

Effect of Human Resource Management Practices on Employee Retention: The Nigerian Experience in Care – Giving Practice.

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Abstract: The premise that human resource is the most important of all organizational resources assumes the need for organizations to develop an appropriate human resources management practice that encourages employees' retention. A number of studies have provided evidence on the influence of human resource management practices on employees' retention. While this evidence abounds mostly in advanced economies, most of the studies conducted on this topic focused on educational, banking and manufacturing sector of the economy, there is dearth of research that exclusively focus on health care givers in the Nigerian context. The hypotheses of this study were anchored on Herzberg two factors theory and social exchange theory. Survey research design was used, data were obtained from 352 nurses working in private and public health institutions in Plateau State Nigeria through self – administered questionnaires and the study instruments were adapted from previous studies. The study instruments were subjected to principal component analysis to determine the validity and reliability of the research instrument and subsequently to determine the hypothesized direct relationships among the variables through multiple regression analysis method. The findings from the research showed that training and development, job security and compensation benefits had a positive and significant influence on employees (nurses) retention, while industrial relations and performance appraisal had a negative influence on retention of nurses. The study recommended that further studies should be carried out in different sectors and contexts, the introduction of a mediator and moderator would help to explain the consistency and inconsistencies of findings as seen in the various dimensions of HRMPs.

Keywords: Human Resource Management Practices, Employee Retention, Herzberg Two Factors Theory, Social Exchange Theory

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I. Introduction

The revolution in information and communication technology in the last three decades has brought about global competition and revolutionary trends that organizations have to wrestle to keep their most valuable employees in this competitive era. (Kane, 2003; Gontur, Hassan & Arin, 2017). Employee retention is one of the major problems confronting several organizations in keeping an important workforce. The world has now become knowledge based where human capital is regarded as an important resource and indispensable to the survival of organizations (Kinyili, 2015). The 21st century is an era where skills and knowledgeable workers are considered the most important tool of competitive advantage and survival. Therefore organizations cannot neglect the most critical role of attracting and retaining gifted employees (Munchington, 2010)

The development of any country of the world to a large extent depends on the capabilities and skills of its human resources (Misau, Al- Sadat & Gerai, 2010). According to Mischa, Bidwell, Thomas, Wyness, Blaauw, & Ditlopo (2008) the inability of third world countries to achieve the Millennium Development Goals (MDGs) is the absence of a well trained and motivated workforce especially in Sub Sahara. The emergence of COVID 19 globally has exposed the weaknesses of most countries' health facilities, especially the Nigeria health sector. However, studies have shown that health care is one of the sector affected by turnover. According to Gandhi, Wai Karick & Dagona (2011), they put the ratio of nurses to the population in Africa as 2.3 per 1000. Juxtaposing the same with the American ratio, it is a far cry at a ratio of 2.5 health care workers per 1000 population. A report in Gandhi et al (2011) further reveals the situation in most Nigerian hospitals during their study a ratio of 1 nurse to 30 patients. In view of the country's growing population of over 200 million the situation is expected to pose even more of a big challenge than the African average. Despite of these negative indices in the emerging economies, statistics have shown a mass exodus of this category of human resources to developed and wealthier countries. (Kalipeni, Semu, Mbilizi, Clemens & Petterson, 2012)

World Health Organization (2016) study revealed that 1 in 4 doctors and 1 in 20 nurses trained in Africa currently working in developed countries with this accounting for a short fall in over 1.5 million health workers in the region. In Nigeria, the work force density is estimated at 1.95 per 1000 population (World

Health Organization, 2014). Other human resources problems confronting nurses in the health sector in Nigeria are primarily overall lack of personnel in key areas, brain drain of health professions, poor remuneration, lack of career advancement, poor working condition,

