



HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEES' TURNOVER INTENTION IN PUBLIC SECONDARY SCHOOLS IN ADAMAWA STATE-NIGERIA

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Abstract

Employees are the most important resources for an organization. Their importance is not only the demand to focus on the excellent ones but also the ability to maintain them for the long term. The objective of this study was to examine the effect of Human Resource Management (HRM) Practices on employees' turnover intention in public secondary schools in Adamawa State. The survey research design was employed for the study and a total of 180 respondents were sampled using a structured questionnaire. Data were analyzed using multiple regression. The results reveal that Recruitment and Selection (RS) has negative and significant effect on employees' turnover while Employees Training and Development (EDT) has positive and significant effect on employees' turnover. Performance Management (PM) and Employee Safety, Health and Welfare (ESHW) has positive and no significant effect on employees' turnover. However, Compensation and Reward System (CRS) has negative and no significant effect on employees' turnover. It was concluded that human resource management practice significantly influences employees' turnover intention in public secondary schools. It is recommended that Adamawa state Ministry of Education should enhance Employees Training and Development (EDT), Recruitment and Selection (RS) and Employee's Security, Safety, and Welfare (ESHW) to minimize employee intention to leave.

Keywords: HRM-Practice, Employee Turnover, Public, Secondary Schools.

1. Introduction

Human resources are considered the most critical factor and contribute to the success of any organisation. Human resources are considered a critical factor that may affect turnover intentions (Onesmus, Stephen & Muathe, 2020). Competence and knowledge-based manpower is the most valuable asset of the organisation (Mbonu, Obayan, Oke, Amuta & Handsome, 2018). The problem is that turnover cuts across all types of organizations, the factors responsible for employee turnover is different for every organization and change over time (Manthi, 2018). The world is gradually being a knowledge-based economy (Markoullia, Leeb, Byingtona & Felpsa, 2016). Employees should be managed appropriately to enhance their creativity, innovativeness, intuition, loyalty, and quality which gives the organisation a competitive edge over competitors (Bonenberger, Aikins, Akweongo, & Kaspar, 2016). Employee turnover has become a confronting issue to organizations in the management of employees (Manthi, 2018).



Turnover intentions as conflicting to real turnover have continued to be used in studies to predict turnover in organization because measuring turnover intentions as conflicting to real turnover which may be difficult due to lack of data on employees of who have actually left (Verhees, 2012) and also because of its ability to predict actual turnover (Bhat, 2014). Thirapatsakun, Kuntontbutr and Mechinda (2014) affirmed that employee turnover intention consists of thinking to leave the work, intention to look about a new job, and actual leave (Thirapatsakun *et al*, 2014).

Employees' turnover intention is the ability of the employee to quit the work, which is classified as voluntary and involuntary discrimination (Omar, Ahmad, Omara & Mohammad, 2019). Captivatingly unlike actual turnover, the turnover plan is not open. Intentions are a statement about the specific behavior of interest (Isaac, Jingzhao, Isaac, Alfred, 2020). Thus, HRM managers need to understand that there are several factors inherent to counter staff intentions or turnover.

Public secondary schools have articulated agreement in formal and informal settings in respect of increased reported challenges of teacher's absenteeism, low morale, low compensation, poor staff training and development, low attitude towards selection and recruit low-performance management which has lead to teacher's industrial action, perennial low status of teaching profession among others. The countless challenges facing public secondary schools have express desire to many teachers of public secondary schools to leave the teaching profession.

However, empirical studies on HRM practices and turnover intention have Knowledge both negative and positive effects of HRM practices on turnover intention. For example, Manthi (2018) employee training, employee compensation, career development, and performance management have a significantly negative influence on tutor turnover intentions. Isabel and Lucy (2013) found that employee training had a negative influence on employee turnover while Victor, Patrice & Karine (2010) found that employee training had a positive relationship with turnover. Further, Muriithi, Ofunya, and Kamau (2015) found that Performance management had a positive relationship with turnover while Narun, Abas and Sahedur (2017) found out that performance management had a negative influence on employee turnover. Similarly, these past studies even though have attempted to look at a single HRM practice, have fallen short by not adopting an integrated impact of HRM practice on turnover intention especially in public secondary schools in Adamawa state. It is against this background that this study is being carried out to examine the effect of H.R.M practice on employee's turnover intention in public secondary schools in Adamawa State- Nigeria. This study will be beneficial to potential academic researchers. The specific objectives are as follow.

