration and production professionals in India

and found that compensation practices and turnover intention has an inconclusive results.

It has been empirically proven that HRM practices, which comprised of evaluation, compensation and promotion practices were significantly associated with work-related attitudes. However, scholarly work indicated that majority of human resources practices` researches were mainly done in western context; with a small number of them in developing countries. In addition, Joardar, Sharif, and Ahmed (2011) argued that., lack of knowledge on the application of human resources practices to a greater degree have an effect on individual employees` behaviours, attitudes and perceptions; and how actually employees react and display such practices.

Further more, a study conducted by Rahman and Nas, (2013), examine the relationship between employee development and turnover intention utilising 329 from 16 universities in Pakistan. 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.

2.5.3 Concept of Career growth

defined as the development of the employees in the organisation (Satter and Ahmed, 2014) career of employee can growth through getting improvement in the career level and learning new skill. According to Duffield, Baldwin, Roche and Wise, (2014), career growth is viewed in terms of organisational policies, training

and development and establishment of rapid promotional culture where nursing staff could be elevated to the next steps and ranks in order to guarantee maximum retention of nurses. In addition, a prior study by Nawaz, and Pangil, (2016), on turnover retention in relationship with some organisational factors such as career growth and human resource development, the findings confirmed that the aforementioned factors have an influence on workers behaviour toward turnover intention.

Furthermore, in a longitudinal survey among two hundred and fifty five (255) employees was conducted by Tschopp, Grote and Gerber, (2014), where career retention linkage with the dynamic and static intention of employee to departure from his/her organisation and job satisfaction received from the organisation was investigated. The findings indicated that job satisfaction is linked to turnover intention. With regard to the dynamic connection among satisfaction change in career job can change the mind of employee from his or her intention to turnover. This means that an increase in satisfaction of job would lead to the decrease in turnover intention. Similarly, a decrease in the level job (career) satisfaction will also result in the increase of employees' intention to leave (turnover intention). Also, a related study done in Pakistani private universities utilising two hundred and seventy (270) participants, career concern was found to be the most important predictor of employee turnover intention (Nawaz & Pangil, 2016).

2.6 Underpinning Theory of the Study

In defining the Perceived Organisational Politics, Workplace Trust, and Human Resources Practices association with Nigerian RN Turnover Intentions, the current research will heavily rely on two underpinning theories which are, social exchange

theory, the first one and affective events theory, the second one respectively (Blau 1964; Weiss, & Cropanzano, 1996).

In this study, social exchange theory provides opportunity in explaining the relationship between human resources practices particularly on the aspect of perceived organisational politics, organisational trust, training and development, compensation practices, career growth and turnover intention of registered nurses at FMC Azare. Whereas, affective events theory provides a framework for investigation of the relationship between perceived organizational politics, organizational trust and turnover intention of registered nurses of FMC Azare.

2.6.1 Social Exchange Theory (SET)

Blau's (1964) social exchange theory, it suggests that social exchange is built on the basis that the theory tends to engender the feelings of teaming workforce as regard to their personal obligations, trust and gratitude; as such on the contrast, purely economic exchange does not. High level of organisational politics is correlated to a greater turnover intentions (Bedi, & Schat, 2013; Chinomona, & Chinomona, 2013; Abbas et al., 2012), while increase in the degree of organisational trust has a linkage with a corresponding turnover intentions` decrease (Costigan et al., 2011). From a social exchange perspective (e.g., Blau, 1964), workers seem to express more appreciation on the organization`s investments and support by exhibiting in return positive behaviours toward the organization. Scholars on HRM have argued that employees aim to reciprocate "in kind" (e.g., Morrison, 1996; Snape & Redman, 2009). For example, Morrison (1996, p. 503) argues that to the extent that HRM

practices emphasize the development of a long-term relationship with employees, employees will engage in more contextual behaviors.

Consistently, HR practices with a developmental focus (e.g., training and development, employee involvement) were found to be related to employees' contextual activities, whereas non developmental, more short-term focused HRM practices (e.g., rewards) were not (Snape & Redman, 2009). Additionally, According to the SET, a balanced correlation between employee and organization exists, leading to mutually rewarding benefits for both parties (Howard & Hollander, 1997).

2.6.2 Affective Event Theory

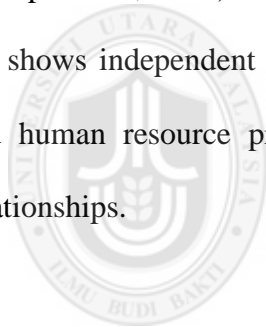
Firstly, affective events theory helps in understanding emotional responses of nurses by suggesting that these responses lead to long-term implications for an organization, including nurses' attitudes, behaviours and job performance. Secondly, affective events theory emphasised on the role of work events as proximal causes of work attitudes (Weiss & Cropanzano, 1996). When employees perceive that their employer has offered them a fair compensation, development and training programs, there will be fewer chances and possibilities of quitting their job and vice versa. Also, affective events theory has a number of long-term implications for organizations and helps in the evaluation of employees' emotional reaction particularly on job performance, employees' behaviours and attitudes. (Reio Jr, & Kidd, 2006).

Many workroles have display rules regarding the emotions that employees should show the public (Best, Downey, & Jones, 1997; Hochschild, 1983). For example, those who work in customer service may encourage repeat business by showing

smiles and good humor, whereas those who work as bill collectors or in law enforcement may find that an angry demeanor results in the best "customer" response (Hochschild, 1983; Sutton, 1991; Van Maanen & Kunda, 1989). However, when individuals feel a disparity in terms of their input and gains, they feel threatened and are unable to adapt well, which could finally lead to burnout (Hobfoll et al., 1990)

2.7 Research Framework

The research framework for this study is a product of extensive namely; social exchange theory and affective events theory respectively (Blau, 1964; Weiss, & Cropanzano, 1996). Thus, the study's research framework as encapsulated in Fig. 3.1 shows independent variables (perceived organisational politics, workplace trust and human resource practices) and the dependent variable (turnover intentions) relationships.