Prior scholars have found empirical evidence of the influence of human resource management practices (HRMPs) on employees' retention (Appiah & Kontor, 2013; Saleem & Affandi, 2014; Hong, Hao, Kumar, Ramendran & Kadiresan, 2012). In the context of Nigeria, there are a few studies that examined the impact of HRMPs on employees' retention in Nigeria (Irabo, & Okolie, 2019; Gadi & Kee, 2018; Chukwuka and Nwakoby, 2018; Ameachi, 2014). Most of these studies were conducted in general business environment, educational, banking sector and manufacturing. The few studies that focused on health sector include, Uchendu, Winndle and Blakke (2020), Ogar, Ekwuk, Eze, Nja, and Adinhu (2020), Olaleye (2014), Oyetunde and Ayeni (2014)[^{78,60, 61,62}] these previous studies have focused on challenges trends and strategies of human resource management in health facilities, nurses engagement and behaviour, recruitment and retention of nurses. Previous studies have not given careful consideration to human resources management practices in the health sector connecting this to nurses' retention. For the purpose of this study the researchers decided to bridge this gap in Nigerian health care sector.

II. Literature Review and Hypotheses Development

Employees Retention

Research on employees' retention has been there since the 1970s, when scholars and psychologists recognized the various rationales for low employee retention. Azzez, (2017) explained employee's retention as the techniques employed by management of an organization to help the employees of a given organization to remain with the organization for a longer period of time. Mita, Aarti and Ravoeela (2013) described employee's retention as a technique adopted by organizations to maintain an effective workforce and at the same time to meet operational requirements. In the words of Bidisha et al (2013) the long term survival and success of the organization depends on the retention of key employees. To a great extent employees satisfaction, organizational productivity, efficiency, effectiveness and performance in terms of increase in sales, satisfied colleagues' and reporting system, staff effective succession planning is dependent upon the ability to retain the best workforce in any corporation.

Human Resource Management Practices

HRMPs are vital for perfect combination for achievement in the global business environment. The challenges and developments of HRMPs have been transformed over the years. Thus, HRMPs is fundamental for successful execution of HR policies successfully and basically to achieve the organizational goals (Mathis & Jackson, 2008). Likewise, practices of HRM are important for the organization to take realistic ways for improving the effectiveness of the employees and commitment (Syed, Li, Junaid & Ziaullah, 2020) Also, by applying HRMPs successfully would lead to motivations, retain the workforce in order to improve individual and organizational level performance (Hassan, 2016). There is a growing anxiety based on the conviction that human resources should be valued as an important asset rather than a cost for the business and as a premeditated factor which supports and the basis of continual competitive advantage (Mirzaei, Morteza & Amir 2013). Many researchers have studied the concept of HRMPs and its relationship with individual and organizational outcomes. For instance Aktar, and Panyil (2017) investigated the relationship between employee engagement, HRMPs and perceived organizational support. The results of the structural equation modelling revealed that HRMPs like career development, job security and performance were significantly and positively related to employee engagement. In addition, Stangrecka and Bagienska (2019) examined the relationship between HRMPs, interpersonal trust and its consequences for team collaboration and innovation they found that competency development, team interdependence, and group rewards were the most significant determinants of interpersonal trust.

After reviewing the previous studies which have discussed the concept of HR practices and its relationship with variant variables in the organization. The researchers concluded that HR practices differ from firm to another and from country to another as well as the factors which affect HRMPs. These factors could be internal (e.g., organization size, organization structure, business strategy, organizational culture) or external factors (economic, technological changes, industry characteristics, national culture, legalization and regulations, competitors and globalization). These HRMPs directly or indirectly affect several variables within the organization. Human resources management practices are the policies and procedures involving HRM characteristics of management concerning, human resource planning, recruitment, selection, training and development, job analysis, performance appraisal, compensation and reward system, industrial relations (Dessler,2007).

Schuler and Jackson (1987)[70] defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its

members. More recently HRMPs is defined as planning; recruitment and selection; performance and reward management; employee well-being; training and development and employee relation to achieve the organizational objectives through their individual contribution (Armstrong & Taylor, 2014)

Besides, HRM practices is implemented to ensure that a firm's human capital contribute to the achievement of business objectives (Delery & Doty, 1996; Tan & Nasurdin, 2011)

Training and Development with Employee Retention

Training and development are important HR activities in the organization that can help the firm to achieve its goals and increase retention when they meet the needs of the employees (Montgomery, 2006). According to Grossman and Salas (2011) training is a prearranged chore of information, skills, and attitudes lead to enhancing performance in a particular situation. Their numerous studies to investigate training and development have generated interest among academics and practitioners. This is in view of this training and development is among one of the key human resource management practices which leads to skills, abilities, superior knowledge, positive attitude and behaviour of employees resulting in the profit of the organization (Tangthong, et al., 2014).