- i. Investigate the effect of Recruitment and Selection (RS) on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.
- ii. Ascertain the effect of Employees Training and Development (EDT) on Employee Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.
- iii. Explore the effect of Compensation and Reward System (CRS) on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.
- iv. Assess the effect of Performance Management (PM) on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.



- v. Determine the effect of Employee Safety, Health, and Welfare (ESHW) on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.

Hypotheses for the study to be tested are:

The above specific objectives are achieved through the following null hypotheses after testing.

- Ho₁: Recruitment and Selection (RS) has no significant effect on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.
- Ho₂: Employees Training and Development (EDT) has no significant effect on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.
- Ho₃: Compensation and Reward System (CRS) has no significant effect on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.
- Ho₄: Performance Management (PM) has no significant effect on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.
- Ho₅: Employee Safety, Health, and Welfare (ESHW) has no significant effect on Employees' Turnover (EMPT) in public secondary schools in Adamawa State-Nigeria.

2. Literature Review and Theoretical Background

Human Resources Management Practices

Human Resource Management (HRM) practices are organizational activities that are directed towards managing human resources for the fulfillment of organizational goals (Pamela, Umoh & Worlu, 2017). HRM practices increase the level of skills, knowledge, and commitment of employees, thus, employees are empowered to work and stimulate to continue their careers, and increase their aspiration to continue longer with the organisation (Omar, *et al* 2020, Yousaf *et al.*, 2018). Boselie, Dietz, and Boon (2005) acknowledged some human resources practices that include training and development, contingency pay and rewards, performance management, recruitment and selection, internal promotion, job design, employment security, grievance procedures, and corporate social responsibility. Recruitment and selection, compensation systems, and fair performance appraisal systems are HRM practices that lead to employee turnover (Rubel & Kee, 2015; Shaukat, Yousaf, & Sanders, 2017; Dechawatanapaisal, 2018).

Compensation and reward system has to do with all forms of incentives used by management with the intention of motivating employees in order to strive for higher levels of productivity (Manthi, 2018). Training and development refers to the systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job (Armstrong, 2009). Performance appraisal is the system that is used to assess the quality and quantity of an employees work in performance management which requires management to have regular meetings with the employees to set targets and discuss performance (Abdullah, et al., 2012; Armstrong, 2006, Armstrong, 2009). Recruitment and selection exercise in essence requires that job profiles be merged with candidature profiles that are the job matching principle (Armstrong, 2005). Health and safety programs are concerned with protecting employees and other people affected by what the firm produces and does, against hazards arising from their employment or their links with the firm (Armstrong, 2009).

Employee Turnover Intention

Several academic scholars see employees' turnover intention in different ways. Long, Thean, Ismail and Jusho (2012) define employees' turnover intention as the ability of the employee to quit the work (Long, Thean, Ismail, & Jusho, 2012). Arshadi and Damiri (2013) say intention to

go away is a decision to find other job opportunities in other organisations because of different factors and reasons that make employees change their work. Zeffane and Bani (2017) opine that employees' turnover intention is formed when individuals feel their job does not meet their ambitions and expectations. Belete (2018) states that turnover intention is intention to leave one's job or firm for other because of certain reasons. Organizations are continually trying to identify areas for improvement regarding turnover as turnover costs can be extremely expensive (Malek, Kline, & DiPietro, 2018). Turnover intention is the behavior of employees' intent to leave the current job. Therefore, turnover intention also can be defined as conscious and willfulness to search for other employment opportunities. The study variables is conceptualized in Figure 1 as follow:

