

EXAMINING THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES' TURNOVER INTENTION

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ABSTRACT

It is important for human resource (HR) managers to overcome employees' turnover intention. Issues encountered may be in the areas of shrinking pool of entry-level workers, individual differences, use of temporary workers, productivity and competitiveness, retirement benefits and skills development. Therefore, this paper discusses extensively on the impact of human resource practices that can alter the negative effect on the organization due to high employees' turnover. The population sample of this study was drawn from among the grounds security officers and supervisors of a Singapore based security company (Company ABC) for the purpose of this study to test for compensation and benefits, training, career development, performance management and employee relations. Analysis of findings are presented and conclusions and recommendations drawn for professionals and decision makers in the industry.

Keywords: Turnover Intention; Career Development; Employee Relations; Performance Management; Compensation.

1. INTRODUCTION

Turnover is defined as the "individual movement across the membership boundary of an Organization" (Price, 2001; Thwala et al., 2012). Interestingly unlike actual turnover, turnover intent is not explicit. Intentions are a statement about a specific behaviour of interest (Berndt, 1981). Studies have shown that turnover is one of the most researched phenomena in organizational behaviour (Price, 2001). The broad range of turnover studies is indicative of the significance and complexity of the issue. The phenomenon attracts interest due to its psychological dimension, its organizational significance, and its economic dimension. Thus it is imperative for HRM managers to understand that there are several factors inherent to counter staff intentions or turnover. One theory specifies that employees' decision to resign is influenced by two factors: their "perceived ease of movement", which refers to the assessment

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of perceived alternatives or opportunity and “perceived desirability of movement”, which is influenced for instance by job satisfaction (Morrell et al., 2004; Abdullah et al., 2012). This describes how balance is struck both for the organization and its employees in terms of inducements, such as pay, and contributions, such as work, which ensures continued organizational efficiency. In general, when inducements are increased by the company, this will lower the tendency of the worker to leave and vice versa (Morrell et al., 2004). At the same time, managers should also be aware that of the question whether the decision to leave could have been prevented by the organization. This is important for the planning of interventions. It would be realistic to manage this turnover as unavoidable rather than spend on theorized preventive measures, such as increasing pay. These losses of employees can also be described as “necessary causalities” (Morrell et al., 2004).

The impact of Human Resource Mismanagement can have a profound negative effect on the Organization. The expectancy theory predicts that one’s level of motivation depends on the attractiveness of the rewards sought and the probability of obtaining these rewards can hold sway in any current organization management’s objective to achieve high productivity and competitive edge in the ‘market place’. Employees desire compensation system that they perceive as being fair and commensurate with their skills and expectations. Pay therefore is a major consideration in an organization because it provides employees with a tangible reward for their services as well as source of recognition and livelihood (Howard, 1993; Thwala et al., 2012; Abdullah et al., 2012).

2. LITERATURE REVIEW

2.1. Relationship between HRM Practices and Turnover Intention

It is important for HRM to overcome employees’ turnover intention. Issues encountered may be in the areas of shrinking pool of entry-level workers, individual differences, use of temporary workers, productivity and competitiveness, retirement benefits and skills development (Kotter, 1995). With the attraction of younger and better educated workforce, there is also a growing concern especially in the shift of employees’ negotiations from the bargaining table to the courts as organizations and individuals attempt to define rights, obligations and responsibilities. Issues in this area are job entitlement, whistle-blowing, concern for privacy, right to manage, smoking, mandated benefits and work and family relationships. Managers must not forget that there is a new attitude towards work and family concerns and responsibility. Today’s individuals are not “detached” from this family concern and responsibility and therefore the days of an individual working for a single company throughout his career have become rare. Besides having a balance work and family life, they seek better career prospect and pay for themselves and their family (Thwala et al., 2012). This where HRM considers day care, job sharing, parental leave, flexitime, education and re-training and job rotation as an incentive to balance the concerns besides reviewing compensation and benefits. People are seeking many ways of live that is meaningful and less complicated and this new lifestyle actually has an impact on how an employee must be motivated and managed. HRM has become so complex now when it was much less complicated in the past when employees were primarily concerned with economical survival (Brian, 1994).