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INDEPENDENT VARIABLES

DEPENDENT VARIABLE

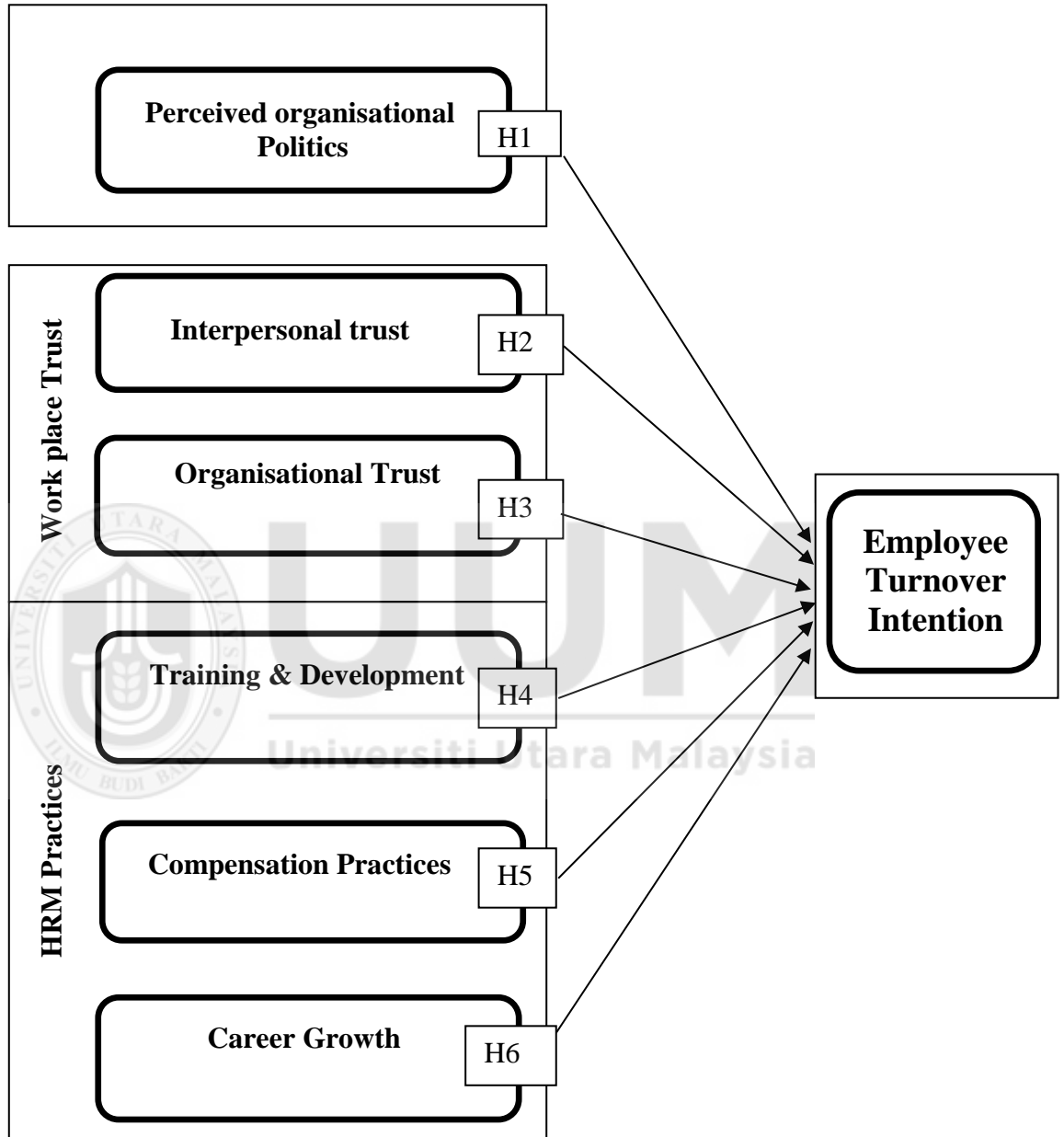


Fig. 2.7

Research Framework

2.8 Hypotheses Development

Drawing upon affective events theory and social exchange theory (Blau, 1964; Weiss, & Cropanzano, 1996) and previous empirical studies (Joarder, 2012; Costigan et al., 2011; Huang et al., 2003) hypotheses for this study will be developed for empirical testing and validation. The present study contained seven (7) variables, such as, turnover intention (i.e. dependent variable), perceived politics, under workplace we have (Interpersonal trust, organisational trust), under HRM are categorise into three dimension such as (training and development, compensation practices and career growth) as the independent variables. Therefore, in the present study, six hypotheses were developed tested and validated.

2.8.1 Perceived Organisational Politics and Employees' Turnover Intention

Recent evidences shows that high organisational politics is significantly and associated to turnover intentions (Bedi, & Schat, 2013; Chonmona & Chinomona, 2013; Abbas et al., 2012). Also, Gandz and Murray (1980) proposed that perceived politicization of organisational processes may be one of the significant determinants of employee's attitudes. Huang et al., (2003) showed that organisational politics perceptions have positive significant relation with turnover intentions among 612 Tax workers from Taiwan Ministry of Finance. Similarly, in a study conducted among 198 full-time hospital employees in United State, Byrne (2005) found that employees who experience high levels of organisational politics at work more likely to consider quitting their jobs. Thus, in line with prior empirical studies, the following were hypothesised.

H1: There is a significant relationship between perceived organisational politics and employees' turnover intention.

2.8.2 Interpersonal trust and employees' turnover Intentions

Current research have shown that there is significant and relationship between interpersonal trust and turnover intention (Lloyd, Boer, Keller & Voelpel, 2015). Also according to Kang, Gatling and Kim (2015) supervisory trust had a positive effect on both employees' organizational commitment and their career satisfaction toward the employee turnover intention. Similarly, the findings of Dirks, (1999), revealed that trust was a major factor that can influence group hard work indirectly thereby enhancing member of the group to achieve the organisational or desire goal, additionally postulated that interpersonal trust at workplace has associated with employee turnover intention. Similarly another study conducted by Golden (2007) result found coworker trust in organisation have a negatively and significant relationship with employee turnover intentions.

It was postulates also by Blau's social exchange theory (1964) that employees' behaviours and attitudes are significantly influenced by perceptions of interpersonal trust at workplace. In line with social exchange theory, Costigan et al. (2011) conducted a study to explore the link between supervisor trust, Paille, Grima and Dufour (2012) in their study on public agency employees in quebec found that trust is negatively and directly corrected to intention to leave.

Therefore, in line with the aforementioned studies which statistically proved a significant relationship between interpersonal trust and employees' turnover intention, the study has hypothesised that.

H2: There is a significant relationship between interpersonal trust and employees' Turnover Intention

2.8.3 Organizational Trust and Employee Turnover Intention

Blau's social exchange theory (1964) postulates that employees' attitudes and behaviours are significantly influenced by perceptions of organisation 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, and Nasurdin, 2006) conducted a study on 380 operational employees from twenty 5-star rated hotels and found that trust in organisation has a significant and negative relationship with turnover intentions. Paille, Grima and Dufour (2012) in their study on public agency employees in quebec found that trust is negatively and directly corrected to intention to leave.

Therefore, in line with the aforementioned studies which statistically proved a significant relationship between organisational trust and employees' turnover intention, the study has hypothesised that.

H3: There is a significant relationship between organisational trust and employees' turnover intentions

2.8.3 Perceived HRM Practices and Employees' Turnover Intentions

The following previous empirical researches support the view that negative and significant associations exist between perceived HRM practices and turnover intentions (Ashar, Ghafoor, Munir, & Hafeez, 2013; Rahman, & Nas, 2013; Dhiman, & Mohanty, 2010).

2.8.4 Training and development and Employee Turnover Intention

Training and development is seen as a company's planned effort that stimulates workers' to gain new related job experience. Competencies may comprise skills, knowledge and behaviour essentially vital for successful job routine (Noe, 2010). Ashar et al., (2013) examined the impact of training on employee commitment and turnover intention among 150 employees from Telecom and banking sectors of Pakistan. Results showed a significant and negative association between training perceptions, commitment effectiveness and worker 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 hypothesis were developed

H4: There is a significant relationship between Training and development and employees' turnover intentions.

2.8.5 Compensation practices and Employee Turnover Intention

on the other hand relate to reward package, as well as non financial and financial benefits, that organisation made available to its workforce in return of the work they performed (Aswathappa, 2008; Thomas, 1999). Dhiman and Mohanty (2010) conducted a study on oil and gas exploration and production professionals in India and found that compensation practices and turnover intention has an inconclusive results.

It has been empirically proven that HRM practices, which comprised of evaluation, compensation and promotion practices were significantly associated with work-related attitudes. However, scholarly work indicated that majority of human resources practices` researches were mainly done in western context; with a small number of them in developing countries. In addition, Joardar, Sharif, and Ahmed (2011) argued that., lack of knowledge on the application of human resources practices to a greater degree have an effect on individual employees' behaviours, attitudes and perceptions; and how actually employees react and display such practices. Further more, a study conducted by Rahman and Nas, (2013), examine the relationship between employee development and turnover intention utilising 329 from 16 universities in Pakistan.

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 were developed.

H5: There is a significant relationship between compensation and employee turnover intention

2.8.6 Career growth and Employee Turnover Intention

A prior study by Nawaz, and Pangil, (2016), on turnover retention in relationship with some organisational factors such as career growth and human resource development, the findings confirmed that the aforementioned factors have an influence on workers behaviour toward turnover intention. Similarly another research conducted by Tschopp, Grote and Gerber, (2014), the result indicated that career retention linkage with the dynamic and static intention of employees to leave from their organisation and job satisfaction received from the organisation was investigated. Recent research have shown that there is significant and relationship between career growth and turnover intention (Nawaz & Pangil, 2016;).

Therefore, in line with the aforementioned studies which statistically proved a significant relationship between career growth and employees` turnover intention, the study has hypothesised that.

H6: There is a significant relationship between perceived Career Growths and employees` turnover intention.

CHAPTER THREE

METHODOLOGY

13.1 Introduction

The last chapter discussed about the literature. Therefore, this chapter describes the methodology and the procedure employed in the present study. In particular, the chapter covers, research design, population of the study, sampling, measurement of the variables, questionnaire design, data collection procedures, techniques and finally conclusion.

3.2 Research Design

The purpose of this study is to investigate the relationships among perceived organisational politics, workplace trust (interpersonal and organisational), human resource practices (training and development, compensation practices and career growth) and turnover intention among nurses of Bauchi State, Nigeria. This study adopts cross-sectional research design. (The unit of analysis is nurses working in Federal Medical Centre Azare, Katagum Local Government Area, Bauchi State Nigeria. Azare was selected as the context of the study because it is where the Federal Medical Center is located in Bauchi State, Nigeria.)

3.3 Target Population

In the present research, the population of this study is 170 registered nurses working in Federal Medical Centre (F.M.C.) Azare, katagum local government, Bauchi State, Nigeria. The present study will employ quantitative cross-sectional research design whose names are listed on the staff Nominal Roll.