In context of this study, Samuel and Chipunza, (2009) and Chen (2014) established that training and development enhance employee retention. On the other hand some evidences have shown a negative relationship between training and development and employee retention (Imana and Hassan, 2015; & Gadi and Kee, 2018).

We argue using the social exchange theory, according to social exchange theory employee's interactions with their organization is based on the concept of reciprocity (Blau, 1964). Organizations that spend their resources on training and development programmes on their work force are expected to influence employee satisfaction; commitment, loyalty and retention of talented employees who are suppose to look elsewhere. In line with the forgone, we therefore hypothesize that: **H1: Training and Development is positively related to Employee Retention**

Job Security and Employees Retention

According to Singh and Jain (2013:107), job security is "an employee's confidence that they will keep their current job". Employees with a strong level of job security have a low likelihood of losing their jobs in the near future. One of the reasons that individuals join the organization is for them to be secured (Kraja, 2015). Jandaghi and Mokhles (2011) argued that job security is a major determinant of organizational commitment which leads to employee's retention. Empirical evidence confirm that job security is linked with different behavioural outcomes such as work engagement (Alfes, Shantz, Truss, & Soane, 2013), employee satisfaction and loyalty (Hassan, Hassan, Khan, & Iqbal, 2013) and performance (Kraja, 2015) For instance, Jandaghi and Mokhles (2011)^[41] found that one of the motivational factors for employee retention is job security. Abegglen (1958) found during the study of Japanese workers that employment features like job security lead to high commitment, job satisfaction, as well as retention of employees in an organization. Study conducted by Davy, Kinicki and Scheck (1991) revealed that job satisfaction is the upshot of job security among employees. Certain employment opportunities implicitly have ameliorated job security than others. In addition, job security is affected by the worker's performance, success of the business, and the current economic environment (Singh & Jain, 2013)

Consistent with Herzberg theory states that certain positive factors such as job security, recognition, and advancement for growth, might be responsible for employees' retention. It is expected that organizations that take care of their employees by providing them with career development opportunities are likely to keep them side by side with their job. Accordingly we hypothesize that

H2: Job Security is positively related to Employee Retention.

Compensation benefits and Employee's Retention

Compensation is an important tool for attracting and retaining a good workforce that are committed in performing their duties within the organization. According to Petera (2011) compensation helps to attract, motivate and retain the dedicated workforce of an organization from leaving the setup if they are properly rewarded with good remunerations which will help the organization in retaining the best employees. Financial compensation progresses worker performance in addition to motivating and attractive employees (Ibojo, & Asabi, 2014), it is the foundation to improve worker retention. If employees are recognising, respected and praised, it increases employees' loyalty, performance, satisfaction and retention (Danish & Usman, 2010). Non-financial inducement attracts and retaining, proficient workforce in the organization (Fogleman & McCorkle, 2013). Extrinsic rewards increase the level of employee performance and satisfaction also found as a strong factor for employee motivation (Saeed, et al., 2013). Intrinsic rewards were found to be a sustainable source of motivation for employees (Saeed, et al., 2013). However, according to studies extrinsic compensation is more

helpful and stronger in relation to intrinsic compensation (Edirisooriya, 2014), to keep the human capital of an organization, their aspirations, desires and needs must be met. (Chikezie, Emajulu & Nwarelea, 2017). In addition, Amaechi (2014) established that compensation plays an important role in retaining an employee in an organization.

Buttressing this argument using the Herzberg Two Factors Theory accentuates how intrinsic and extrinsic rewards addresses employees satisfaction which is characterized by opportunity for achievement, recognition, work itself, responsibility, advancement and personal growth (Herzberg, 1968, Imana & Hassan, 2015). Also, using the social exchange theory we contend this theory supports the role of individual employees in an organization shaped by rewards. Building on this assertion, studies have established that the major determinant or motivation of employee retention is good pay and respect as evident with existing literature on human resources management practices especially in reward management. This leads us to the hypothesize that

H3: Compensation Benefit is positively related to Employee Retention Industrial Relation and Employee Retention

