

Relationship Between Perceived Organizational Politics, Organizational Trust, Human Resource Management Practices and Turnover Intention Among Nigerian Nurses

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Abstract

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

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

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1. Introduction

In his Seminal work, Price (1977) defined employee turnover as the as the ratio of the number of organizational members who had left, either voluntarily or involuntarily during the period under consideration, to the total number of people in that organization during the period. The focus of this study is turnover intention rather than actual turnover, because behavioural intention is the immediate antecedent of the actual behaviour (Ajzen, & Fishbein, 1980; Fishbein, & Ajzen, 1975). Employee turnover is prevalence and has become a major concern of every organization. For example, In the United States of America (U.S.A.), about 7.7% of the full time faculty members from various universities and colleges had left their posts for other institutions in 1997/1998 academic session. Of these faculty members, only 29% were retirees, while the remaining 71% have left their institutions for variety of reasons (Sanderson, Phua, & Herda, 2000). The survey further showed that more than 40% of the faculty members in the USA have made of their minds to change careers (Sanderson et al., 2000).

In a similar survey, Waswa and Katana (2008) reported that in Kenya, qualified faculty members from various Kenyan public universities have quitted their job for a secured and better paying jobs abroad. Munzali and Obaje (2008) also reported that about 64% of the required number of teaching staff from various universities in Nigeria have left for western industrialized countries, such as USA, United Kingdom (UK), Southern Africa and Middle East countries, including Kuwait, Saudi Arabia and Oman, among others. Records have also shown that about 500 employees from various organisations in Nigeria continue to leave annually, to western economies such as United States, Europe, Canada and other African countries for better condition of service (Bassi, 2004). A recent estimates have shown that that in the year 2012, more than 20,000 professionals, including medical personnel, teaching staff from various universities and colleges leave African continent annually to look for a greener pastures in Western countries such as United States, Canada, Germany and United kingdom, among others (Agency Reporter, 2012).

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

of quitting in them (Holtom, Mitchell, Lee, & Eberly, 2008). It is also estimated that employee turnover has a financial costs to organisations due to the separation costs; replacement costs of departed employees and training costs of new employees (Cascio, 2000; McKinney, Bartlett, & Mulvaney, 2007). Because of its prevalence and detrimental effects to both individuals and organisations, further studies are needed to better understand the reasons why employees may decide to leave their organisations.

Over the past 60 years, several factors have been suggested by industrial and organizational psychologists to better understand the reasons why employees may decide to leave their organisations, despite the monetary compensation they received from the organization (Adebayo, & Ogunsina, 2011; Beecroft, Dorey, & Wenten, 2008; Cotton, & Tuttle, 1986; Grissom, Nicholson-Crotty, & Keiser, 2012; March, & Simon, 1958; Mobley, 1977, 1982; Mobley, Griffeth, Hand, & Meglino, 1979; Poon, 2004; Porter, & Steers, 1973; Price, 1977).

One of the significant predictors of employee turnover is related to the organization, because organizational factors are an important consideration in understanding employee attitude and behaviour at work because they are able to shape the way employees think, feel, and behave (Robbins and Judge, 2010). To date, some of the organizational-related factors that have been considered include perceived organizational justice (Ali, & Jan, 2012; Cantor, Macdonald, & Crum, 2011; Koys, 2001; Parker, & Kohlmeyer III, 2005), organizational culture (Deery, & Shaw, 1999; Gregory, Harris, Armenakis, & Shook, 2009; San Park, & Kim, 2009; Way et al., 2007), job satisfaction (Grissom et al., 2012; Hellman, 1997; Koys, 2001; Mobley, 1977; San Park, & Kim, 2009; Yau-De, Chyan, & Kuei-Ying, 2012), human resource management practices (Allen, Shore, & Griffeth, 2003; Batt, & Valcour, 2003; Haines III, Jalette, & Larose, 2009; Kim, 2012; Long, Perumal, & Ajagbe, 2012; Staufenbiel, & König, 2010), perceived psychological contract breach (Blomme, van Rheede, & Tromp, 2010; Kickul, & Lester, 2001) and perceived organizational support, among others (DeConinck, & Johnson, 2009; Jawahar, & Hemmasi, 2006; Maertz, Griffeth, Campbell, & Allen, 2007). In general, these studies found that unfavourable work environment as reflected by lack of organisational support, perceived psychological contract breach, poor human resource management practices and injustice

at the workplace for example, are likely to have a significant influence on employee turnover.