3.4 Sample Size and Sampling Techniques

Sample is defined as the subset of a population which is selected for measurement, question and observation to provide statistical information about the population (Shuttleworth, 2009). Therefore, to determine the sample size required for this present study will adopt Krejcie and Morgan's (1970) sample size determination procedure, a sample size of 119 would be essential for a population of 170. Moreover, a Simple Random Sampling was employed. According to Hopkins (1999), the fastest way to ensure sample to represent the population is to use a random selection procedures especially if the study does not have a proportional representation of population subgroups. The researcher proposes to use simple random sampling because this method provides least bias and offers the most generalization.

3.5 Measurement of Variables

The present chapter comprises with all the items utilised in measuring the dependent variable and the independent variable of the study as follows:

3.5.1 Turnover Intention

The instrument used in measuring turnover intention was being adapted from Lam, Chen, and Takeuchi, (2009) and the items were modified to suit the context of the study. The respondents were required to answer the questions based on the three (3) items provided on Turnover intentions as follows (1)I have an intention of resigning from the hospital (2) It is likely that I would not continue to be a staff of the hospital during my tenure of employment in this hospital (3) I have every likelihood of

resigning from the hospital. Participants were queried on turnover intention utilising five-point Likert scale in order to determine the concord of the below mentioned statements utilising five-point Likert scale measure, which includes: 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly agree

Table 3.1
Items of Turnover intention

Code	Items	Source
TI 01	I have intention of resigning from the hospital	Lam, Chen, and Takeuchi, (2009)
TI 02	It is likely that I would not continue to be a staff of the hospital during my tenure of employment in this hospital	
TI 03	I have every likelihood of resigning from the hospital	

3.5.2 Perceived Organisational Politics

In measuring the above mentioned variable, six-items were taken and modified in order to suit the context of the study, modification of the adapted items was done in line with the scale of five-point likert and all the six measurement was taken from the study of Kacmar& Ferris (1991) organisational politics which was developed by Kacmar& Ferris (1991). Moreover, initially following the development and validation of this scale, several studies by Kacmar and Carlson (1997) with different sample sizes to additionally have a guarantee of the scale` validity were conducted. The following items were adapted: (1)-“Employees in this hospital tear others down in an effort to build themselves up”, (2)- “In this Hospital, the best alternative is agreeing with powerful others”, (3)- “In the event of decisions on promotion and pay raise in this hospital, policies are irrelevant.”, (4)-“In this hospital promotions is based on who you know, that is why is not valued”, (5)-“ In this hospital, sometime leaving workmate with their personal interest is better than telling the truth” and

(6)-“ I positively perceived that the hospitals’ management will treat me with justice.’ Participants were queried on perceived organisational politics utilising five-point Likert scale measure, which includes: 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly agree.

Table 3.2
Items for Perceived Organisational Politic

Code	Items	Source
POP 01	Employees in this hospital tear others down in an effort to build themselves up	Kacmar and Carlson (1997)
POP 03	In this hospital, the best alternative is agreeing with powerful	
POP 03	In the event of decisions on promotion and pay raise in this hospital, policies are irrelevant.	
POP 04	In this hospital promotions is based on who you know and is done mostly not based on merit	
POP 05	In this hospital telling the truth is not being welcomed and leaving workmate with their personal interest is best	
POP 06	I positively perceived that the hospitals’ management will treat me with justice.	

3.5.3 Workplace Trust

In measuring perception of employees with regard to above mentioned constructs, ten (10) items were taken and modified from Cook and Wall (1980)`s workplace trust developed measurement. Particularly, organisational trust and interpersonal trust were the two organisational trust`s underlying dimension identified and evaluated utilising Cook and Wall`s (1980) workplace trust measurement.

3.5.3.1 Interpersonal Trust

Interpersonal trust at work scale comprises of five (5) items. The scale comprises the following items: (1)-“Majority of our colleagues discharge their duty even without supervision”, (2)-“I have assurance on skills of my colleagues”, (3) - “I can rely on

my workmate by their words to do something”, (4) - “I can belief that my workmates will help me when I needed” and (5)-“Whenever, I face any challenge my colleagues would try to assist me out”. In the present study, Participants were queried by utilising five-point Likert scale measure, which includes: 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly agree.

Table3.3
Items of Interpersonal Trust

Code	Items	Source
IT 01	Majority of our colleagues discharge their duty even without supervision	Cook and Wall’s (1980)
IT 02	I have assurance on skills of my colleagues	
IT 03	I can rely on my workmate by their words to do something	
IT 04	I can belief that my workmates will help me when I needed	
IT 05	Whenever, I face any challenges my colleagues would try to assist me out	

3.5.3.2 Organisational Trust

Likewise, organisational trust at work subscale also comprises of five (5) items. The scale comprises the following items: (1) Management of this hospital makes sensible decisions and can be trusted for the future of the hospital, (2) The management of this hospital are quite prepared to deceive workers in gaining advantage, (3) Unless this hospital can attract better administrators, the future will be poor, (4) In this hospital management is seems to be effective and efficient” and (5)- “in this hospital, management is set to gain the benefit of workers by deceiving them”. Participants were queried by utilising five-point Likert scale measure, which includes: 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly agree.

Table 3.4
Items for Organisational Trust

Code	Items	Source
OT 01	Management of this hospital makes sensible decisions and can be trusted for the future of the hospital	
OT 02	The management of this hospital are quite prepared to deceive workers in gaining advantage	Cook and
OT 03	Unless this hospital can attract better administrators, the future will be poor	Wall's (1980)
OT 04	The management of this hospital were effective and efficient	
OT 05	in this hospital, management is set to gain the benefit of workers by deceiving them	

3.5.4 Human Resources Management Practices

In this study, the three (3) HRM practices underlying dimensions were measured by utilising 15-items scale contained in the work of Lam et. al, (2009).

3.5.4.1 Training and Development

Particularly, five (5) items were used to measure workers' perception concerning the development and training. Sample of items or scale that will be used in this research project are: (1)- "In comparison with other hospitals, our hospital is providing extensive training to employees in their daily work", (2)- "A systematic training programmes for 'non technical' staff is already been organised systematically in this hospital", (3)- "The resource e.g. amount of cost, duration of training programmes offered are satisfactory in our hospital", (4)- "It's experienced and professionals facilitators that are delivering the training programme in this hospital and (5)- "The training programme conducted in this hospital is reasonable based on its content and diversity". The Participants were queried by utilising five-point Likert scale measure,

which includes: 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly agree.

Table 3.5
Items for Training and Development

Code	Modified Item	Source
T&D01	In comparison with other hospitals, our hospital is providing extensive training to employees in their daily work	
T&D02	A systematic training programmes for ‘non technical’ staff is already been organised systematically in my hospital	Lam, Chen and
T&D03	The resource e.g. amount of cost, duration of training programmes offered are satisfactory in our hospital	Takeuchi (2009)
T&D04	It’s experienced and professionals facilitators that are delivering the training programme in our hospital	
T&D05	The training programme conducted in our hospital is reasonable based on its content and diversity	

3.5.4.2 Compensation Practices

The study adapted a five (5) items in order to determine compensation practices based on employees` perception. The scale comprises the following items: (1) The hospital’s level of wages is higher than the other hospital in comparison with the other hospitals”, (2)- “The wages standard in our hospital is determined as satisfactory”, (3)-“Salary, wages, bonuses and incentive are fairly determined in our hospital” and (4)- “In this hospital, age and seniority are consider as the primary base for giving bonuses” and (5)- “This hospital has a reasonable standard of bonus”. In the present study, Participants were queried by utilising five-point Likert scale measure, which includes: 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly agree.

Table 3.6
Items for Compensation Practices

Code	Modified Item	Source
CP 01	The hospital's level of wages is higher than the other hospital in comparison with the other hospitals	
CP 02	The wages standard in this hospital is determined as satisfactory	Lam, Chen and Takeuchi (2009)
CP 03	Salary, wages, bonuses and incentive are fairly determined in this hospital	
CP 04	In this hospital, age and seniority are consider as the primary base for giving bonuses	
CP 05	This hospital has a reasonable standard of bonus	

3.5.4.3 Career Growth

Five (5) items will be adapted in order to assess employee's perception of Career growth registered nurses. The sample of items in the present research is (1)- "my nursing work serves as foundation for my career achievement realisation", (2)- "my present work is my career profession which enable me to achieve goal and growth in the hospital", (3)- "my present work moves me toward the achievement of career goals in the hospital" (4)- "I'm getting rapid increase in my salary grade in this hospital" and (5)- "Medical line encourages me constantly to get more and recent related skills". Participants were queried by utilising five-point Likert scale measure, which includes: 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly agree.