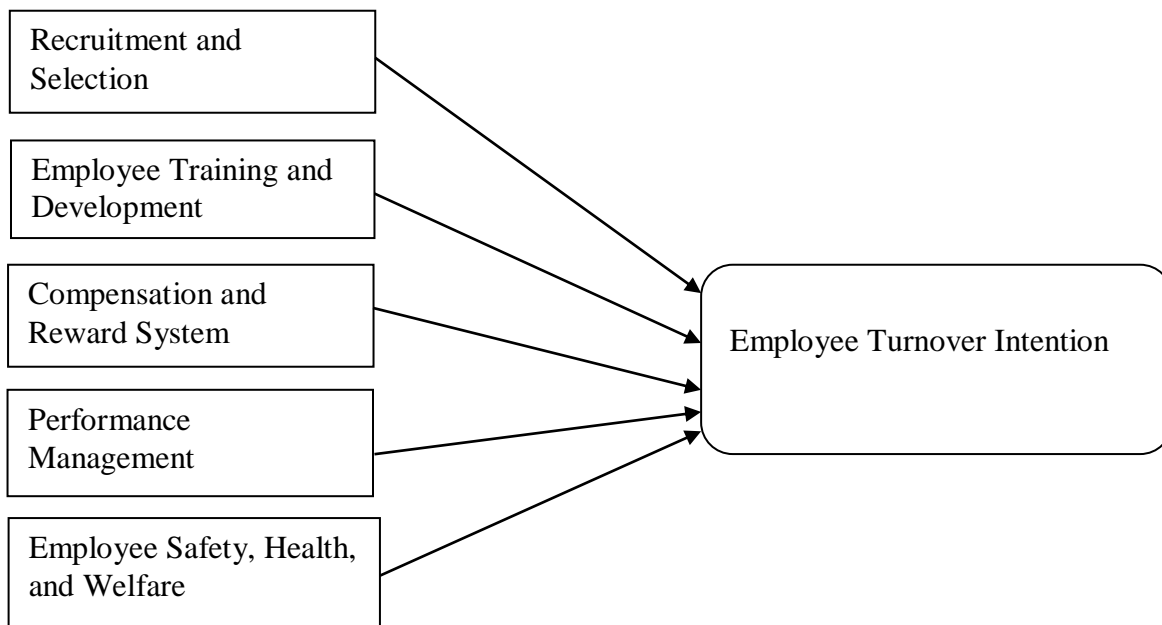


Figure 1: Research model

Empirical Review

Onesmus, *et al.* (2020) conducted a study on HRM practices employee engagement and teachers turnover intentions: A Cross-sectional study from public secondary schools in Kenya. The target population was 3752 Teachers Service Commission (TSC) teachers in 304 public secondary schools in Murang' a county Kenya. The study used a multi-stage random method. A self-administered semi-structured questionnaire was used to collect data. The quantitative data were analyzed using descriptive and inferential statistics of binary logistic regression. The study indicated that HRM Practices significantly affect employee turnover intentions of teachers in public secondary schools policy implications of study findings have been discussed. Isaac, *et al.* (2020) studied human resource management practices and employee turnover intentions nexus. The study depended solely on a survey approach through purposive and simple random sampling techniques. The survey was conducted among the top ten private organizations in Ghana via a purposive sampling approach whereas the simple random sampling method was used to select 20 respondents from each selected firm. A total of 200 questionnaires were administered, of 186 were valid to be used. The application of a path analysis approach showed



that; both HRM practices have a significant negative effect on employee turnover intentions. The study concludes that job satisfaction matters within the affiliation between HRM practices and employee turn intentions.

Nguyen and Yinghong Shao (2019) conducted a study on the impact of training on turnover intention: The role of growth need strength among Vietnamese female employees. A survey that collected data from 221 female corporate officers in Vietnam, followed by a hierarchical regression was used. The findings reveal that GNS significantly moderates the influence of off-the-job training on turnover intention. With higher levels of GNS, women who participate in more off-the-job training and development activities provided by the company are less likely to consider leaving. This moderating effect, however, does not significantly affect the relationship between on- the-job training and turnover intention. The study is limited by its sample and by a subjective self-assessment scale. Omar *et al.* (2019) conducted a study on the impact of human resource management practices and career satisfaction on employee's turn- over the intention. The survey questionnaire was gathered from 394 employees located in 25 banks in Jordan. The study used PLS-SEM to get the results and examine the hypotheses. The findings indicate that HRM practices (compensation, performance appraisal, promotion, and training & development) negatively impact employees' turnover intention and career satisfaction partially mediated the relationship between HRM practices (compensation, performance appraisal, promotion, and training & development) and employee's turnover intention. The study recommends that banks in Jordan provide high compensation, fair performance appraisal, fast promotion systems, sufficient training & development program, and a high level of career satisfaction to maintain the human element and reduce the employees' turnover intention. Future studies may include other practices such as employee empowerment, teamwork, employment security information sharing, and job description.