Despite the aforementioned empirical studies on the role of organizational factors in predicting employee turnover at work, literatures indicate that less attention has been paid to the influence of perceived organisational politics, organizational trust, perceived human resource practices (HR practices) and employee turnover. Hence, there is a need to investigate the relationship between perceived organisational politics, organizational trust, perceived HRM practices and employee turnover. The purpose of this study was to to examine the relationship between organizational politics, organizational trust, human resource management practices and turnover intention among Nigerian nurses.

2. Literature review

2.1 Turnover Intention

Turnover intention is one of the most important attitudinal challenges that managers constantly faced at work. It has been defined as the tendency of employees to leave their jobs or organization that they are currently working for (Lee, Hung, & Chen, 2012; Mobley, 1982; Price, 1977; Schyns, Torcka, & Gössling, 2007). In a meta-analytic study of turnover intention, it is suggested that employee's intention to leave is the best predictor of the actual turnover behavior (Tett, & Meyer, 1993). Similarly, Moore (2000) concurred that employee's intention to quit is a stronger signal of the actual turnover. Employee's turnover is costly to organisations. For example, it is estimated that employee turnover is costly to organisations regarding the separation costs; replacement costs of departed employees and training costs of new employees (Cascio, 2000; McKinney et al., 2007; Mobley, 1982).

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

breach (Blomme et al., 2010; Kickul, & Lester, 2001) and perceived organizational support, among others (DeConinck, & Johnson, 2009; Jawahar, & Hemmasi, 2006; Maertz et al., 2007). Despite the aforementioned empirical studies, however, little studies have been conducted on the influence of perceived organisational politics, organizational trust and perceived HR practices on employee's turnover intention. Hence, these factors are chosen to be studied in the present research.

2.2 Perceived Organisational Politics

Perceived organisational politics is an important factor in explaining the reason why employees contemplate leaving their organizations in which they are currently working for. According to Ferris, Harrell-Cook and Dulebohn (2000), perceived organisational politics "involves an individual's attribution of behaviours of self-serving intent and is defined as an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior" (p. 90). While the management of an organisation cannot totally prevent the highly skilled employees from leaving their jobs or organisations, however it is important for managers to understand effects of organisational politics on employee's turnover intention, so as to minimize the occurrence of such decision.

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

of organizational politics was positively and significantly related with turnover intentions. In addition, the study established that relationship between perceived organizational politics and turnover intentions was partially mediated by burnout, which is typically characterized by emotional exhaustion, cynicism and professional efficacy.

Harris, Andrews and Kacmar (2007) validated social exchange theory by conducting a study to investigate the moderating effects of distributive and procedural justice on the relationship between organizational politics and workplace attitudes (i.e., turnover intentions and job satisfaction) among 311 employees of a water management district in the south-eastern United States. As predicted, the results indicated that perceived organizational politics was positively related to turnover intentions and negatively related to job satisfaction. In addition, the results showed that the perceived organizational politics -turnover intentions and perceived organizational politics-job satisfaction relationships were weaker when both perceived distributive and procedural justice are high. A meta-analytic study of 79 independent samples from 59 published and unpublished empirical studies among 25,059 individual participants, Miller, Rutherford and Kolodinsky (2008) found that perceived organizational politics was positively and significantly related with turnover intentions. Abbas, Raja, Darr and Bouckenoghe (2012) conducted a study to investigate the combined effects of perception of organizational politics and psychological capital on job satisfaction, turnover intentions, and performance among 237 white-collar employees across a variety of organizations, including textile-manufacturing firms, government ministry, and telecommunication firms in Faisalabad, Pakistan. The results provide a strong support for the proposed hypotheses that perception of organizational politics has a positive effect on turnover intentions and negative influence on job satisfaction and job performance

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

Small and Medium Enterprises (SME) sector. They found perceptions of organizational politics to be significant predictor of turnover intentions.