Table 3.7
Items for Career Growth

Code	Items	Source
CG 01	My present work is my career profession which enable me to achieve goal and growth in the hospital	Weng&McElroy (2012)
CG 02	My present work is my career profession which enable me to achieve goal and growth in the hospital	
CG 03	My present work moves me toward the achievement of career goals in the hospital	Weng, McElroy, Morrow & Liu, (2010)
CG 04	I'm getting rapid increase in my salary grade in this	
CG 05	Medical line encourages me constantly to get more and recent related skills	

3.6 Questionnaire Design

The questionnaire of this study was structured based on two (2) parts, part A and part B. Part A contained five (5) questions regarding the respondents' information which includes: gender, age, marital status, qualification and experience by ticking in the box provided. While part B contained thirty four (34) questions regarding the variables, which were provided on both the dependent and independent variables, the respondent were asked to answer the multiple choice questions utilised five likert scale.

3.7 Data Collection Procedures

this present study, primary data collection procedure will be adopted, whereby, by the data will be collected by distributing a self-administered questionnaire to the respondents' of the research questions (Sekaran, 2013). In a questionnaire with a covering letter introducing the research project topic in order to stimulate the respondent honestly and objectively respond the study questions. Moreover, self-administered questionnaire method becomes the most preferred and considered as an appropriate method of data collection nowadays research because it allow the

researcher to assess information from the respondents within a very short period of time, according to the participants' convenient time, and without compromising their productivity at work (Saunders, Lewis, & Thornhill, 2009; Zkmund, Babin, Carr, & Griffin, 2009).

3.8 Techniques

In order to examine the relationships among perceived politics, Workplace trust (interpersonal trust and organisational), human resource management practices (Training and development, compensation practices and Career growth) and employee turnover intentions, the present study employed Statistical Package for Social Sciences (SPSS) to carry out the data analyses which include: descriptive statistics, Normality Test, Reliability Analysis, Multicollinearity Statistic, Homoscedasticity and Multiple Regression Analysis.

3.9 Conclusion

The chapter concludes by starting with the summary of research design in which the question were design into two (2) part A and B. Also the population of the respondent was 170 registered nurses working at FMC, AzareBauch State Nigeria, and 119 registered nurses were used as the samples of the study, the measurement of the variables was based on the seven (7) variables, whereby three (3) items were used in measuring turnover intention, six (6) items were used on perceived organisational politics, ten (10) items used on workplace trust and fifteen (15) items used on human resource management practices, study employed Statistical Package for Social Sciences (SPSS) to carry out the data analyses.

CHAPTER FOUR

RESULT OF ANALYSIS

4.1 Introduction

The present chapter presents the analysed result of the study. Begin with the responses rate of the questionnaires distribution and retention, Followed by the descriptive statistics result for the entire seven study's variables which are including the dependent variable are all reported, the analysis of multiple regressions using SPSS, and finally, In the forth coming sections, the main output of the study are presented.

4.2 Demographic profile

The Table 4.1 below indicated the demographic information of the respondents. In the process of getting the profile of the respondents, they were asked to answer some questions by ticking the appropriate demographic information, which includes: gender, age, marital status, qualification of the employees, as well as the years of experience.

The present study indicated that the dominant gender of registered nurses in FMC. Azare are: male with regard to the response rate in percentage, were by male constituted 65 responses, representing (61.9 percent) of the total responses, this denote that the female nurses constituted 40 responses, representing the total response of (38.1 percent) of the total responses, followed by age categories were by 20 – 30 years constituted 13 responses, representing (12.4 percent), 31 – 40 years constituted 49 responses, representing (46.7 percent), also the respondent between 41

– 50 years of age response to 25 which represent a total of (23.8 percent), and therefore, the remaining 18 targeted responded were 51 years and above which constituted (17.1 percent).

Therefore, the marital status was categorised into two categories includes: single, married, were by 71 responses were constituted by male representing (67.6percent), married respondent constituted 34 response, representing (32.4percent). Regarding the responses on qualification attainment, those with Diploma certificate constituted 46 responses, representing (43.8 percent), followed by Degree holders with 46 responses (43.8 percent) and finally those who hold a Master Degree indicated 13 responses, representing (12.4 percent) of the total responses.

Lastly, the experience of the participants was classified into four; (4.8 percent) of the focused participants with five (5) responses have served below the period of 1 year, thirty-four (34) of the focused respondents have a working experience ranges from 1-5 year (32.4 percent), also (31.4 percent) of the respondents has (33) response and a working experience of 6-10years, finally, between 11years and above job experience it was (31.4 percent) of the participants which constituted 33 responses.

Table 4.1
Demographic profile

Demographic Variable	Categories	Frequencies	Percentage
Gender			
1	Male	65	61.9
2	Female	40	38.1
Age			
1	20 – 30 years	13	12.4
2	31 – 40 years	49	46.7
3	41 – 50 years	25	23.8
4	51 and above	18	17.1
Marital Status			
1	Single	71	67.6
2	Married	34	32.4
Qualification			
1	Diploma	46	43.8
2	Degree	46	43.8
3	Masters	13	12.4
Experience			
1	Less than 1year	5	4.8
2	1-5years	34	32.4
3	6-10 years	33	31.4
4	11years and above	33	31.4

4.3Response Rate

The table below shows the rate of response rate of the respondent in this present study.

Table 4.2
Response Rate Table

	Frequency	Percentage
Distributed Questionnaires	160	100
Returned Questionnaires	140	88
Rejected Questionnaires	(21)*	13
Retained Questionnaires	119	74
Valid response rate	105	66

Note: *Some questionnaires were considered invalid due to too many items omitted and chosen 2 option in one items

In this present study there are one hundred and sixty (160) self administered questionnaires were distributed initially to the registered nurses of FMC Azare, whose their names appeared in the Staff Salary Nominal Role. While out of these 160 surveys, one hundred and forty (140) questionnaires were returned which is (88%) of the total questionnaires, while twenty one (21) were rejected which cover a total of (13%) of the overall questionnaires, one hundred and nineteen (119) questionnaires were retained which is equivalent to (74%), Finally, univariate outliers were checked and detected fourteen (14) items as having outliers, hence the detected fourteen outliers were deleted, thereby leaving one hundred and five (105) as our final set of data.

Therefore, with the one hundred and five (105) final set of data out of 160 questionnaires, the valid responses rate was 66% which served as sufficient enough for carrying the main analysis in this study, as already stated in the literature by Sekaran (2003) asserted that if a responses rate of a particular study is up to 30% and above could be taken/considered as appropriate for a cross-sectional study.

4.4 Descriptive Statistics

Mean is the most familiar measure of central tendency (Sekaran&Bougie, 2010). Standard deviation is the measure of dispersion, which provides the index of variability in data set it's the square root of the variance. Both the Means and the standard deviation are basic descriptive statistics of interval and ration scale. Nik, et. al., (2010) suggest the degree level of scale using five likert scales. They recommend the scores to be used as 2.33 low levels 2.33-3.67 moderate level, an anything above that is higher.

For each of the seven variables, the calculated standard deviation was presented in the table 4.3. For the five-point scales (perceived politics in organisation, perceived organisational trust, Interpersonal trust, Training and development, compensation practices, career growth and Turnover intension), means ranged from 3.94 to 4.07; while the range of the standard deviations started from .86 to 1.16.

Table 4.3
Descriptive Statistics of the Latent Variables

Variable	Mean	Standard Deviation
Turnover intentions	4.07	1.16
Perceived politics	4.05	1.03
Interpersonal Trust	3.95	.94
Organisational Trust	3.99	.92
Training and Development	3.94	.92
Compensation Practices	3.94	.86
Career Growth	4.01	.77

4.5 Reliability Analysis

The table 4.4 below indicated that the cronbach alpha were calculated which served as the instrument used in an attempt find out internal reliability. The coefficient of cronbach alpha for the dependent and independent variables [turnover intention, perceived organisation politics, interpersonal trust, organisational trust, training and development, compensation practices, and career growth] scale were .947, .957, 924, .890, .901, 882 and .833 respectively. Below table shows the SPSS result which indicated the coefficients range of cronbach and alpha which are between .833 and .947, which considered as strongly reliable as it was recommended that the minimum value to be accepted is .60 (Robinson & Wrighttsman, 1991).