Industrial relation is defined as dealing with everything that affects the relationship between employees and employers (Adeniji, 2015 p.41). Similarly, Imafidon (1996) described it as anything which affects the employee from the day he joins the organization until he leaves his job. The entire thought of labour relations came into view as a product of inability of employers and its workforce to agree on terms and conditions of service. It encompasses social, economic, and political relationships prevailing among employees and the management of the organization (Weerarathna, Pathirana & Fernando 2019). Empirical evidence confirms that industrial or labour relation with employee retention, though dearth of empirical proofs exists in the relationship between these variables as intended in this study. In any case Weerarathna, et al (2019) inferred that organizations that relate well with labour unions and have listening heirs will help to keep devoted employees. Also Weerarathna, et al (2019) found that having better performance at work is identified by some factors such as competitive salary, friendly working environment, and interpersonal relationships were frequently cited by employees as key motivational variables that influenced their retention in the organization. Sutanto and Kurniawan (2016) posit that industrial relation influences retention of employees in an organization. In addition, human resources management practices such as recruitment, employee retention and labour relation have been found to relate positively with performance outcomes. Additionally, Tunggal and Setiawan (2015) found that a new employee who does not comply with the organizational goals and ethics can damage labour relations.

Using the social exchange theory we contend that this theory supports the role of labour unions and employers to build economic, social and political relationships that are beneficial to both employee unions and their employers, as a result an organization that relates effectively with industrial unions would influence employees' retention. Therefore, this leads us to the hypothesis that

H4: Industrial Relation is positively related to Employee Retention Performance Appraisal and Employee Retention

Performance appraisal is a process of evaluating employee's performance on the assigned tasks to facilitate further career development; it is mainly the communication between the employee and management (Hong, et al., 2012). Specifically, performance appraisal is a formal system used by an organization to periodically review and evaluate employees' performance. In other words, performance appraisal is the process of evaluating how well employees perform their tasks compared with a set of standards or organization's expectations. Performance appraisal is not only a useful tool to evaluate employees' job performance, but it can also be used to develop and motivate employees (Anthony et al., 2002).

Existing literature has shown that performance appraisal is positively related to organizational performance. Lee (2007) established that successful performance appraisal systems enhance quality and productivity. Accordingly, Sang (2005) found that a comprehensive, transparent and client-based performance appraisal system enhances firm performance, productivity and employee retention. On the other hand some evidence shows a negative relationship between performance appraisal and employee retention. (Imana & Hassan, 2015; Gadi & Kee, 2015).

According to social exchange theory employee's interactions with their organization is based on the concept of reciprocity (Blau, 1964). Managers evaluate employees' performance without prejudices on the tasks assigned to them and are satisfied with the evaluation of their superior officers which in turns leads to the promotion of the workforce. These good gestures would reduce attrition rate and enhance worker retention, increase productivity and performance. Managers that are objective in their evaluation of employees create avenues for subordinates to give in their best and it eradicates sentiments and helps to bring cooperation among employees. In line with the forgone, we therefore hypothesize that:

H5: Performance Appraisal is positively related to Employee Retention.

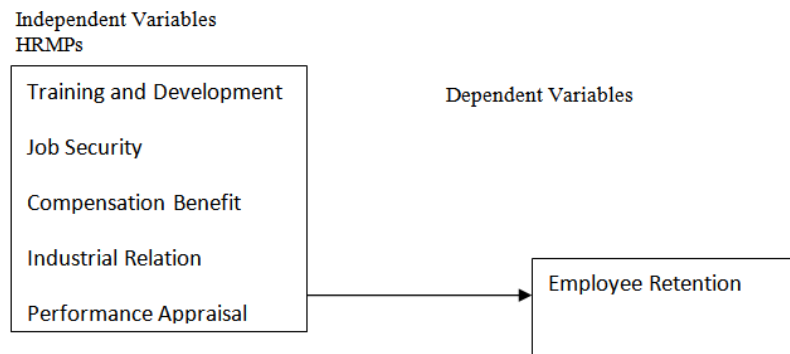


Figure 1: Conceptual Framework of the study

III. Methodology

We drew the participants in this study from population of nurses practicing in both private and public health institutions in Plateau state Nigeria. Data available at Plateau State Ministry of health reveal a total 2300 registered nurses are currently working within the health facilities spread across the 17 Local Government Area. Using the Yamena (1967) statistical formula to determine the sample size, which is given as?