2.3 Organisational Trust

Organisational trust has been defined by Cook and Wall (1980) “the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people” (p. 39). Similarly, according to Carnevale and Wechsler (1992) Organisational trust “involves faith or confidence in the intentions or actions of a person or a group, the expectation of ethical, fair, and non-threatening behaviour, and concerns for the rights of others in exchange relationships” (p. 473). Meanwhile, organisational trust refers to “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (Mayer, Davis, & Schoorman, 1995, p. 712). Two dimensions of organisational trust have been identified in the literature, namely: trust in supervisor and trust in organization (Nyhan, & Marlowe, 1997). Following Mayer *et al.* (1995) trust in supervisor, also known as interpersonal trust has been defined by Tan, and Tan (2000) as “the willingness of a subordinate to be vulnerable to the actions of his or her supervisors whose behaviour and actions he or she cannot control” (p. 243). On the other hand, trust in organization refers to the “employee’s confidence that the organisation will perform an action that is beneficial or at least not detrimental to him or her” (Tan, & Tan, 2000, p. 243).

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

In general, the aforementioned empirical studies suggest that organisational trust may play a significant role in enhancing employees' productivity, stimulates voluntary behaviour that goes beyond what is

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

2.4 Perceived HRM Practices

Human resource management Practices refer to “all practices (e.g. annual performance appraisals), specific policies (e.g. equal opportunities), tools (e.g. employee surveys) or techniques (e.g. management by objectives) that contribute to managing human resources in an organisation” (Petersitzke, 2009, p. 1). Literature suggests that HR Practices is a multi-dimensional construct consisting of at least two dimensions, including training and development, recruitment and selection, compensation practices, employee feedback, information exchange, employment security, workforce structure, and performance management, among others (Ahmad, & Schroeder, 2003; Demo, Neiva, Nunes, & Rozzett, 2012; Fey, & Björkman, 2001; Huselid, 1995; Ngo, Turban, Lau, & Lui, 1998; Pfeffer, 1998; Thang, & Quang, 2005). For the sake of parsimony, the present study focuses mainly on training and development and compensation practices as determinants of turnover intentions in the context of Nigerian higher education institutions. Training and development refers to “a planned effort by a company to facilitate employees’ learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance” (Noe, 2010, p. 5). Compensation practices relate to the entire package of rewards, including financial and non-financial benefits, which an organization provides to its employees in exchange for their services rendered (Aswathappa, 2008; Thomas, 1999).

Substantial amount of past studies have shown that HR practices are related to a variety of work-related attitudes and behaviours, including organizational commitment (Agarwala, 2003; Fiorito, Bozeman, Young, & Meurs, 2007; Kooij, Jansen, Dijkers, & De Lange, 2010; Şendoğdu, Kocabacak, & Güven, 2013), job satisfaction (Chow, Haddad, & Singh,

2007; Petrescu, & Simmons, 2008; Saridakis, Muñoz Torres, & Johnstone, 2013), organizational citizenship behaviour (Kehoe, & Wright, 2013; Morrison, 1996; Sun, Aryee, & Law, 2007; Wei, Han, & Hsu, 2010), and deviant workplace behaviour (Arthur, 2011; Shamsudin, Subramaniam, & Alshuaibi, 2012). In particular, Agarwala's study (2003) showed that perception of innovative HR practices was found to be a significant determinant of employee's organizational commitment. In a meta-analysis conducted by Kooij, et al. (2010) both affective commitment and job satisfaction were significantly and positively influenced by HR practices. Petrescu and Simmons (2008) reported a significant and positive relationship between HR practices and overall job satisfaction among 1,518 British employees. In a sample of 516 hotel employees in China (Supervisor = 86; Subordinate = 430), Sun *et al.* (2007) found significant and positive relationship between HR practices and organizational citizenship behaviour (OCB). Recently, Kehoe and Wright (2013) found significant and positive relationship between HR practices and OCB among food service employees. Regarding the influence of HR practices on deviant workplace behaviour (DWB), Arthur's (2011) study showed that perceived HR practices minimize individual's propensity to engage in deviant behaviour towards individuals.