Table 4.4

Internal consistency Reliabilities of the Study Variables

Variable	Number of Items	Cronbach's Alpha
Turnover intentions	3	.947
Perceived politics	6	.957
Interpersonal Trust	5	.924
Organisational Trust	5	.890
Training and Development	5	.901
Compensation Practices	5	.882
Career Growth	5	.833

4.6 Data screening

The data was screened in order to make sure it is free from any kind of error and missing values. The analysis of data was done after all the data was screened. The procedure for the selection of data was administered in order to make a suitable decision for delivering out multivariate analysis (Hair, 2010). Specifically, all the screened data for missing value were done using SPSS software. Hence, there are nine (9) missing value that was found and replaced, univariate outliers were checked and detected fourteen (14) items as having outliers, removing those fourteen outliers worth nothing that may cause inconsistencies or have an effect on the study's findings. Thus, leading to the deletion of fourteen detected outliers, and arriving at one hundred and five (105) as the final set of data.

4.7 Assumptions of Multiple Regression Analysis**4.7 Multicollinearity Statistic**

Sekaran and bougre (2010) defined multicollinearity as an observable fact in which two or more independent variables in a multiple regression model are extremely associated. Multiple regression process assumes that there is no explanatory or

independent variable that has a perfect or exact linear relationship with other (Tabachnich&Fidell, 2007).

Hair et al. (2010) asserted that if any of the variance inflated factor (VIF) exceeding 10 and the tolerance value below .10 indicates that there is a problem of multicollinearity. Below indicates the tolerance values of independent variables.

Table 4.5
Multicollinearity Statistics

Variable	Collinearity	
	Tolerance	VIF
Perceived Organisational politics	.124	8.086
Interpersonal Trust	.116	8.586
Organisational Trust	.180	5.551
Training and Development	.192	5.219
Compensation Practices	.249	4.011
Career Growth	.186	5.374

The above *Table 4.5* shows the result of absence of multicollinearity between independent variables despite the fact the values of VIF are below 10 while tolerance values are above .10 examinations of such result shows that there was no problem of multicollinearity that means the variables are free from multicollinearity as it was observed from the above table.

4.8 Findings

4.8.1 Correlation Analysis

The main purpose of analysing a correlation is to determine the relationship and type of connection between the variables, that is the dependent and the independent

variable in the present study. The following *table 4.6* shows the result of the inter correlation analysis that was carried out for the dependent and the independent variables.

Table 4.6
Correlations of the constructs

	1	2	3	4	5	6	7
1 Turnover Intention	-						
2 Perceived Politics	.909**	-					
3 Interpersonal Trust	.912**	.823**	-				
4 Organisational Trust	.830**	.847**	.866**	-			
5 Training and Development	.857**	.851**	.844**	.855**	-		
6 Compensation Practices	.780**	.806**	.814**	.776**	.795**	-	
7 Career Growth	.862**	.840**	.836**	.842**	.836**	.835**	-

** P < 0.01. *P < 0.05.

The above table 4.6 explain the correlation between the dependent variable that is Turnover intention in Federal Medical Canter (FMC). Azare and the independents variables includes: perceived organisational politics, perceived workplace trust (interpersonal trust, and organisational trust), human resource practices (training and development, compensation practices & career growth) as shown above in the table the relationship between the dependent variable and the six (6) independent variables.

According to the table of correlation analysis, the degree of significant level of each (IV) independent variable in relationship with (DV) turnover intention is .909

perceived organisational politics, .912 Interpersonal trust, .830 organisational trust, .857 training and development, .780 compensation practices, and .862 career growth.

4.8.2 Regression Analysis

The analysis of regression was carried out test hypothesis the study for the purposed of identify whether if there is any construct that associated most the dependent variable. The below tables indicated an adequate clarification of the coefficient of determination. Multiple regression analysis was conceded to determine the correlation between study variable that is dependent and independent respectively.

Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	.888	.881	.40030

a. Predictors: (Constant), CG, CP, OT, TD, POP, IT

b. Dependent Variable: TI

The results of the analysis revealed R^2 value of .888 which indicates that the independent variables in this study have explained 88.8% variance in the dependent variables. More specifically, perceived organizational politics, organizational trust, HR practices have explained 88.8% variance in turnover intention which indicates that they have substantial predictive capacity in the model (Hair, et al., 2014). The minimum threshold for R^2 value is differs depending on the context of study and scholarly suggestion. For instance, Chin (1998) recommended minimum threshold of 0.67, 0.33 and 0.19 as substantial, moderate and weak respectively. Hair, et al., (2014) prescribed minimum threshold for R^2 value of 0.75, 0.50 and 0.25 as strong, moderate and weak respectively. Hence in line with Hair, et al., (2014) this model

have a strong predictive power because the model predicts .888 which is higher than 0.75 prescribed have a strong predictive power.

Table 4.7
Result of the Study

Variables	Beta	t-value	P-value
Perceived Organisational politics	.352	3.248	.002
Interpersonal Trust	-.496	-4.066	.000
Organisational Trust	-.111	-1.106	.271
Training and Development	.228	2.345	.021
Compensation Practices	-.139	-1.516	.133
Career Growth	.407	3.461	.001

At the beginning, hypothesis 1 presumes the first variable which is that perceived politics in organisational is directly and significantly associated to employee turnover intentions. The result (Table 4.7) showed a significantly positive relationship between turnover intention and perceived organisational politics ($\beta=.352$, $t=3.389$, $p<0.001$), supporting Hypothesis 1.

Followed by hypothesis 2 as the second, suggestion was being proven that interpersonal trust is directly and significantly related to employee turnover intentions. As indicated in the (Table 4.7) results shows a negative and significant relationship between interpersonal trust and turnover intentions ($\beta= -.496$, $t= -4.066$, $p<0.001$). Hence, hypothesis 2 is supported.

Hypothesis 3 anticipated that there is a significant relationship between organisational trust and employee turnover intention. Therefore, outcome of the result indicated that there is insignificant relationship between organisational trust and employee turnover intention among registered nurses, result of the hypothesis

with the value of ($\beta=.111$, $t= .271$, $p<.0.27$). is not supported. Possible because of the difference in country, norms and values, culture, life style and nature of job setting of the Federal Medical Centre Azare.

Hypothesis 4 anticipates that there is significance influence between training and development and employee turnover intentions. Based on the table 4.7, the results shows that there is a positive and significant relationship between training and development and employees turnover intention, meaning that it support the proposed hypothesis with the following values ($\beta= .228$, $t=.021$, $p<0.05$).

Hypothesis 5 anticipates that compensation practice is insignificantly influenced turnover intentions. As indicated in the above table 4.7 the results indicated negative ($\beta= -.139$, $t =1.516$, $p<0.13$). Moreover, the t value indicates that, the hypothesis is not supported. Therefore, the result found insignificant relationship between compensation practices and turnover intention, not supported.

Hypothesis 6 proposed that the career growth is significantly influences turnover intention. And lastly the result found that career growth is positively and significantly related to turnover intention ($\beta=.407$, $t=3.461$, $p<.001$). Therefore, the result supported.

4.9. Summary of Findings

Having presented all the results including regression analysis and test for significant differences, the table 4.8 below shows the summary of the results of all hypotheses tested.

Table 4.8
Summary of Hypothesis Test

Hypotheses	Statement	Hypotheses	Decisions
	There is a significant relationship between perceived organisational politics and employee turnover	<i>H1</i>	Supported
	There is a significant relationship between interpersonal trust and employees' turnovers	<i>H2</i>	Supported
	There is a significant relationship between Organisational trust and employees' turnover intentions	<i>H3</i>	Not Supported
	There is a significant relationship between Training and development and employees' turnover intentions	<i>H4</i>	Supported
	There is a significant relationship between Perceived compensation and employee turnover intentions and	<i>H5</i>	Not Supported
	There is a significant relationship between perceived Career Growths and employees' turnover intention	<i>H6</i>	Supported



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CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter begins with the discussion of the findings on relationship between organisational factors predicting employee's turnover intention which includes perceived organisational politics, Workplace trust (Interpersonal trust and organisational trust), and perceived human resource practice (Training and development, Compensation Practices and Career growth) among registered nurses of Bauchi State Nigeria. This chapter moved forward with the discussion of theoretical and practical implications for administrators and hospital management implications and finally the conclusions as well as the limitation of the future research focused.

5.2 Discussion

This present chapter of the study investigated the relationship between organisational factors predicting employees' turnover intention among registered nurses of Bauchi State Nigeria; this study used affective events theory and social exchange theory respectively (Weiss & Cropanzano, 1996; Blau, 1964), as theories that underpin the study. The theories indicated that observance of high degree of politics by employees in the organisation are more probable to leave their jobs. Equally, higher level of perception of organisational trust and HRM practices decrease probability and intention of employees to leave their present jobs. The present research has shown a number of correlations between the independent and dependent variable. The next part, provide a detailed discourse on the outcome of the study.