2.1.1. Compensation and Benefit

In a research study by Shahzad et al. (2008), findings revealed a positive relationship of reward practices with the performance of university teachers in Pakistan. This is important especially when countering the other factor of turnover intentions in the long run. It is a known fact that employees desire a compensation system that they perceived as being fair and commensurate with their skills, experiences and knowledge. Therefore HRM must take note that pay is the main consideration because it provides the tangible rewards for the employees for their services as well as a source for recognition and livelihood. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours and medical insurance (Sherman et al., 1998). In a study involving data from 583 participants in Hong Kong and 121 participants in China, it was revealed that compensation components are important factors to retain and motivate employees (Chiu et al., 2002). Scholars agree that the way compensation is allocated for employees actually send messages about the management believes and what is important in the types of activities it encourages. Roberto and Arocas (2007) from the University of Valencia, Spain opine that salary strategies and job enrichment strategies were positively related to job satisfaction and thus has an effect negatively on turnover intentions. This was mediated by positive employee commitment. As turnover continues to be very serious problems in many organizations including the company related to this study, the research had suggested specific practises to develop strategies as an immediate step to lower turnover. In a similar survey conducted on 666 Thai workers, results revealed beside fairness and growth opportunities as job satisfaction for these workers, rewards was also cited as an important criteria for job satisfaction and negate turnover intention (Lobburi, 2012).

2.1.2. Training

Training has become increasingly vital to the success of any modern organizations. Nowadays organizations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors. The only way to arrive at this is through having a dedicated training program that plays a central role to nurture and strengthen these competencies (Sherman et al., 1998). It is acknowledged that training forms the backbone of strategy implementation and that industries such as the security industry must have trained security officers, who must be competent in the basic laws, rescue operations, emergencies response and also crowd control and public management to be able to perform their job. The lack of these will definitely result in complaints, further injuries to public and damages to properties. It has always been extolled in law enforcement manual and frequently heard sayings that law enforcement agencies must always be one step ahead of the criminals and would be perpetrators to be able to prevent crimes and what better ways can officers be prepared if not through continuous training to hone the officers knowledge, skills, abilities to cope with new processes and systems (Raffee, 2001). To highlight the importance of training for new comers, research by Lam et al (2002), revealed that the Hong Kong Hotel Industry have been plague by high turnover especially among those who are less than a year of service from 1985-1999 which is between 44% to 66%. Survey of 249 participants has emphasized that Training and job enrichment program beside other HRM practises are closely related to turnover intentions.

2.1.3. Performance Management

It cannot be denied that the success or failure of performance management programs of any organization depends on the philosophy that it is connected to business goals and the attitudes and skills of those responsible for its implementations and operations. There are many methods available to gather information of an employee performance in the appraisal process. This information must be used for organizational needs and communicated to employees so that it will result in a high level performance (Lee, 1996; Thwala et al., 2012; Abdullah et al., 2012). Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas. It is acknowledged that a lack of performance appraisal can have adverse effect on employees' motivation and contribute to employees' turnover intentions (Struebing, 1996; Abdullah et al., 2011). An example is the research by the National University of Malaysia in 2004, in regards to performance appraisal and employee's perception and intention to leave. It was revealed that whenever performance appraisal is perceived by employees' to have organization political motives, this affect their job satisfaction and prone to turnover intentions (Poon, 2004; Abdullah et al., 2011).

In a study of data collected from 65 studies conducted on performance management and turnover intention, results revealed that there is relationship between employees' job performance management and their intention to quit (Zimmerman, 2009). In 2001, American Psychological Association conducted a research on 130 employees of a medical services organization. This research revealed that despite the importance of understanding the conditions under which high performing employees are more likely or less likely to voluntarily leave an organization, the nature of the relationship between job performance and voluntary turnover has proven to be elusive.

2.1.4. Career Development

Career development in an organization should be viewed as a very dynamic process that attempts to meet the needs of managers, subordinates and the organization. It is the responsibility of managers to encourage employees to take responsibility for their own careers, offering continuous assistance in the form of feedback or individual performance and making available information from the company about the organization, career opportunities, positions and vacancies that might be of interest to the employees (Chen et al, 2004). It cannot be denied that in career development process, the organization must supply adequate information about its mission, policies, and support for self assessment, training and development. It is important to note that significant career growth can occur when individual contribution combines with organization opportunity. Increase in skills and the opportunity to manage their career successfully helps to retain valued employees (Chang et al, 2007; Sherman et al., 1998).

A study on Information System Auditors in the US revealed that professional growth related to career progression was related to turnover intentions and thus the companies were advised to have regular career advancement opportunities and professional growth for its staff in a bid to retain them (Muliawan, 2009). As career development involves an organized, formalized, planned effort to achieve a balance between an individual's career needs and the organization's

workforce requirements, it is important for an organization commitment in the program (Lips & Hall, 2007).