Taken together, extant empirical research in the field of Industrial and Organizational Psychology (I/O) has shown that HR practices, which is characterized by promotion, compensation, and evaluation practices for example are significant predictors of a variety work-related attitudes and behaviours. While substantial amount of past studies have shown that HR practices are related to a variety of work-related attitudes and behaviours, however, literature indicates that prior studies on human resource practices were mainly carried out western context; with relatively few other studies in developing countries. Furthermore, Joarder, Sharif and Ahmmed (2011) noted that, "there is lack of knowledge of how these human resource practices affect individual employees' perceptions, their attitudes, and their behaviors; and what employees actually think and how they react to the practices" (p. 138). Hence, this gap in the literature suggests more should be conducted to understand how HR practices affect a variety work-related attitudes and behaviours in the developing context, particularly, Nigeria. On the basis of theoretical perspectives and empirical studies, a research framework for this study as depicted in Fig. 1 shows the relationship between the independent variables (perceived

organizational politics, organizational trust and human resource practices) and the dependent variable (turnover intention).

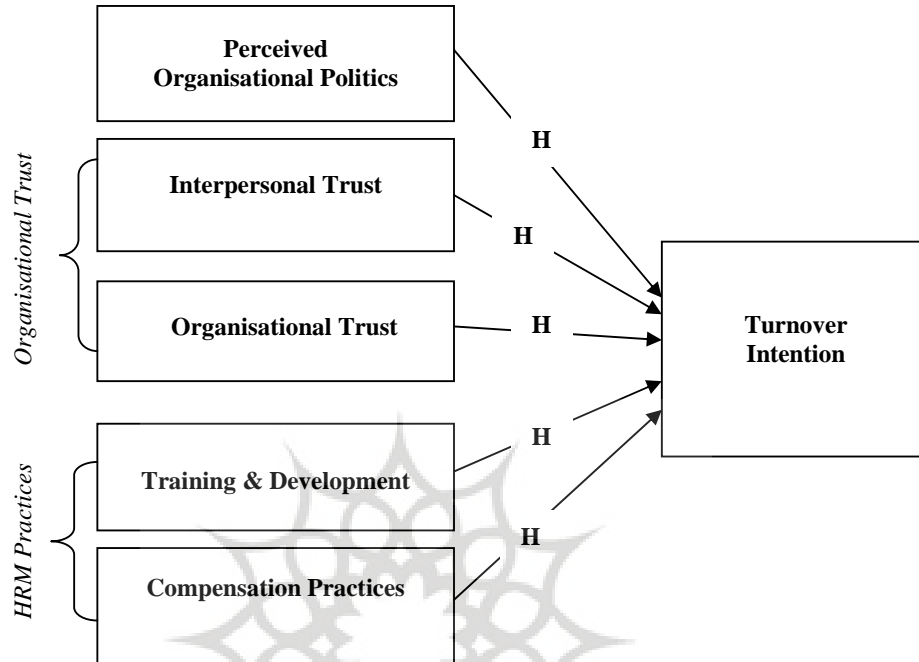


Fig. 1. Research Framework

3. Method

3.1 Sample and procedures

Data for the present study was collected 175 Registered Nurses participated in the study. Of 175 participants, 128, representing 73.14% were female, while the remaining 47 target participants (i.e., 26.86%) were their male counterparts. Twenty of the target participants were between 21-30 years old (11.43%), 62 of them were between 31-40 years old (35.43%). Majority of the respondents were between 41-50 years old (42.86%), and the remaining 18 of the target participants' age were 51 years and above (10.29%). Four of the target participants, representing 2.29% identified as Assistant Director of Nursing Service, 8% identified as Chief Nursing Officers, 11.43% were classified as Assistant Chief

Nursing Officers, 22.29% identified as Principal Nursing Officers, 35.43% identified themselves as Senior Nursing Officers, 12% identified as Nursing Officers I, and the remaining 8.57% identified as Nursing Officers II. The target participants have been working for less than 1 year current supervisors for less than 1 year. Forty-eight of the target participants have job experience between 1-5 years (27.43%), 46 (26.29%) have been working in their profession between 6 -10 years, and 63 of them (36%) have been working for 11 years and above. Majority of the target participants, representing 70.86% hold Diploma in Nursing, 22 (i.e., 12.57%) were holders of Masters Degree and 29 of them, representing 16.57% hold First Degree.