5.2.1 Perceived Organisational Politics and Turnover Intentions

Based on the research question one (1) stated that does perceived organisational politics has a direct relationship with employee turnover intention? This is in line with the objective one (1) to investigate the direct relationship between perceived organisational politics in the organisation and turnover of employees. Hypotheses one (1) there is a significant relationship between Perceived organisational politics and employees' turnover intention. Therefore the result showed a significantly positive relationship between turnover intention and Perceived organisational politics as ($\beta=.352$, $t=3.389$, $p<0.001$), supporting Hypothesis I.

Therefore, this hypothesis as predicted at the beginning it revealed a total support thereby, indicating that perceived organisational politics is positively and significantly related to employees turnover intentions. The result confirmed similar findings of prior research that establish positive and significant relationships linking perceived organisational politics and turnover intentions (Abubakar, Chauhan & Kura, 2014; Abbas et al., 2012; Miller et al., 2008; Harris et al., 2007) Based on the findings of this research it indicated in Federal Medical Centre (FMC) Azare. Possibly, organisational politics is playing a great impact for increasing or reducing the rate of nurses' turnover intention. For example, whenever there is a high political segregation in FMC either is in term of Promotion of nurses, selection of nurses who can go for additional training programme, discrimination in term of indigene ship for the purpose of giving position in office (preferential treatment between nurses).

Segregation or preferential treatment of nurses by the management was one of the major factors that make nurses at FMC Azare to leave their jobs and move to another

place where they considered as less political, because no nurses want to be treated partially in the organisation where his or she works. With regard to the promotion in FMC possible politics influence the process of doing it. Which can lead to lack of fairness in staff promotions within the hospital, because it is usually based on who you know and that is why it is not valued as the process goes contrary to the condition of service which governed Federal Medical Centre Azare which increases the likelihood of resignation of the nurses. Nurses may possibly be employed at the same time/date but probably one will be promoted at the right time (due date of promotion) just because he or she knows somebody at the top management level; while the other may be stagnated in his or her former grade level and step just because he or she does not know anyone who can stand and fight (god father) for the granting of the promotion. This is one of the effect of organisational politics that is facing nurses in FMC Azare.

Moreover, issue of discrimination in term of indigene ship is also an issue which related to organisational politics that is worirng the nurses of FMC. As we know FMC Azare is the federal government own hospital, where every citizen of Nigeria is entitle to any position as may required as long as you a staff, but reverse is the case meaning that the story is different in which there are some specific position that may not be allowed to hold because of the issue of catchment area (not indigene of the area). While according to the constitution under the federal character Commission of Nigeria (FCC) Act No 34 of 1999 stated that in all the FCC IN Nigeria have to enforce the principle of fairness and equity in giving any position and socio-economic infrastructures between various units in Nigeria.

Finally, in order to reduce to turnover of nurses in FMC Azare measure has to be taken in place in the sense that management has to discharge their duty according the constitution/ rule and regulation not an imbibe any political abracadabra every nurses right from the top (Chief Director of Nursing Officer) down to the lower level (Nurse II) have to avoid involving him or herself in involving into organisational politics which can hinder the development and the achievement of organisational goal.

5.2.2 Workplace Trust and Turnover Intention

Consistent with prior researches that reported workplace trust as a predictor of turnover intentions (Abubakar et al., 2014; Thamna&Hossam, 2014; Costgan et al., 2011; Hemdi, &Nasurdin, 2006), the findings of this present research provide a strong support for the second (2) hypothesis as expected while the third (3) hypothesis is not supported, possible because of the difference in country, norms and values, culture, life style and nature of job setting of the Federal Medical Centre Azare.

Possibly there are certain things/rules that the Federal Medical Centre Azare brought which is opposite/contradict with the culture of Islam, therefore nurses cannot give their full trust to FMC because the organisation is only concerned about it own identity not the identity of the nurses. Therefore, the nurses have to be sceptical in accepting every bit of the organisational guideline or rule where the majority of nurses are Muslims.

Therefore, FMC should imbibe or design their rule or guideline based on the Islamic teaching and ethics in full force so that it goes along with all the workers (Nurses)

within that community. Which is also possible because other countries in middle east like Saudi Arabia and the rest that are predominant Muslim, they also make their police in organisation in such a way that it imbibe with the culture of Islam. Therefore Federal Medical Centre Azare has to reduce the issue of westernization which will give a room or chance for organisational trust between the nurses and the FMC. In term of lifestyle each individual nurses has his or her own lifestyle some are easy going some are difficult, some are more value relevant in term of respect to the constituted authority as organisation for example there are some that have so much belief that no matter what they can relate with the patient any how even if the guideline said you have to talk to the patient all the time but because they feel superior or inferior to the patient in question, therefore, they may tent not to trust the organisational guideline. While some Nurses are naturally obedient irrespective of their responsibility the may tent to whatever the constituted organisation designed.

The nature of the job setting, nursing job is not really conducive for a lot of Muslim married women because it a job that expected a nurses to be at disposal at all the time and she has a family to look after in the house such as husband and children so that also affect the organisational trust guideline with the married nurses and also the nature of the job is so demanding so nurses women may become pregnant they require maternity leave and the rest which affect the organisational relationship with the nurses.

5.2.3 Human Resource Management Practices and Turnover Intention

Under the HR practice there are three (3) hypotheses that have been proposed according to three (3) variables, hypotheses H4, H5 and H6 respectively. Therefore,

the findings indicated that H4 of Training and Development and that of H6 Career Growth were significantly supported by also having an influence on turnover intention. While hypotheses (H5) of Compensation practices the findings of the study does not supported.

Therefore, based on the research question one (3) stated that Do perceived HRM practices (Training and Development, Compensation practice and Career growth) have a direct relationship with employee turnover intention? , which is in line with the objective three (3) To examine the direct relationship between perceived HRM practices (Training and Development, Compensation practice and Career growth) and turnover intention of employee.

Therefore, the findings indicated that, there is a support as mentioned earlier on the proposed hypotheses H4: There is a direct influence of development and Training on employee turnover intentions. Findings revealed that development and training was negatively associated with employees' turnover intentions, meaning that it supported the proposed hypothesis with the following values ($\beta = .228$, $t = .021$, $p < 0.05$).

The findings correspond with that of similar studies (Ashar et al., 2013; Rahman&Nas, 2013; Dysvik, &Kuvaas, 2008).

Therefore, possible in Federal medical centre Azare if the management can imbibe the culture of organising a systematic training programmes for Nurses professional this will help them to improve the knowledge, and skills which make them to have confidence in their nursing job and to find a knowledgeable personnel who can deliver the training to nurses. By advancing their knowledge also will change their

perception, negative thinking toward their intention to leave FMC. Therefore, the more training and development of nurses increase it will possibly decrease the level of their intentions leave.

According, to the research question three (3) do compensation practices have a relationship with employee turnover intention, in line with the objectives as to examine the direct relationship between compensation practice toward the turnover intention, as anticipated that the compensation practice as perceived before is insignificantly influenced turnover intentions. As indicated in the result of the study shows that there is insignificant link between compensation practices and turnover intention ($\beta = -.139$, and $t = 1.516$) not supported

Similarly, this is in line with previous studies (Joarder, 2012; &Joarder et al., 2011), stated that a workers who has a reasonable fair perceive compensation practices to be reasonable. If nurses can received all their monetary compensation dually possibly, they will not have intention for developing the idea of quitting the job, in order to reduce problem turnover in FMC it have to make sure that all the right nurses in term of promotion, salary, wages , bonus and award has to be paid to him. If nurses really, satisfy with their standard of living it will possible motivational factor for their staying in the organisation. Therefore nurses have to treated with justice without any partiality in term of monetary aspect for them to have seal for dedicating and hardworking toward the achievement of organisational goal. Similarly to previous studies (Joarder, 2012; &Joarder et al., 2011), workers who has a reasonable fair perceive compensation practices to be reasonable.

Lastly, Career Growth based on the research question three (3) do perceived Career growth have a direct relationship with employee turnover intention?in line with the objective as to examine the direct relationship between and turnover intention of employee. As result indicated that career growth is positively and significantly related to turnover intention with the beta value as .407, and t value as 3.461, Therefore, the result supported. Possibly, the nurses of Federal Medical Centre Azare, as more and more their career is growing it possibly give them chance or a room for quieting and earning for another organisation were the can earn more salary which is better than FMC.