2.1.5. Employee Relations

Using the underlying social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), Eisenberger et al (1986) it was suggested that individual attitudes and behaviours are affected by generalized perception of care and support from organizations. Employees feel obliged to repay organization with extra effort and loyalty when such favourable supportive treatments are discretionary-based (Eisenberger et al., 2001). This is emphasised in a study on 437 Chinese employees from multinational companies revealed that perceived supervisory support has a direct relation to turnover intentions (Newman, 2012). Employee relations in an organization is simply described as maintaining a healthy working relationship between management and employees. This will contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance job satisfaction for the employee and meet goals of the organization. Workplace employer-employee relationship will be the employment topics into the 20th century especially when there are growing attention to employee rights. This is more so when the need arises to balance employee rights and employee discipline. Managers have reported that it has become very stressful and unpleasant for managers and supervisors when they need to mete out disciplinary actions. In today's organizations' context of discipline, most opt for counselling rather than punishment to achieve individual and organizational objectives (Sherman et al., 1998). As more and more businesses recognise the enthusiastic and committed employees that add values to their organization. The values created are not just in terms of productivity but also enhancing customer satisfaction, retention, profitability and long term stakeholder value (Cook, 2008). In a research article by Greenbaum (2012), from Oklahoma State University, a study was undertaken in regards to condition under which supervisor undermining is related to perceptions of leader hypocrisy that then lead to employee turnover intentions. Based on 200 scenario-based experiments and 300 survey based study, the results revealed a general support to the author's hypothesis that supervisors hypocritical behaviours do motivate staff turnover intentions. In a survey on 279 young professionals in china where a strong link on loyalty to organization and turnover intention was listed as a strong predictor. Another study of 1187 registered nurses in the west revealed that unsupportive work environment and poor leadership quality which is an indicator of poor employee and employer relationship have implication for nurses to resign in a year (Beatrice, 2009).

3. RESEARCH HYPOTHESIS

Base on the above literature review, the following hypothesis will be tested:

- H1*: Compensation and Benefits is significantly related to staff turnover intention
- H2*: Training is significantly related to staff turnover intention
- H3*: Performance Management is significantly related to staff turnover intention
- H4*: Career Development is significantly related to staff turnover intention
- H5*: Employee Relation Management is significantly related to staff turnover intention

4. RESEARCH METHOD

The population sample of this study was drawn from among the grounds security officers and supervisors of a Singapore based security company (Company ABC) for the purpose of this study. As for compensation and benefits, training, career development, performance management and employee relations are each measured by adopting 6 items of questions in each variable partly based on the job diagnostic survey and HRM practises, with 5 points likert scale ranging from “strongly disagree” to “strongly agree”. The total score for such scale range from 6 to 30 in each variable and then it is averaged by the number of questions in each variable to obtain the mean score. This instrument is adapted from instrument developed by Edgar et al, (2005) and Chang (2005).

Of the total 80 valid survey forms given out, a total of 69 forms were returned. These represent a total of 86.25% respondents from the overall available population sample. One form was incomplete and thus only 68 forms were usable. These represent a net usable response rate of 85%. This may imply that the result of the study can be generalised as a greater population sample as sampling size has a direct impact on the power of statistical analysis and the generalization of results. All the survey instruments employed in the study were examined for reliability and internal consistency using the Cronbach's alpha.

Table 1: Reliability Statistics for the instrument tested

Variables	Cronbach's Alpha	N of Items
Compensation and benefits	.68	6
Training	.79	6
Performance management	.62	6
Career Development	.82	6
Employee Relations	.70	6
Turnover Intentions	.78	6

Table 1 shows the cronbach alpha level for compensation and benefits independent variable at 0.68. The reliability test result for training was 0.79, whilst the test result for performance management was 0.62. The reliability test results for career development was 0.82 which is the highest among all the other independent variables and employee relations at 0.70. After measuring the training, performance management, career development and employee relations of the interviewed respondents the cronbach alpha coefficient was found to be in the range of 0.62 to 0.82, while turnover intentions were found to be 0.78.

5. DATA ANALYSIS

Table 2 shows the mean and standard deviations score of the independent variables and dependent variable. All variables were measured on 5-point likert scale with 1= strongly disagree and 5=strongly agree.