3.2 Measures

3.2.1 Turnover Intentions

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

3.2.2. Perceived Organisational Politics

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

3.2.3 Organisational Trust

In order to measure employee's perception regarding organisational trust construct, 12-items were adapted from measures of workplace trust developed by Cook and Wall (1980). Specifically, two underlying dimensions of organisational trust, namely: "interpersonal trust at work", and "trust in organisation" were assessed using Cook and Wall's (1980) measures of trust in the workplace. Interpersonal trust at work subscale comprises of six items. While organisational trust at work subscale was measured by six items. Sample items in this subscale is "Most of my fellow workers would get on with their work even if supervisors were not around". Sample items in this subscale are: (1) "Management of my hospital can be trusted to make sensible decisions for the hospital's future", (2) "My hospital has a poor future unless it can attract better administrators". Participants were asked to respond to all question in this scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*).

3.2.4 HRM Practices

In the present study, the two underlying dimensions of HRM practices were assessed using 12-item HRM Practices Scale developed by Lam, Chen and Takeuchi (2009). Specifically, six items were adapted to measure employee's perception regarding the training and development and the remaining six items were used to assess employee's perception of compensation practices. Sample items in this scale are: (1) "The amount and duration of training programmes offered in my hospital are satisfactory". (2) "In my hospital, extensive training programmes have already been systematized". The participants were also responded to question in this scale using a 5-point Likert scale ranged from 1 (*strongly disagree*) to 5 (*strongly agreed*). The training and development and compensation practices subscales demonstrated internal consistency reliabilities of .98, and .93, respectively.

4. Results

Prior to the regression analysis, several assumptions were met, including the assumption of outliers, linearity, normality assumption, and multicollinearity assumption (Hair, Black, Babin, & Anderson, 2010; Tabachnick, & Fidell, 2007). In particular, all data were screened for missing values using SPSS. No missing data was found. Next, multivariate outliers were checked and five items were detected as having outliers. It

worth noting that removing those five outliers may not affect the results of this study, hence none of the five outliers detected were deleted, thereby leaving our final data set to 175. All items in the dataset were screened to ensure that normality assumption was not violated.

4.1 Descriptive Statistics of the Study Variables

Means and standard deviations were calculated for each of the 6 variables as shown in Table 1. For the 5-point scales (perceived organisational politics, interpersonal trust, organisational trust, training and development, compensation practices and turnover intentions), means ranged from 2.41 to 4.04, and standard deviations ranged from .64 to .83.

Table 1- Descriptive Statistics of the Study Variables

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

4.2 Hypothesis Testing

In the present study, Pearson correlation and simple regression were both utilized to test the relationship between perceived organisational politics, organisational trust, human resource management practices and turnover intention. The correlations among the study's variables are presented in Table 2. As indicated in Table 2, perception of organizational politics was significantly and positively associations with turnover intentions ($r = .44$, $p < .01$), thus, supporting hypothesis 1. Perception of interpersonal trust was also significantly and negatively associated with turnover intentions ($r = -.39$, $p < .01$). Hence, hypothesis 2 was confirmed. However, contrary to expectations, perception of organisational trust was not found to be significantly associated with turnover intentions ($r = -.01$, n.s.). As such, hypothesis 3 was not confirmed. Furthermore, training and development was found to be significantly and negatively related with turnover intentions ($r = -.58$, $p < .01$). Therefore, hypothesis 4 was confirmed. The results also demonstrate a significant and negative

association between compensation practices and turnover intentions ($r = -.16, p < .05$). Thus, hypothesis 5 was supported.

Table 2- Correlations for Study Variables

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

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

Because correlational analyses provide only limited information regarding the cause and effect, it is pertinent to further confirmed or disconfirmed the research hypotheses from the results of regression analyses. Furthermore, to ascertain the contribution of the predictor variables in explaining the turnover intentions, regression analyses was performed. The results of regression analyses are presented in Table 3. As indicated in Table 3 that the five predictor variables (i.e., perception of organisational politics, interpersonal trust, organisational trust, training and development, and compensation practices) collectively contributed to 37% of the variance in turnover intentions with R^2 value of 0.37.