Especially, those nurses that reached the peak level or high position some prepare to retire in order to open their own private clinic that to stay under the government were by the organisation constituted with some guideline (condition of service), were they must follow/obey the condition of service governing the Federal Medical Centre, Azare. They have to respect working hours coming on time and discharging all their responsibility because they are under control of government, while by open their own independent private clinic they will take their time in doing anything, because nobody is control but they are controlling other (employees). Possibly this is what motivate them to quit their job. As found in a survey conducted by Oyatunde and Ayeni (2014), most of the position of leadership in nursing service still remained vacant in Lagos State, Nigeria and also sixty eight point two percent (68.2%) of nurses do not have assurance of whether they would continue to be working in the hospital or not in five years to come. It was made known that the rate of turnover of nurses is common in both the State and Federal health institutions of Nigeria.The

result revealed supported the hypothesis as to the study (Nawaz & Pangil, 2016; Long & Perumal, 2014; Muliawan 2009) the result of the study supported the hypothesis.

5.3 Implications

The present research in generally; have the following two (2) implications theoretical and practical.

5.3.1 Theoretical Implications

A number of prior studies have found that organisational factors such as Job satisfaction, perceived justice and Organisational Culture exert significance association with employee turnover (Ali, & Jan, 2012; Grisson et al., 2012; Yau-De, chyan, & Kuei-Ying, 2012; Cantor et al., 2011; 2009; San Park, & Kim, 2009; Parker, & Kohlmeyer III, 2005; Koys 2001; Hellman, 1997; Mobley, 1977). Similarly, HRM practices, psychological contract perceived breach and perceived organisational support have positive relationship with employee turnover (Long et al., 2012; Kim, 2012; Staufenbiel, & Konig, 2010; Blomme et al., 2010; Haines III, et al., 2009; De Coninck, & Johnson, 2009; Jawahar, & Hemmasi, 2006; Allen, et al., 2003; Batt, & Valcour, 2003).

Therefore, this research has served as a build-up or extension of the above empirical studies, thereby giving more room for further investigation of organisational factors such as perceived organisational politics, workplace trust and human resources management practices that play important role in predicting turnover intention Nigerian RN working at FMC, Azare.

The present research has in numerous ways offered a distinctive contribution toward employees' turnover intention literature growth.

At the beginning, the study contributed toward investigating Nigerian RN perceived organisational politics and turnover intentions relationship. The empirical study provides clarity on organisational politics function as a predictor of RN turnover intentions. The present study's results on perceived organisational politics, organisational trust, training and development, compensation practices and career growth are similar to the assertion that organisational-related factors play an important contribution in determining employees behaviour and attitude at their work.. This is because organisational-related factors illustrated several paths and thinking pattern within which the workers feel and behave (Robbins, & Judge, 2010). As forecasted, the result of this study recommends that perceived organisational politics is successful in the reducing the probability of workers to leave their works.

Similarly, the outcome of this study is in line with the assertion of Blau's (1964) social exchange theory who proclaimed that interpersonal trust, organizational trust and career growth contribute greatly in employee turnover intention minimization. Hence, the current research has once again proven Blau's (1964) social exchange theory and revalidated its peculiarity nature relevant to the Nigerian Health sector.

Equally, the importance of human resource management practices in the reduction of RN turnover intention was acknowledged based on the findings of the study. Moreover, the practices results conclude that Training and Development,

interpersonal trust, Compensation as well as Career growth are theoretically important predictors of turnover intentions.

5.3.2 Practical Implications

As mentioned earlier at the beginning of the chapter in this dissertation, among employees turnover intention is common and could have significant cost for the organisations. Therefore, understanding the listed three factors influencing turnover intention of nurses may have a number of practical implications for a successful hospital administration and RN management. As shown by previous findings, that high level of organisational politics has a strong correlation with turnover intentions (Bedi, & Schat, 2013; Chinomona & Chinomona, 2013; Abbas et al., 2012), while increase in organisational trust is associated with the reduction in turnover intentions (Costigan et al., 2011). In the same way, workers who perceived that provision of fair training and development and adequate compensation, are less likely to go away from the organisation (Ashae et al., 2013; Mohanty & Dhiman, 2010). This study recommends one alternative method of minimising turnover intention by making sure that adequate compensation and fair training and development be provided registered Nurses (RN).

Moreover, this study suggests that fair observance of organisational politics, remains significant in the hospital management and administration. Findings indicated further that both perceived organisational politics and interpersonal trust were highly significant for successful management of Nurses turnover intention in Bauchi State, Nigeria.

5.4 Limitations for future research and directions

The present research has several limitations that need to be acknowledged and discussed. Firstly, even though, this research design was cross sectional, as such it is difficult to come up with a generalized statement or reach a conclusion regarding the final results as responses were obtained at a once. Moreover, this limitation centred more on methodology; therefore next research could apply longitudinal design, in order to collect the data at different time to enable the researcher draw conclusion from the population.

Future researcher could consider other underline factors that explain turnover intention among registered nurses in Nigeria hospitals not only in FMC. Also future research could extend the present study thereby looking into the dimensions of HRM practices, such as performance appraisal, and recruitment system that may play an important role in explaining turnover intentions. Also there is need to conduct a comparative study in order to look at the responses of the participant based on their positions or rank in their organisation.

Lastly, the target participants in this study were mainly on Registered Nurses (RN) from Federal Medical Centre (FMC), AzareBauchi State, Nigeria. As such it is possible to generalise the findings of this present study. The present study commended that the future research need to be conducted by collecting data from diverse populations, in order to include Registered Nurses from private hospitals, Student Nurses and Contract Nurses to allowed comparisons to be made with prior research as well as to generalised the findings.

5.5 Conclusion

The present study investigated the relation between perceived organisational, workplace trust (interpersonal trust and organisational trust), human resources management practice and turnover intention among Registered Nurses in FMC, Azare, Bauchi State Nigeria. Result supported the four hypotheses out of six, the result also have an important implications for management and the entire hospital administrators. Employee perception of organisational politic are associated with their turnover intentions.

Generally, the findings of the study indicated the perceived organisational politic as proposed of having significant relationship with employee turnover intetion, therefore, result shows that perceived organisational politic is positively related to nurses turnover, meaning that it play a significance role when management and hospital administrator understand that perceptions of organisational politics is significantly presumed turnover intentions of nurses, therefore, they possibly take an action in order to takle the issue by introducing the principle of fair and play organisational politics which is more likely reduce the turnover intention of nurse.

By doing this, possibly the nurses intentions to leave will be reduced and also can increase the nurses' performance levels moreover it would help the entire hospital in general to achieve it stated objective, thereby giving effective and efficient delivery of service to general public.

Similarly, interpersonal trust, training, development and career growth, all supported the hypothesis of having direct impact to turnover of nurses.

Human resource management practice relating training and development and career growth were supported and therefore, the findings of the study can help management to give more and opportunities in careers, also compensation practice was not supported. Therefore, the findings will assist management improve or to revise its compensation scheme.

In general the findings can assist in providing good human resources practices e.g. in designing of training for developing effective human resource practices as well as fair compensation practice that would go along in motivating.



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APPENDIX

APPENDIX A

QUESTIONNAIRE



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

THE EFFECTS OF ORGANISATIONAL FACTORS ON TURNOVER INTENTION AMONG NURSES OF FEDERAL MEDICAL CENTRE IN NIGERIA

Dear sir/Madam,

Thank you for accepting to be one of my respondents. Your assistance will be highly appreciated in this research, which I am currently working on in partial fulfilment of the requirement for the award of my Master Degree.

This research aim to find the effects of organisational factors on turnover intention among nurses of federal medical centre in Nigeria

This survey is for the purpose of academic exercise and part the requirement for the award of Masters Degree. Therefore, this questionnaire is aim at obtaining your valuable opinion in order to obtain information needed for the success of the study. While I promise your responses will be treated with ultimate confidence and used strictly for academic purpose. The questionnaire is expected to take only 10 minutes to completes

I greatly appreciate your participation in the study. Thank you for your cooperation and giving part of your time for the survey.

Best regards

Muhammad Ahmad Jarmajo
MSc. Students (Management)
University Utara Malaysia
Phone No. +60168051602
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PART A RESPONDENTS INFORMATION

INSTRUCTION: please respond by ticking (✓) in the box

1. Gender
 Male [] Female []

2. Age
 20 – 30 years [] 31 – 40 years [] 41 – 50 years [] 51 and above []

3. Marital status
 Single [] Married []

4. Qualification
 Diploma [] degree [] Masters []

5. Experience
 Less than 1year [] 1-5years [] 6-10 years [] 11years and above []

PART A Answer the following questions.