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{2300}{1 + 2300(0.05)^2}$$

$$= \frac{2300}{5.7525}$$

$$= 400$$

In all a total of 352 valid questionnaires were analyzed out of the total of 400 questionnaires administered.

Measures

The constructs used in the current study were measured using scales that had already been tested in literature. Participants were asked, unless otherwise indicated to give their responses on a five point Likert scale ranging from 1 for strongly disagree to 5 for strongly agree.

Employee retention was measured using four out of five items developed by Mowday, Koberg, and McArthur (1984). Sample items are “I do not intend to quit my job”, “It is unlikely that I will actively look for a different organization to work for in the next year”, and “I am not thinking about quitting my job at the present time.”

The five dimensions of HRM practices were measured using items developed by Delery et al, 1996. Training and development was measured by four items such as “I am given opportunities to upgrade my knowledge and skills and to improve my performance through continuous training”, “I received necessary training to perform my job well”, and “I am given the opportunity to be involved in activities that promote my professional development”. Job security was adapted from Probst (2003) and measured by 3 items and sample items for these dimensions are ‘My job provides me sufficient of security and I am satisfied with my present job.

Compensation and benefits dimension was also assessed by four items including “I received the amount of pay that commensurate the work I do”, “My pay is generally equal to the pay of my colleagues of the same level/position”, and “My pay is generally equally to the pay of similar job in other companies of the same industry”. The final HRM practices dimension is performance appraisal, which was gauged by four items. Sample items are “I am evaluated fairly based on my performance”, “Performance appraisal is based on individual performance”, “Individual contributions are encouraged and recognized”, and “My immediate supervisor supports and encourages me by providing regular feedback on my performance”, Industrial relation was adapted from Dastmalchian, Adamson and Blyton, (1986).

Control variables: Respondents age, gender, educational qualification, and number of years working. Age was measured into continuous years; gender was measured by a dichotomous variable wherein (1) was

designated for male and (2) for female. Education was measured using six categories; national diploma, higher national diploma, degree, post graduate diploma, masters, Ph. D and others and years working in the organization was measured in years.

Data Processing and Analysis

In this study, data were collected and analyzed using the statistical package for social science (SPSS) version 23. A total of 400 questionnaires were dispersed and 352 were returned, representing 88 percent response rate. All the collected questionnaires were referenced, and elements in the questionnaire coded to sort data entry easy. Descriptive statistics were predictable for the various constructs. Frequency tables were made for all the variables, and data consistency was checked using the Cronbach’s alpha index. Inferential data analysis was done using Pearson Correlation Coefficient, Regression Analysis. The correlation was used to establish the direction of the relationship between the dependent and the independent variables. Multiple regression analysis was used to determine the relationship between the various HRM practices and employee retention. Testing hypothesis using p-value was made because it gave the strength of the decision. According to Henseler, Ringle & Sarstedt, (2015) a significance level of 0.05 is suggested as it denotes that the results are at 95% confidence level.

IV. Results and Finding

The characteristics of respondents in Table 1 shows that 65. 9% were female; 58.24% are married while the remaining are single and others. 71.02% had worked earlier in more than one institution before taking their present job.

Demographic Analysis

Table 1: Demographic Analysis

Variable		Frequency	Percent
Age	20 – 30	45	12. 78
	31- 40	178	50.56
	41 - 50	97	27.55
	Above 50 years	32	9.10
	Total	352	100
Gender	Female	232	65.90
	Male	120	34.10
	Total	352	100
Marital Status	Married	205	58. 24
	Single	105	29.83
	Others	42	11.93
	Total	352	100
Work experience	2- 5 years	78	22.16
	6 – 10 years	85	24.15
	11- 15 years	97	27.56
	16 – 20 years	72	20.45
	Above 20 years	20	5.68
Total		352	100
Number of health institutions worked with			
One	One	102	28.98
Two and above	Two and above	250	71.02
Total		352	100
Specialization			
	General Practice	139	39.49
	Specialist	213	60.51
	Total	352	100

The constructs for this research has a standardized Cronbach’s alpha of 0.970 and according to Nunnally and Bernestein (1994), the Cronbach’s alpha range between 0.70 to 0.99 for the variables of the questionnaire used for research indicates that the instrument is reliable (Ringim, et al., 2012). Also based on the Table 2, the Cronbach’s Alpha for the variables show high reliability, therefore the instrument has excellent reliability in terms of internal consistency. The items that has a lower reliability score during the pilot test has been modified or replaced with another item has shown high internal consistency proving that the final questionnaire and scale has a high reliability.