Manthi (2018) studied human resource management practices and tutor turnover intentions in public primary teachers. The study employed descriptive and explanatory research designs. The scope of the study was the Nairobi Metropolitan region with a population of 258 tutors where a multi-stage sampling technique was used to obtain a sample size of 152 tutors. Quantitative primary data was collected using a closed-ended questionnaire. Descriptive statistics (means and standard deviation) and inferential statistics (multiple linear regressions) were used to analyze data. The findings of the study showed that HRM practices namely; employee training, employee compensation, career development, and performance management were poorly practiced. Further, the study showed that training, compensation, career development, and performance management have a significantly negative influence on tutor turnover intentions. Nurun, Abu and Sahedur (2017) carried out an exploratory study to examine and analyze the impact of Human Resource Management practices with specifically to job satisfaction and employee turnover at an Investment Corporation of Bangladesh reveals that performance management impacts on employee turnover. ICB an autonomous Investment Bank leading in the public sector was observed as case study. A sample size of 30 respondents including executives, middle level managers and managers of ICB Investment Bank was used for the study. Data was analyzed using percentages and frequencies; association between socio-demographic characteristics and job satisfaction, as well as comparison of the level of job satisfaction between categories of the professionals was assessed for statistical significance using the 'chi-square' test of association. Factors influencing job satisfaction were also examined using the student t-test while the link



between dimensions of job satisfaction was measured using Pearson correlations. The sample size for this study was relatively small and was conducted in one firm. The current study used public secondary should with a bigger sample size and analyzed data using means standard deviation and multiple regression which is more precise in determining result than the Chi Square used. Asamoah, and Eugene (2016) studied human resource management practices and their effect on employee turnover in the hotel industry in the cape coast, of Ghana reveals a negative association between training and intention to leave. The study adopted a descriptive cross-sectional research design with a sample size of 196 non-managerial employees. A questionnaire was used to collect data and analyzed through measures of central tendencies and correlation analysis to establish the relationship between variables. The study used multiple regressions to establish the association between the variable and also included a mediating variable.

Muhammad, and Faizuniah (2015) examined human resource management practice and employee turnover intention using cross-sectional survey research with a sample of 270 full-time faculty members employed in different private universities of Pakistan using PLS (SEM) path modeling. The model revealed that out of the four dimensions of career growth, only two dimensions, namely promotion speed and remuneration growth, have a strong influence on turnover intention. Mbugua (2015) conducted a study on 44 commercial banks in Kenya and the findings indicate that training, recruitment, and performance management were positively significant to employee retention. A questionnaire was self-administered to the management to get their idea on strategic HRM practices. However, turnover being a psychological phenomenon does not assume a direct relationship. Muriithi, Ofunya and Kamau (2015) conducted a study on Effect of Strategic Human Resource Management on Teacher Turnover in Private Secondary Schools in Nyeri County affirmed that performance management had a positive and significant relationship with employee turnover. The study used a closed-ended questionnaire which was administered to a small sample of 21 administrators of the school. The study used purposive sampling and descriptive data analysis. This study examined the direct relationship between the variables and failed to understand the visions of the workers who are directly affected by HRM practice.

Mensah (2014) on the effects of HRM practices on the retention of employees in the banking industry in Accra. The study collected data from 342 respondents who were randomly selected. The findings highlighted that when compensation, work-life balance, and employee engagement are not provided for by the banks. Career management did not have a significant effect on employee turnover. It was also found that job satisfaction did not moderate the relationship between HRM practices and employee turnover. Gichohi (2014) conducted a study on engagement mediated the relationship between internal enhancers, leadership, and organizational factors and external enhancers among library workers. However, these study variables were different from the current study and the study was among library workers while the current study was among teachers. Isabel and Lucy (2013) carried out a study using a survey research design with intention to examine the effect of training and development on employee turnover in selected medium sized hotels in Kisumu City in Kenya. The research targeted 24 medium sized hotels in Kisumu City consisting of a population of 350 workers. Purposive sampling technique was adopted to select the hotels, at the same time stratified sampling method was adopted to select their section and simple random sampling was adopted to select the employees from the