TURNOVER INTENTIONS					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
No.	Turnover Intentions				
1	I have intention of resigning from the hospital				5
2	It is likely that I would not continue to be a staff of the hospital during my tenure of employment in this hospital				5
3	I have every likelihood of resigning from the hospital				5

PERCEIVED ORGANISATIONAL POLITICS

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No.	Perceived organisational politics	1	2	3	4	5
1	Employees in this hospital tear others down in an effort to build themselves up	1	2	3	4	5
2	In this Hospital, the best alternative is agreeing with powerful others	1	2	3	4	5
3	In the event of decisions on promotion and pay raise in this hospital, policies are irrelevant.	1	2	3	4	5
4	In this hospital promotions is based on who you know, that is why is not valued	1	2	3	4	5
5	In this hospital, sometime leaving workmate with their personal interest is better than telling the truth	1	2	3	4	5
6	I positively perceived that the hospitals' management will treat me with justice.	1	2	3	4	5

INTERPERSONAL TRUST

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No.	Interpersonal trust	1	2	3	4	5
1	Majority of our colleagues discharge their duty even without supervision	1	2	3	4	5
2	I have assurance on skills of my colleagues	1	2	3	4	5
3	I can rely on my workmate by their words to do something	1	2	3	4	5
4	I can belief that my workmates will help me when I needed	1	2	3	4	5

5 Whenever, I face any challenge my colleagues would try to assist me out 1 2 3 4 5

ORGANISATIONAL TRUST

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No.	Organisational trust	1	2	3	4	5
1	Management of this hospital makes sensible decisions and can be trusted for the future of the hospital	1	2	3	4	5
2	The management of this hospital are quite prepared to deceive workers in gaining advantage	1	2	3	4	5
3	Unless this hospital can attract better administrators, the future will be poor	1	2	3	4	5
4	In this hospital management is seems to be effective and efficient	1	2	3	4	5
5	in this hospital, management is set to gain the benefit of workers by deceiving them	1	2	3	4	5

HUMAN RESOURCE MANAGEMENT PRACTICES

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No.		1	2	3	4	5
1	In comparison with other hospitals, this hospital is providing extensive training to employees in their daily work	1	2	3	4	5
2	A systematic training programmes for 'non technical' staff is already been organised systematically in this hospital	1	2	3	4	5

3	The resource e.g. amount of cost, duration of training programmes offered are satisfactory in this hospital	1	2	3	4	5
4	It's experienced and professionals facilitators that are delivering the training programme in this hospital	1	2	3	4	5
5	The training programme conducted in this hospital is reasonable based on its content and diversity	1	2	3	4	5
6	The hospital's level of wages is higher than the other hospital in comparison with the other hospitals	1	2	3	4	5
7	The wages standard in this hospital is determined as satisfactory	1	2	3	4	5
8.	Salary, wages, bonuses and incentive are fairly determined in this hospital	1	2	3	4	5
9.	In this hospital, age and seniority are consider as the primary base for giving bonuses	1	2	3	4	5
10.	This hospital has a reasonable standard of bonus	1	2	3	4	5
11.	my present work is my career profession which enable me to achieve goal and growth in the hospital	1	2	3	4	5
12.	my present work is my career profession which enable me to achieve goal and growth in the hospital	1	2	3	4	5
13.	my present work moves me toward the achievement of career goals in the hospital	1	2	3	4	5
14.	I'm getting rapid increase in my salary grade in this hospital	1	2	3	4	5
15.	Medical line encourages me constantly to get more and recent related skills	1	2	3	4	5

Thank you

APPENDIX B

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	65	61.9	61.9	61.9
female	40	38.1	38.1	100.0
Total	105	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	13	12.4	12.4	12.4
31-40	49	46.7	46.7	59.0
41-50	25	23.8	23.8	82.9
51 and above	18	17.1	17.1	100.0
Total	105	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	71	67.6	67.6	67.6
Married	34	32.4	32.4	100.0
Total	105	100.0	100.0	

Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Diploma	46	43.8	43.8
Valid	Bachelor Degree	46	43.8	87.6
Valid	Master's	13	12.4	100.0
Valid	Total	105	100.0	100.0

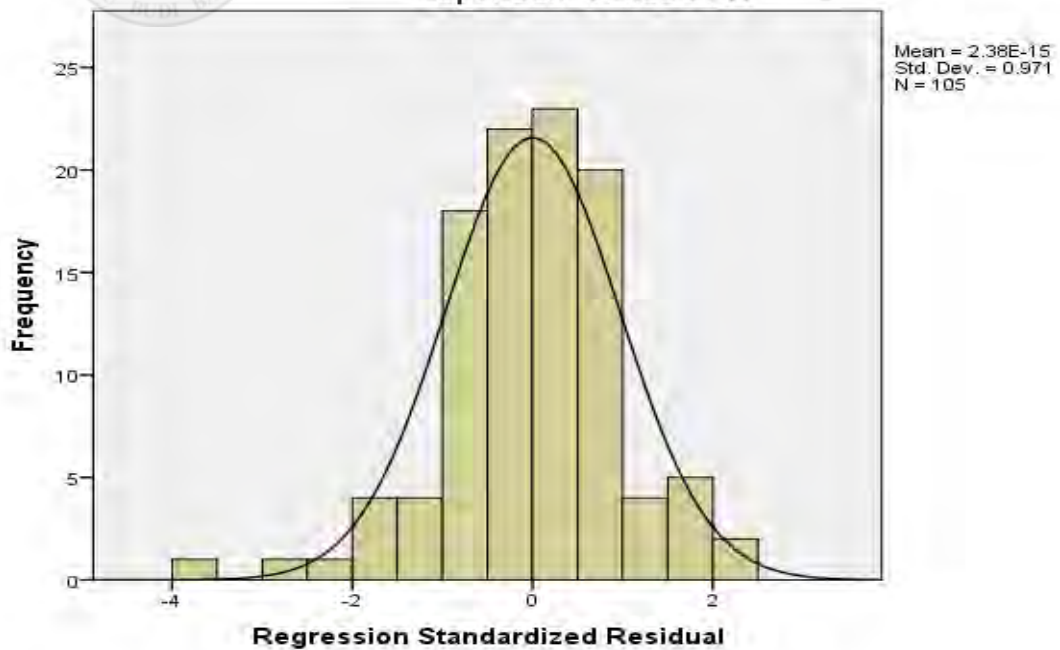
Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1Year	5	4.8	4.8	4.8
	1-5Years	34	32.4	32.4	37.1
	6-10Years	33	31.4	31.4	68.6
	11Years and above	33	31.4	31.4	100.0
	Total	105	100.0	100.0	

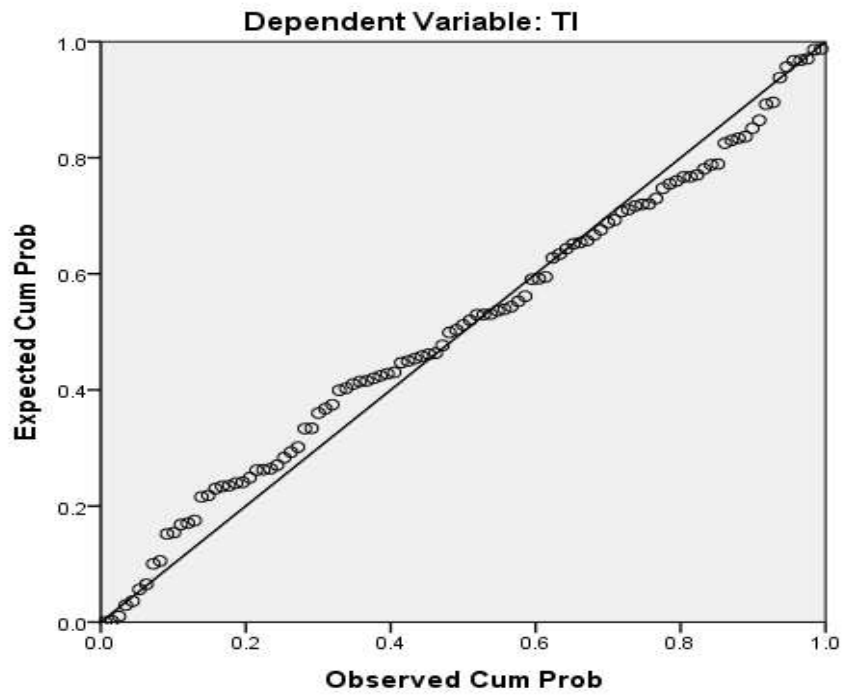


UUM

Histogram
Dependent Variable: TI



Normal P-P Plot of Regression Standardized Residual



Scatterplot
Dependent Variable: TI