Table 2: Reliability Statistics for each variable

Variables	Number of Items	Cronbach's Alpha N= 352	Cronbach'S Alpha (Pilot study) N= 20
Training and Development	4	0.907	0.886
Job Security	4	0.788	0.690
Compensation Benefit	4	0.740	0.554
Industrial Relations	3	0.871	0.610
Performance Appraisal	4	0.773	0.845
Employee Retention	4	0.849	0.872

The Kaiser-Meyer-Olkin (KMO) a method used to measure sample adequacy refined that index further 0.90s is excellent, 0.80s is commendable, 0.70s is adequate, 0.60s is average, 0.50s is miserable and below 0.50 is unacceptable (Anastasiadou, 2011). In this study, the value of KMO for Human Resource Management practices, the whole construct is 0.960 signifying the factor analysis is consistent and statistically significant because it is 0.90 and above.

Table 3: Sample Adequacy Test

Kaiser Meyer- Olkin measure of sampling Adequacy	.960
Bartlett's Test of approximation chi square	7315.612
Sphericity	df
	120
	Sig
	.000

Exploratory factor analysis is used to find latent variables which better explain the data in table 4 did not work balance 4, job security 4, compensation benefit 3, and performance appraisal 3, because these latent variables have a factor loading less than 0.50 and were regarded as having low factor loadings in the constructs. While the remaining have factor loadings greater than 0.50 were seen as having high factor loadings in the construct (Hair, Black, Babin & Anderson, 2010). The results of factor analysis revealed that 20 out of the 23 items converged.

Table 4: Six factors derived from the rotated component matrix

Variables	Factor1 Training and Development	Factor2 Work life Balance	Factor3 Job Security	Factor4 Compensation benefit	Factor 5 Performance Appraisal	Factor 6 Employees retention
Tra Dev1	.820					
Tra Dev2	.870					
Tra Dev3	.857					
Tra Dev4	.891					
Job Sec 1		.853				
Job Sec 2		.864				
Job Sec 3		.823				
Com Ben 1			.869			
Com Ben 2			.825			
Com Ben 3			.882			
Ind Rel1				.906		
Ind Rel 2				.761		
Ind Rel 4				.877		
Per App 1				.915		
Per App 2				.886		
Per App 4				.845		
Emp Ret 1						.813
Emp Ret 2						.859
Emp Ret 3						.841
Emp Ret 4						.852

Descriptive Statistics

Among the five HR practices to retain employees, the mean statistics of compensation benefit (CB) is the highest (M=3.707, STD=1.117) indicating that most employees perceived that this is the most often practice HR activities in the organization. The second highest mean value is scored by job security (JB) (M= 3.648,

STD=1.172), training and development (TD), scored a mean value of (M= 3.588, STD=1.264 indicating that Job security and training and development are commonly practice in their organization to retain employees. Performance appraisal and industrial relation scored a lower mean value of 3.222 and 2.926 respectively indicating that industrial relation is the least HR practices in the organization out of five practices. Also overall all the data distribution is normal and valid.

Normality of data distribution

In order to measure the data normality the statistical significance of skewness and kurtosis are two important indicators. Normality is most of the times referred to the shape of the data collection (Koizumi, 2013). The two key indicators for normality testing, skewness demonstrates if the shape is balanced while the other indicator kurtosis allows identifying if the curve is peaked or flat. Also it was suggested that too much variation from the normal distribution can cause negative impact during the data analysis (Zygmunt & Smith, 2014). In multivariate analysis the data normality is ensured if the absolute value is within (<0.1) or (<. 001) (Khine, 2013). The skewness of this data set is seen between 0.80 to - 0.90, indicating that the skewness of this data set is unacceptable range falling under the suggested value. However the kurtosis indicated that performance appraisal greater than -1.00, but suggesting the rest is on an acceptable range. Also it is important to note that performance appraisal was found to be normal during the pilot testing. Since the greater value for indicated in performance appraisal kurtosis is varying with a very slight difference, the data set is suggested normal and further reliability testing was conducted.