Table 3- Results of a Multiple Regression Analysis (Turnover Intentions as Dependent Variable)

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

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

Specifically, **Hypothesis 1** suggests that perceived organisational politics is positively related to turnover intentions. As shown in Table 3, a positive

and significant relationship was found between perception of organisational politics and turnover intentions ($\beta = .17$; $t = 1.55$; $p < 0.10$). Hence, indicating support for this hypothesis 1. **Hypothesis 2** proposed that interpersonal trust is negatively related to turnover intentions. As shown in Table 3, results indicated a negative and significant relationship between interpersonal trust and turnover intentions intentions ($\beta = -.18$; $t = -1.73$; $p < 0.05$). Thus, Hypothesis 2 was supported, such that interpersonal trust reduces the tendency of employees to quit their job. **Hypothesis 3** proposed that organisational trust is negatively related to turnover intentions. This hypothesis was also tested using multiple regressions (see Table 3). As expected, results indicated a negative and significant relationship between organisational trust and turnover intentions intentions ($\beta = -.13$; $t = -1.84$; $p < 0.05$). The results provide support for hypothesis 3, indicating higher level of participants' perceptions of trust with the organization lead to decrease in turnover intentions. **Hypothesis 4** stated that training and development is negatively related to turnover intentions. An examination of results in Table 3 indicated that training and development is negatively and significantly related with turnover intentions intentions ($\beta = -.50$; $t = -5.66$; $p < 0.01$). Thus, hypothesis 4 was supported, such that the higher participants' perceptions of training and development, the lower their level of turnover intentions. **Hypothesis 5** stated that perception of compensation practices is negatively related to turnover intentions. As shown in Table 3, a negative and significant relationship was found between perception of compensation practices and turnover intentions ($\beta = -.12$; $t = -1.87$; $p < 0.05$). Hence, indicating support for this hypothesis 5, such that the higher participants' perception of compensation practices, the lower their level of turnover intentions.

4.3 Discussion

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

relationships between the independent variables and the dependent variable (i.e., turnover intentions). The next section, discusses on the findings on the relationships between the independent variables and the dependent variable.

The first hypothesis predicted that perceived organisational politics is positively related to turnover intentions. This hypothesis was fully supported with perception of organisational politics significantly and positively related to turnover intentions. This finding extends previous studies that found significant and positive relationships between perceived organisational politics and turnover intentions (Abbas et al., 2012; Bedi, & Schat, 2013; Harris et al., 2007; Huang et al., 2003; Miller et al., 2008; Vigoda, 2000). Consistent with previous research that found organisational trust predicted turnover intentions (Aryee et al., 2002; Brashear et al., 2005; Costigan et al., 2011; Hemdi, & Nasurdin, 2006), the results of the present study provide strong support for the second and third hypotheses. As expected, the two dimensions of organisational trust were negatively related to turnover intentions. Employees who perceived higher level of organisational trust were least likely to quit their jobs.

The fourth hypothesis was also supported. As anticipated, training and development was found to be negatively related to turnover intentions. Similar to previous studies (Ashar, Ghafoor, Munir, & Hafeez, 2013; Dysvik, & Kuvaas, 2008; Rahman, & Nas, 2013), the higher participants' perceptions of training and development, the lower their level of turnover intentions. Similar to previous studies (e.g., Joarder, 2012; Joarder et al., 2011), employees who perceive compensation practices to be reasonably fair are less likely to quit their job. As expected in the present study, perception of compensation practices is significantly and negatively related turnover intentions, indicating support for the fifth hypothesis.

4.4 Implications of the Study

Generally, the findings of the present study have theoretical and practical implications. Theoretically, prior research has shown that organizational-related factors including perceived organizational justice (Ali, & Jan, 2012; Cantor et al., 2011; Koys, 2001; Parker, & Kohlmeyer III, 2005), organizational culture (Deery, & Shaw, 1999; Gregory et al., 2009; San Park, & Kim, 2009; Way et al., 2007), job satisfaction (Grissom et al., 2012; Hellman, 1997; Koys, 2001; Mobley, 1977; San Park, & Kim, 2009; Yau-De et al., 2012), human resource management practices (Allen et al., 2003; Batt, & Valcour, 2003; Haines III et al., 2009; Kim, 2012;

Long et al., 2012; Staufenbiel, & König, 2010), perceived psychological contract breach (Blomme et al., 2010; Kickul, & Lester, 2001) and perceived organizational support, among others (DeConinck, & Johnson, 2009; Jawahar, & Hemmasi, 2006; Maertz et al., 2007) are likely to have a significant influence on employee turnover.