departments. A sample size of six hotels consists of 187 workers and 24 top management staff was selected and used for the study. Questionnaires were administered to both the management staff and workers. Data was analyzed with the help of Pearson Correlation Coefficient. The outcomes of the study indicated that there is significant effect of employee training on employee turnover. The study concluded that training is a device that can help hotels in creating a better committed and productive workforce. The current study was on HMR practice and turnover intentions in public secondary schools and used multiple regression to analyze data. In a study conducted by Victor, Patrice and Karine (2010) with a sample size of 4,160 on the influence of human resource management practices on voluntary turnover rates at the same time controlling for workplace size, the presence of a separate human resources management unit, union density, industry and region in Canadian industries. The result of the study reveals that when employees are trained by the firm, turnover rates were elevated, whereas internal labour markets and formal disagreement decision procedures are linked with lower turnover.

Theoretical Background

The study is anchored on theories of the Social Exchange Theory. The Social Exchange Theory was developed by Blau (1964). The Social Exchange Theory specified that parties that are in a condition that they are jointly depended on each other produce obligations through a series of interactions (Kular, Gatenby, Rees, Soane, & Truss, 2008). Social Exchange Theory is built on the principle that in organizations, relationships advance with time through trust, loyalty and mutual commitments so long as the rules of exchange are respected (Crospranzano & Mitchel, 2005). Thus by permanent to these rules each party feels obligated to each other. From perspective of Social Exchange Theory employees tend to examine the quality of their relationship with their organization and when they find presence of quality relationship, they get motivated Onesmus *et al.* (2020). Social relationships are based on sense of reciprocity between the parties involved such that individuals have expectations from the organization which may include fair and adequate rewards, career opportunities, job security, and emotional support (Eisenberger, Huntington & Hutchinson 1986). Therefore, if these employees' expectations are met by an organization it joint through increased intention to continue with organization.

Social Exchange Theory has been criticized for lack of freshness, lack evidence of certain statement, ignoring the existence of forced situation which narrows the social life and relationship between people only to their physical asset. Passed studies have progressively adopted the social exchange theory as the theoretical underpinning for employee-employer relations (Bambacas & Kulik, 2013; Moen, Kelly & Hill 2011; Gong, Chang & Cheung 2010; Tanova & Holtom 2008). Martin (2011) however, opined that implicit obligations and trust form the basis of social exchange. Employees who enjoy favourable benefits and treatments in their organizations tend to feel obligated to repay these favours (Širca, Babnik & Breznik, 2012). It can therefore be deduced that a well-designed HRM system creates a continuing sequence of fair employer-employee transactions. Hence, it has been established that the social exchange theory consists of relationships which translates into trust, loyalty, and mutual commitments of the parties over some time (Tanova & Holtom (2008). With all the criticism the social exchange framework is still fundamental in investigating the link between HRM practices and turnover intention.

3. Research Methodology



A survey research design was used for this study. The population of the study consist of 337 principals of selected public secondary schools in Adamawa state – Nigeria out of 887 public secondary schools in Adamawa state (Adamawa state ministry of education 2019). The selection of the 337 secondary schools is based on Grade A public secondary school that has been experiencing a high rate of employee turnover intention. (Adamawa state Post Primary Schools Management Board Yola 2019). The study sample size for this study was 181 principals which are in line with the Educational and psychological measurement, determining sample size for research activities Krejcie and Morgan (1970) sampling table.

The instrument for data collection was a five likert scale structured questionnaire range from SD = strongly disagreed to SA = strongly agreed. Data were analyzed using inferential statistics (multiple regression analysis) with the help of SPSS V.26 software. The questionnaire was in three sections; Section 'A' background information of respondents, Section 'B' information on HRM practice, and Section 'C' information on employee turnover intention. The questionnaire was validated by Head of Depaartment Human Resource from the Ministry of Education Yola-Adamawa State and .lecturers of human rseource management from Department of Management Technology-Modibbo Adamawa University of Technology Yola-Adamawa State. The sum of 181 questionnaires were self-administered to principals Grade A schools by the researchers. Only 180 copies of questionnaires were returned and completed.