Table 2: Descriptive Statistics of independent variables and dependent variable

	N	Sum	Mean	Std. Deviation
Compensation and benefit	68	237	3.48	.68
Training	68	232	3.41	.73
Performance management	68	232	3.41	.63
Career development	68	236	3.47	.85
Employee relations	68	236	3.47	.72
Turnover Intention	68	168	2.46	.72

Independent variable, compensation and benefit have a high average score of 3.48 with standard deviation at 0.68, followed closely by career development with an average score of 3.47 and standard deviation at 0.85. Similarly, employee relations also have an average score of 3.47 respectively with a standard deviation of 0.72. Whilst training and performance management average score is at 3.41 respectively, the standard deviation for training is 0.73 whereas performance management standard deviation is at 0.63. The average score of the dependent variable, intention to leave is at 2.46 while the standard deviation is at 0.72.

5.1. Correlation Analysis Results

Correlation analysis was conducted on the data of the survey based on the independent variables of compensation and benefits, training, performance management, career development and employee relations against the dependent variable of intention to leave. This is aimed at establishing if there is any correlation through bivariate normality using Pearson Correlation's theory and 2-tailed tests, the result is indicated in Table 3.

The result shows that each independent variable has a significant correlation to the dependent variable of intention to leave. The high value of each independent variable close to +1 and the value of intention to leave close to -1 are significant as it indicate correlation in the relationship of the determinant and intention to leave.

For compensation and benefit, the correlation to intention to leave is at -0.52 which is significant as the correlation is at 0.01 level for 2-tailed test.

As for training it is at -0.54, performance management is at -.63, career development is at -0.57 and employee relations at -0.62. Based on the results, the indication of the strongest correlation found is between employee relations and intention to leave, $R=-0.62$.

This sum up that the probability (p) <0.001 . Thus, the Barlett's test of sphericity revealed the importance of the general correlations within the correlation matrix where $p<0.001$.

Table 3: Correlations matrix of the independent variables against the dependent variable

Independent variables	Intention to Leave (dependent variable)
Compensation and Benefits	-.52**
Training	-.54**
Performance Management	-.61**
Career Development	-.57**
Employee Relations	-.62**

5.2. Regression Analysis Results

Based on Regression Analysis results which include the ANOVA analysis, the hypotheses will be examined. Results of regression analysis displayed the value of R, R squared, adjusted R squared and standard error. Apparently, R showed the correlation between the observed and forecasted values of the criterion variable. Generally, R ranged from -1 to 1. The positive and negative sign denotes the direction of the relationship while the magnitude indicates the strength of relationships. Meanwhile, R squared that ranged from 0 to 1 signifies the adequacy of the model in the population. Adjusted R square tries to modify R square in order to reflect the appropriateness of the model in the population.

Table 4 on next page shows the R at 0.67 and Rp at 0.45. The relationship between the predictors which are compensation and benefits, training, career development, performance management and employee relations has a direct and significant relation to the dependent variable of intention to leave.

Table 4: Summary on correlation coefficient between Predictors and dependent variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.67 ^a	.45	.41	.55	.45	10.32	5	62	.000

Notes: (a) predictors: (Constant), Employee relations, Career development, Training, Performance management, Compensation and benefits. (b) Dependent variable : Intention to leave.

Table 5 tabulated the ANOVA F-statistic with statistical significance ($\alpha = 0.05$). As result indicated that the significance value was less than 0.05, significant effect was found to exist between the predictors of compensation and benefit, training, career development, performance management and employee relations with the dependent variable of intention to leave.

Table 5: Result of ANOVA analysis on predictors and dependent variable

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.77	5	3.15	10.32	.000a
Residual	18.94	62	.30		
Total	34.71	67			

Notes: (a) Predictors: (Constant), Employee Relations, Training, Compensation and Benefits, Performance Management, Career Development. (b) Dependent Variable: Intention to Leave

Table 6 indicates the results of the linear regression analysis on the predictors of compensation and benefit, training, career development, performance management and employee relations with dependent variable of intention to leave. The beta for compensation and benefit is -0.06. The beta for training is -0.17. The beta for performance management is -0.26, while the beta for career development is -0.02. Employee relations beta is -0.24. The result indicates that performance management has a significantly high relation to dependent variable of intention to leave as compared to the other independent variables. Notwithstanding, all the other results of the other predictors were also below 0.05. Thus all the independent variables of compensation and benefits, training, career development, performance management and employee relations are significantly and directly connected to the dependent variable of intention to leave.