The present study builds upon the aforementioned studies by examining the relationship between perceived organizational politics, organizational trust, human resource practices and turnover intentions among Nigerian health workers. Specifically, this study contributes to the growing body of research on turnover intentions in several ways. Firstly, by examining the relationship between perceived organizational politics and turnover intentions among Nigerian nurses, this study provides empirical evidence of the role of organisational politics in predicting employees' turnover intentions. The results are in line with the assertion that organisational-related factors play significant role in explaining the attitude and behaviour of employees at work because they determine the way and manner employees think, feel, and/or behave (Robbins, & Judge, 2010). As expected, the findings suggest that perceived organizational politics are effective in minimizing the tendency of employee to quit their jobs. Secondly, in line with Blau's (1964) social exchange theory, present research examined the relative influence of the two underlying dimensions of organisational trust (i.e., interpersonal and organisational trust) on turnover intentions. Therefore, the present study was able to further confirm and validate Blau's (1964) social exchange theory in Nigerian context, particularly the health sector. Thirdly, the findings of this study also underscore the importance of HRM practices in explaining turnover intentions. Hence, the findings suggest that training and development as well compensation practices are theoretically an important factors predicting turnover intentions.

From practical perspective, understanding the underlying factors influencing nurses' turnover intentions to leave has important practical implications for management and hospital administrators. As demonstrated by previous research, high level of organizational politics is associated with high turnover intentions (Abbas et al., 2012; Bedi, & Schat, 2013; Chinomona, & Chinomona, 2013), whereas and high level of organizational trust is associated decrease in turnover intentions (Costigan et al., 2011). Similarly, when employees perceive that they are being provided with fair compensation as well as training and development by

their employer, they are less likely to leave the organisation (Ashar et al., 2013; Dhiman, & Mohanty, 2010). The present study suggest that one way to reduce turnover intentions is to ensure that among Registered Nurses are provided with fair compensation as well as training and development by their employer. The present study also stresses the importance of principle of fair play in organizational politics for for management and hospital administrators. The results show that both perceived organizational politics and organizational trust are important consideration in managing turnover intentions among Nigerian nurses.

4.5 Limitations and Future Research Directions

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

Another methodological limitation of the present study relates to R-squared value that has been reported. The present study reported 37% of the total variance in turnover intentions, which suggests that there are other factors that could significantly explain the variance in employees' intention to turnover. Additionally, the present study suggests that the remaining 63% of the total variance explains are beyond the scope of this study. Therefore, future research could be conducted by considering other underlying factors that explain turnover intentions among Registered Nurses in Nigeria public hospitals. Specifically, future research could extend the present study by examining other dimensions of HRM practices, such as career management, performance appraisal, and recruitment system that may play significant role in explaining turnover intentions. Finally, it was noted that the target participants were mainly on Registered Nurses from public hospitals located in Kaduna, Nigeria. As such it is not possible to generalize the findings of the present study. The present study recommended that future research need to be conducted by collecting data from diverse populations, including Registered Nurses from private hospitals to allow comparisons to be made with prior research as well as to generalize the findings.

5. Conclusion

The present study investigated the relationship between perceived organizational politics, organizational trust, human resource practices and turnover intentions among Registered Nurses in Nigerian public hospitals. Results supported all the hypothesized relationships between perception of organizational politics, organizational trust, human resource practices and turnover intentions. Results also have important implications for management and hospital administrators. Employee perceptions of organizational politics are associated with their turnover intentions. When management and hospital administrators realize that perceptions of organizational politics significantly predict turnover intentions, they may introduce the principle of fair and play organizational politics which is more likely to reduce intention to turnover among nurses. This in turn would help the entire public hospital succeed because performance levels of these nurses would increase. The present study supported prediction that human resource practices related negatively with turnover intentions. These findings can help guide human resource practices including the designing of training for developing effective human capital as well as designing fair compensation practices that would go along in motivating Registered Nurses in their respective hospitals.

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