Multiple Regressions Model

The regression model was used for this study as recommended by Muthen and Muthen (2007) because the dependent variable was continuous. Multiple regression analysis was used to regress step by step the relationship between the various variables to understand the strength of the predictor variables against the dependent variable. The models and multiple regression equations for the direct causal relationships between the variables studied. In this study, Recruitment and Selection (RS), Employees Training and Development (EDT), Compensation and Reward System (CRS), Performance Management (PM) and Employee Safety, Health, and Welfare (ESHW) serve as the independent variable while employees turnover intention serves as the dependent variable. The model was adapted, modified, and specified according to the specific objectives of the study are given as:

$$ETI_{it} = \alpha + \beta_1 RS_{1it} + \beta_2 EDT_{2it} + \beta_3 CRS_{3it} + \beta_4 PM_{4it} + \beta_5 ESHW_{5it} + \epsilon_{it}.$$

Where

ETI= Employee Turnover Intention

α = Constant

β_1 = Regression coefficient

RS₁ = Recruitment and Selection

EDT₂ = Employee Training and Development

CRS₃ = Compensation and Reward System

PM₄ = Performance Management

ESHW₅=Employee Safety, Health, and Welfare

ϵ_{it} . = Error term

Decision Rule (T-Test)



If $t = 0.025 < t^*$ H_0 will be rejected and the H_1 accepted. Otherwise, the alternative hypothesis H_1 will be rejected and the null hypothesis H_0 is accepted.

The Software to be adopted for the Analysis' for all the estimations will be analyze using Statistical Packages for Social Sciences (SPSS version 24).

4. Result and Discussion

This section presents results and discussions of the study conducted to determine the impact of Human Resource Management practices on employee turnover intentions. This section is structured as follows; response rate, presentation of demographic characteristics of respondents, and finally the presentation of the inferential statistics. The study sought responses from a total of 181 respondents comprising of the principals drawn from the sampled schools. After data cleaning, screening and verification 180 completed questionnaires were useful out of 181 representing 99%.

Table 1: Respondents Characteristics

Respondents Characteristics	Frequency	Percentage (%)
Gender		
Male	102	56.7
Female	78	43.3
Age		
30-45	36	20.1
46-50	58	32.2
51- 55	49	27.2
56 years and above	37	20.5
Education		
Degree	140	77.8
Masters Degree	30	16.7
Ph.D	10	5.5
Total	180	

Source: Field Survey, 2019.

According to the findings illustrated in Table 1, male staff make up 56.7% of the respondents while female staff make up 43.3%. This indicates that male respondents form a significant proportion of all participants. The study also sought to establish the average age of all the participating in the study. The average age of respondents has indirect impacts on the other factors that determine customer satisfaction. The findings indicate that the greatest proportion of respondents is aged between 46-50 years with 32.2% of the respondents, Also, 51-55 years constitute a total of approximately 27.2% for respondents within this age group. This is followed by 56 years and above with 20.2% and the less are those within 50-45 years which constitute 20.2% of the population as illustrated in Table 1. Respondent's average level of education is one of the factors that have been identified in the literature as affecting employee turnovers. This study established that a significant majority of the employees under study are those with degree holders. As illustrated in Table 1, 77.8% of the respondents in the study had a degree, 16.7% had a Master's Degree, while 5.5% are respondents with Ph.D. in Adamawa state public secondary schools.

Reliability analysis



This study carried out a reliability analysis to establish the reliability of the independent variables using Cronbach’s Alpha. HRM practice has reliability of 0.899 and Employee Turnover= 0.811. The Variable-Total statistics reveal that each of the variables had a measure of over 0.7 that means that all of them are reliable

Multiple Regression

The assumptions of multiple regression such as Autocolleration, linearity, homoscedasticity, normality, and collinearity was checked. The Durbin Watson test for autocorrelation was carried out to test if there is any violation in the assumption; the results show that there is no autocorrelation within the residuals of the specified model of the regression. The acceptance critical criterion of Durbin Watson is between 1.5 and 2.5, for this study, it can be assumed that the value is within the range of critical criterion that is 1.681 as shown in Table 2 below, which indicates that there is no violation of autocolloration in this study. Based on the outcomes the variables have a linear relationship, no issues of homoscedasticity which can lead to the problem of heteroscedasticity, and the VIF acceptance range is between 1 and 10. In this study, the VIF in Table 4 indicates that regression was not violated and there is no problem of multicollinearity. Therefore, this study fulfills the multicollinearity assumption of multiple regression.