Table 6: Regression Analysis between independent variables and dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.19	.41		12.55	.000
Compensation and Benefits	-.06	.14	-.06	-.42	.67
Training	-.17	.12	-.17	-1.35	.18
Performance Management	-.29	.19	-.26	-1.49	.14
Career Development	-.02	.15	-.02	-.15	.87
Employee Relations					
R=.					
R sq =.					
Adjusted R sq=.	-.23	.18	-.24	-1.32	.18

Notes: (a) Dependent Variable: Intention to Leave. *p (probability) \leq 0.05.

5.3. Hypothesis testing

Table 7: Summary of the hypotheses testing

Hypothesis	Results
<i>H1:</i> Compensation and Benefits is significantly related to staff turnover intention	Supported
<i>H2:</i> Training is significantly related to staff turnover intention	Supported
<i>H3:</i> Performance Management is significantly related to staff turnover intention	Supported
<i>H4:</i> Career Development is significantly related to staff turnover intention	Supported
<i>H5:</i> Employee Relation Management is significantly related to staff turnover intention	Supported

6. DISCUSSION

6.1. Hypothesis 1

The first hypothesis proposed was that Compensation and Benefits is significantly related to staff turnover intention. The reliability test, correlation and linear regression analysis result indicate a direct link and relation between compensation and benefits and intention to leave.

As discussed in the literature review previous authors emphasize on the relationship between compensation and benefit with turnover intentions. In fact the result of the research is similar to the study by Shahzad et al. (2008), whose findings revealed positive relationship between reward practices and the performance of university teachers in Pakistan when countering the other factor of turnover intentions in the long run. Another similarity was found in the study of Chiu et al (2002) involving data from 583 participants in Hong Kong and 121 participants in China which revealed that compensation components are important factors to retain and motivate employees. Scholars agree that the way compensation is allocated for employees actually send messages about the management believes and what is important in the types of activities it encourages.

This fact is relevant to the current research findings because a similar research in a study conducted on Southwest airlines by Hall (2008) on managing compensation and rewards through organizational pay, had emphasized that the human resources department can use a compensation strategy to strengthen the strategic and business strategy of the organization by enhancing individual performance which may in turn negate turnover. This is true especially in the security industry. This is traditionally a low paying job and the employers needs to find a way of making remuneration in the industry attractive so as to attractive the best personnel and maintain organizational loyalty and hence commitment. Due to the competitive labour market and low rate of unemployment in this region especially in Singapore and Malaysia which means people are able to find jobs in the more attractive industries such as the government services and tourism sectors especially their career of interest. There is a consideration for

employers to pay high rate and also other benefit and compensation package thus creating large pools of applicants and probably attract better qualified and educated employees (SAS, 2011). This areas may be considered for implementation in the future in ensuring job satisfaction for the employees such as flexi time, shorter working hours and even providing child care services for the woman employees with children as part of the compensation package.

6.2. Hypothesis 2

Hypothesis 2 refers to the proposed theoretical objective that training is significantly related to staff turnover intention. According to empirical literature, training was found to have become increasingly vital to the success of any modern organizations. Nowadays organizations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors. The only way to arrive at this is through having a dedicated training program that plays a central role to nurture and strengthen these competencies (Sherman et al, 1998). It is acknowledged that training forms the backbone of strategy implementation and that industries such as the security industry must have trained security officers, who must be competent in the basic laws, rescue operations, emergency response, crowd control and public management skills to be able to perform their job efficiently. The lack of these will definitely result in complaints, further injuries to public and damages to properties. It has always been extolled in law enforcement manual and frequently heard the saying that law enforcement agencies must always be one step ahead of the criminals and would be perpetrators to be able to prevent crimes and what better ways can officers be prepared if not through continuous training to hone the officers knowledge, skills, abilities to cope with new processes and systems, (Raffee, 2001). Studies have shown that one of the variables of human resources practises of providing continual training and development programs to the employees supported the hypothesis that training and employee development has a direct link to staff turnover intentions. Although training has been shown to be linked to employees turnover intentions, managers must be aware that there are a variety of methods that can be employed and the organizations must ensure that the method used provides the advantage for the organization and it's potentially effective in training employees.

6.3. Hypothesis 3

As for hypothesis 3 which denotes that Performance Management is significantly related to staff turnover intention, results in regression analysis in Table 6 shows that this HRM practise predictor actually has the strongest link and relation to intention to leave as compared to the other predictors. This is significantly important as this shows the predictor as a priority that needs an immediate review and also as the main concern of the perception by the participants. The significance of this responses and findings has been proven in previous studies where it is acknowledged that a lack of performance appraisal can have adverse effect on employees' motivation and contribute to employees' turnover intentions (Struebing, 1996). Another consistency was found with the study of the National University of Malaysia in 2004, which investigated the performance appraisal and employee's perception and intention to leave. Poon, (2004) revealed that whenever performance appraisal is perceived by employees' to have political or other motives, this affect their job satisfaction and prone to turnover intentions. To emphasize further on the point of the research result and its significance, a

similar research by Zimmerman, (2009) with data collected from 65 studies conducted on performance management and turnover intention revealed that there is relationship between employees' job performance management and their intention to quit.