Table 5: Descriptive Statistics

Variables	Mean	Std Dev	Skewness	Kurtosis
Training and Development	3.588	1.264	.130	-.562
Job security	3.648	1.172	.738	-.397
Compensation Benefit	3.707	1.117	.968	.056
Industrial Relation	2.926	1.267	.081	-.123
Performance Appraisal	3.227	1.200	.361	-1.016
Employee Retention	3.622	1.279	.857	-.360

Correlation Analysis

The below table 5 shows the correlation analysis generated on all constructs to determine Pearson’s Correlation coefficients with a two – tailed significance test. Human Resource Management practices such as Training and Development (TD), Job Security (JB), Compensation Benefit (CB), Industrial Relation (INR), Performance Appraisal (PA) are measured as independent variables and Employee Retention (ER) is considered as the dependent variable. Correlation is measured the relationship between two or more variables. The correlation coefficients range from -1 to +1 representing perfect negative and positive correlation (Landau & Everitt, 2004). As a general rule of thumb the value should not exceed 0.75, similarly correlations of 0.8 or higher are suggested problematic (Ringim, et al., 2012). With reference to the above figure, the results show that all the dimensions of Human Resource Management Practices have strong relation with employee retention. Overall Human Resource Management Practices has positive and significant relationship with employee retention with a Pearson correlation coefficient of R= 0.573, 0.515, 0.495 and 0.515 respectively.

Table 6: Correlation Analysis

Variables	TD	JB	CB	INR	PA	ER
Training Development	1	.763**	.735**	.581**	.687**	.573**
Job Security		1	.824**	.562**	.738**	.607**
Compensation Benefit			1	.523**	.665**	.567**
Industrial Relations				1	.615**	.718**
Performance Appraisal					1	.599**
Employee Retention						1

As refer to table 7, the dependent variable is employee retention (ER) and independent variables are compensation benefit, work life balance, job security, training and development performance appraisal. The table showing predicting the employee retention reveals R as .716, R square .513 and adjusted R – square .506 suggesting that 50.6% of the variance of the employee retention can be predicted by independent variables training and development, job security, compensation benefit, industrial relations and performance appraisal. However, as the general rule of thumb a good fit is considered to predict minimum of 60% variation of the dependent variable (Zygamont & Smith, 2014). Therefore this model is considered to be poor fit or not good because it is less than 60 %. Conversely, the autocorrelation of this regression is potentially high. Likewise the

F test conducted for this study gives a value of 72.889, proposing the F value for this study shows that the regression model is significant.

Table 7: Model Summary^b original model

Model	R	R Square	Adjusted R Square	Std error of the estimate	Change Statistics					
					R-Square change	F	Df1	Df2	Sig	Durbin Watson
1	.716	.513	.506	.89944	.513	72.889	5	346	.000	1.73

- a) Predictors constant
- b) Dependent variable. ER

The result in table 8 and 9 shows that only three HR practices are significantly and positively influence employee retention where TD (0.234, p=0.002), JB (0.139, p=0.000) and CB (0.366, p=0.000), while INR (.106, p=.088) and PA (- 0.33, p= .385) as shown in the table 8, it indicates that multicollinearity does not exist among the independent variables, since VIF values are less than 10, likewise the acceptable values of tolerance values are more than 0.10. These findings show that this research does not have any multicollinearity problem. Furthermore all the independent variables are strongly significant.