According to Gujarati (2012), data should be normally distributed for both simple and multiple regression models. Residuals are supposed to be approximately normally distributed (Gujarati, 2012). Therefore, various statistics such as P-P Plot, Histogram, Skewness, and Kurtosis are used to check the normality of the data for this study.

Table 2 provides a summary of the regression model applied in this study. Coefficient of determination explains the extent to which changes independent variable can be explained by the change in the independent variables or the percentage of the variation in the dependent variable employee turnover that is explained by all the five independent variables (Employee safety, health, and welfare, Performance management, recruitment and selection, employee training and development). According to the first model applied in this study in Table 2, R = 0.655, R² is 0.429, and adjusted R is 0.412 implying that the independent variables studied explain 42.9% of the role of HRM practice on employee turnover other variables not studied contributed 57.1% of the variability in employee turnover intention.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. error of the Estimate	Durbin-Watson
1	0.655 ^a	0.429	0.412	3.97800	1.681

a. Predictors: (Constant RS, EDT, CRS, PM, ESHW,

b. Dependent Variable: EMPT

Note:- RS=Recruitment and selection, EDT= Employee Training and development, CRS= Compensation and reward system, PM=Performance management, ESHW= Employee Safety, Health and Welfare, EMPT= Employee Turnover.

The ANOVA report on Table 3 which assesses the overall significance of the regression model applied in this study indicates that, p<0.05 (Sig. =0.00) and therefore our model is significant and the F. statistic indicates 26.252 at 0.000 significance level (*Field Survey, 2020*).



Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2077.107	5	415.421	26.252	0.000 ^b
	Residual	2769.280	175	15.824		
	Total	4846.387	180			

a. Dependent Variable: EMPT

b. Predictors: (Constant), RS, ETD, CRS, PM, ESHW,

Note:- RS=Recruitment and selection, ETD= Employee Training and development, CRS= Compensation and reward system, PM=Performance management, ESHW= Employee Safety, Health and Welfare, EMPT= Employee Turnover.

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	4.187	1.160		3.611	0.000		
RS	-0.169	0.080	-0.174	-2.113	0.036	0.481	2.080
ETD	0.686	0.081	0.710	8.497	0.000	0.467	2.140
CRS	-0.053	0.084	-0.050	-0.629	0.530	0.512	1.953
PM	0.001	0.075	0.001	0.010	0.992	0.618	1.618
ESHW	0.151	0.082	0.138	1.849	0.066	0.585	1.710

a. Dependent Variable: EMPT

Source: Researcher Computation, 2019

Table 4 shows the coefficient of the variables which indicated that Recruitment and Selection (RS) has $\beta = -0.174$, $t = -2.113$, $P=0.036$, this means Recruitment and Selection (RS) has a negative and significant effect on employees turnover, null hypothesis accepted. Previous studies like Isaac, et al., (2020), Manthi (2018), also found a significant effect of Recruitment and Selection (RS) on employees' turnover. However, the negative sign on the figure indicates there is an effect but a negative one. The higher the effect of Recruitment and Selection (RS) the lower employees' turnover will be.

Employees Training and Development (ETD) variable indicate that $\beta = 0.710$, $t = 8.497$, $P=0.000$ it indicates that there is a positive and significant effect of Employees Training and Development (ETD) on employees turnover intention, therefore, accept the null hypothesis and reject alternate hypothesis. The findings of this study are also in line with the study of Mbugua (2015), Mensah (2014), Nguyen & Yinghong Shao (2019), Onesmus, et al. (2020), Vui-Yee, (2018) who found a significant and positive effect of Employees Training and Development (ETD) on employees' turnover intention.

Compensation and Reward System (CRS) has the following values $\beta = -0.05$, $t = -0.629$, $P=0.530$ this show that Compensation and Reward System (CRS) has negative and no significant effect on employees turnover, so the null hypothesis is accepted and the alternate hypothesis is rejected. The result of this study is not in line with the study of Manthi (2018), Muhammad and Faizuniah (2015) who found a significant effect of Compensation and Reward System (CRS) on employees



turnover intention. The negative sign on the figure shows that if there is an effect it will be a negative one. The higher the effect of the Compensation and Reward System (CRS) the lower employees' turnover intentions will be.