It is acknowledged that a lack of performance appraisal can have adverse effect on employees' motivation and contribute to employees' turnover intentions (Struebing, 1996). Theoretically it was mentioned that employee performance management also emphasized that appraisal is also related to promotion, transfer, and layoff and in legal matters relating to allegation of discrimination. Newer approaches have identified performance appraisal linked to training needs and developed growth plans for employees and thus the idea of performance management is to provide the opportunity to identify weaknesses and strength and work towards achieving organization's goals and targets. It should not be used for reprimanding and disciplining employees. The new focus will be whether there is a need to change the current performance management program from one being a judge to a coach.

6.4. Hypothesis 4

The hypothesis is supported by the analyzed results of this study that there is a significant relation and direct link between career development and staff turnover intention. This supports findings from previous studies such as from Sherman et al. (1998) and Muliawan (2009). As organizations traditionally engaged in HRM planning and development for its large numbers of employees through various positions, roles and responsibilities, it is imperative that it must also identify future staffing needs through expansion, increase in business and productions and includes employees' development needs. Therefore career development programs, with much emphasis on the individual, has a personalised aspect to it whereby it is integrated with all other HR functions to create synergy. This effort can be considered or perceived as organizational support by employees. It is a process where employees in planning careers need organization information from essential areas such as strategic planning, forecasting, succession planning and skill inventories to allow them to know the organization's career paths available within the organization and at the same on how management views their performance (Filipova, 2011). Therefore the significant of career development in the organization should be viewed as a very dynamic process that attempts to meet the needs of managers, subordinates and the organization.

6.5. Hypothesis 5

Analytical results significantly proved that respondents perception indicate that employee relation management is significantly related to staff turnover intention. The research results reinforced another similar study by Newman, (2012). Notwithstanding the findings also highlight more consistency with the study of Greenbaum (2012), from Oklahoma State University who conducted a study on condition under which supervisor undermining is related to perceptions of leader hypocrisy that then lead to employee turnover intentions. The results revealed a support to the author's hypothesis that supervisor's hypocritical behaviours do motivate staff turnover intentions. A couple of studies conducted by universities with the results have supported the findings in this research and provide the relevant relations to show the significance of employee relation management against turnover intention. Tan (2008) further

stress that employees generally interact with their supervisors who are involved in feedback, evaluation of performance and career development program and therefore view their actions as important in attaining good relationship with the organization. Any unfavourable actions that seems unfair will definitely effect the relationship with the organization and management.

7. CONCLUSIONS AND RECOMMENDATIONS

Understanding turnover intent is important in an organization because when employees choose to leave, there are multiple direct and indirect costs and other consequences on organizational efficiency. Thus an in-depth comprehension of turnover intent can allow for appropriate and timely targeted intervention. Several theoretical concepts were examined in explaining the contributors and predictors for turnover intent. The results and discussion have sufficiently proven that current established turnover models are currently adequate to understand the phenomena. According to the empirical investigation in this study, performance management seem to have the strongest impact on turnover intention. Furthermore this study also revealed the complexity of the turnover behaviour and indicated that there is no one theory to pinpoint that a particular predictor is the cause of all turnover intentions. This may be a prelude to other future studies to be undertaken by the researcher or the organization. The study has positively supplemented and contributed to the fact that the HRM practises in the particular organization have actually an impact on security guards turnover intention in the organization. Theoretically, several theories and models have been found to be useful for a better understanding of the turnover behaviour. However, the established models may not be fully exhausted to explain the phenomenon as a whole. An in-depth study needs to be further conducted to wholly satisfy the prediction of turnover, and a re-conceptualization of the models may be in order. This may include a re-examination of the factor structure of the model or adding other factors that may have been found to be important in predicting turnover intent. On the other hand, practically, the current data set is sufficient for the employer to have an inclination of what the immediate solutions might be but must take note that this may not be sufficient to deal in the long term as employees' expectation changes according to organization directions, objectives and environment due to internal and external competition. It is imperative for the organization to note that retaining high performers is a big issue for an organization, since it can be devastating for organizational efficiency.

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