Table 8: Standardized Estimation of the main model

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	Beta	Std error	Beta	T	Sig	Tolerance	Vif
(Constant)	1.378	.202		6.822	.000	-	-
Training and development	.254	.081	.234	3.146	.002	.236	4.234
Job Security	.138	.038	.139	3.583	.000	.933	1.072
Compensation Benefit	.389	.078	.366	4.986	.000	.261	3.824
Industrial Relations	.105	.061	.106	4.706	.088	.365	2.741
Performance Appraisal	.038	.044	-.033	-.871	.385	.964	1.037

Table 9: Hypotheses Interpretation

Hypotheses	Beta coefficient	Significant (p<0.05)	Decision
H1: Training and development and Employee Retention	.234	.002	Accepted
H2: Job security and Employee Retention	.139	.000	Accepted
H3: Compensation benefit and Employee Retention	.366	.000	Accepted
H4: Industrial Relation and Employee Retention	.106	.088	Rejected
H5: Performance appraisal and Employee retention	-.033	.385	Rejected

V. Discussions of Findings

The result of H1: revealed that training and development is positively related to employee retention. TD improves work efficiency, develops interest in work, gives satisfaction and reinforces the commitment towards the organization leading to employee retention (Hanif, 2013). The result is in tandem with the finding of Chen (2014), who documented that training develops the employees' commitment making them feel the obligation to reciprocate the employers. Thus they stay longer in the organization after training is provided. It can also make employees' appreciate the organizational supports and trust. Previous studies have confirmed that training and development is related to employee retention (Ang, Batrain, McNeid, Leggart & Stanton, 2018; Veth, Korzilius, Heijden, Emans, & Lange, 2017).

The findings in hypothesis 2 revealed that job security relate positively with employees (nurses) retention. In the study of Kraja, (2015) demonstrated that when employees' are aware that their jobs are secured; they are less likely to leave the organization. Result in hypotheses three reveal the impact of compensation on employee intention. The relationship which was supported on the basis that compensation. The findings of this study which are consistent with previous studies (Peters 2011, Danish & Usman, 2010; Amaechi 2014) indicate that compensation is a substantial tool for employee satisfaction and retention. Therefore, it can be said that where organizations emphasize on compensation whether monetary and non financial would help to attract, motivate and retain dedicated workforce of an organization from leaving the setup if they are properly rewarded with good remunerations which will help the organization in retaining the best employees. The primary goal of human resource management is to create long-term relationships with employees, developing and retaining the compensation scheme as one of the effective ways of keeping talented and trusted work force.

Results in hypothesis 4 revealed that industrial relations have no significant positive influence of employee retention. This contradicts the findings of Sutanto and Kurniawan, (2016) and Weerarathna, et al (2019)

Findings in hypothesis 5 show that there is no significant influence of performance appraisal and employee's retention. Imna and Hassan (2015)^[39] argued that if performance appraisal is done without linking to rewards or compensation, it is not perceived as positive practice to stay in the organization rather it creates more conflicts and rifts between managers and employees. The findings in the current study is consistent with studies of Gadi et al, (2018) and Imna et al, (2015) but contradict the findings of Kasemsap (2015) and Agbola, Hemans and Abena (2011) who posited that communication system motivates the employee to willingly participate in the appraisal process leading to a positive outcome of employee retention

VI. Conclusion and Implications

In this paper focused on employees (nurses) retention working in public and private health institutions in Plateau State are examined together with five related variables of Human Resource Management Practices. The results of the analyses indicated that TD, JB and CB are statistically significant while INR and PA are not statistically significant. These results are anticipated to have certain implications to health care institutions in Plateau State, nurses and policy makers. It provides empirical evidence showing the strong predictors of TD, JB and CB. This is a crucial factor for managers of health institution in Nigeria to consider in motivating employees. On the other hand, employees must be ready to reciprocate the kind gesture of the organization by being committed to the task assigned to them which eventually increase organizational productivity and performance. The finding of the result is expected to shed some new insights to the current human resource management literature particularly in Nigerian settings. It is suggested here that future studies should consider other practices such as work life balance, career development and communication and also the introduction of a mediator and moderator will also help to strengthen the relationship and the inconsistency of finding as indicated in Baron and Kenny (1986). Second, the present study has employed a survey questionnaire for collecting the data from sample respondents which may stand problematic for generalization. Interviews should be employed using a qualitative approach that would help us to verify the results of findings conducted through quantitative approach. Finally, the present study is cross-sectional and views held by persons may change over the years. This suggests that future studies should employ a longitudinal approach to test the robustness of the model. In spite of its shortcomings, this study dependably makes significant contributions as discussed above. Future research may wish to replicate in different sectors and contexts.

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