Performance Management (PM) has $\beta = 0.001$, $t = 0.010$, $P=0.992$ this shows that Performance Management (PM) has no significant effect on employees turnover, therefore, the null hypothesis is accepted and the alternate hypothesis is rejected since the calculated value is greater 0.005 significance level. Finally, Employee Safety, Health, and Welfare (ESHW) has $\beta = 0.138$, $t = 1.889$, $P=0.066$ this shows that Employee Safety, Health, and Welfare (ESHW) has a significant effect on employees turnover at one tail significant level. Previous study Manthi (2018) also found a significant effect of Employee Safety, Health, and Welfare (ESHW) on employees' turnover.

The practical implication of this study is that the school administrators should analyse their requirements in terms of human resource management. Again, the theoretical implication of this study is that it adds to the academic literature concerning HRM practice and turnover intention in public secondary schools.

5. Conclusion and Recommendation

Most previous studies have failed to look at Human Resource Management (HRM) practice in public secondary schools. This study examines the effect of HRM practice on employees' turnover intention in public secondary schools in Adamawa State- Nigeria. The multiple regression results show that Recruitment and Selection (RS) has negative and significant effect on employees' turnover. But Employees Training and Development (EDT) has positive and significant effect on employees' turnover. It concludes that HRM practice has significant effect on employees' turnover in public secondary schools in Adamawa State- Nigeria. The study recommends that Adamawa state Ministry of Education should enhance Employees Training and Development (EDT), Recruitment and Selection (RS) criteria and Employee Safety, Health, and Welfare (ESHW) to minimize employee intention to leave.

6. Limitation and Future Research

While the current study has value in adding to practice and theory, there are some limitations to the study. This research was unique in that it benefited from a sample of principals of public secondary schools. Therefore, the results may not be generalizable to other locations. This study should be replicated across private schools to see if the differences in the effect of HRM practice on turnover intention. This study is limited to selected schools in Adamawa state further could be done or extend the study to other states.

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QUESTIONNAIRE

Section A: Background Information

1. Sex: Male () Female ()
2. Age 30 – 35 years () 36– 40 years () 41 – 55 years () Over 56 years ()
3. Level of education: - Degree() MastersDegree () Ph.D ()

Section B: Independent Variable

S/N	Recruitment and Selection (RS)	SD	D	U	A	SA
1	Advertisement for positions follows the established subject vacancies.					
2	Shortlisting of candidates is done professionally					
3	Interview panels are well structured and interviewers are well trained and knowledgeable					
4	Interview sessions are professionally managed. There are no interferences by interested parties					
5	The selection of candidates after interviews follows the laid down procedures. As a result, no complaints arise based on nepotism, favouritism, bribery, and other ills					
	Employees Training and Development (ETD)	SD	D	U	A	SA
1	Employees are provided with professional training and development opportunities as part of their job					
2	At least every year I attend an in-service training programme related to my teaching subjects					
3	The employer is keen on the adoption of training and development of its workforce					
4	Training programs availed are in line with the employee training needs					
5	Supports and facilitates job training and advancement					
	Compensation and Reward System (CRS)	SD	D	U	A	SA
1	My employer has provided me with good health insurance coverage and generous retirement plan benefits.					
2	Offered educational assistance or reimbursement programs where I attend conferences, seminars, take development courses, or even further my education through the funding of my employer.					
3	The Salary offered is quite attractive for my level of education and experience					
4	There is a promotion policy that makes life predictable					
5	I am provided with healthy free meals while at my workplace and this keeps my efficiency and morale up.					
	Performance Management (PM)	SD	D	U	A	SA
1	There is well formulated and effective performance management policy and framework for its teachers					



2	Realistic goals/ performance targets against time limits expected are usually set together with realistic ways/means to achieve them					
3	Usually, there is rigorous monitoring of performance outcomes against a limited set of criteria.					
4	Measurement of actual against the planned performance of employees is usually done by the use of appropriate performance measures					
5	Employees are provided with constant feedback in the form of praise and rewards or constructive criticism					

	Employee Safety, Health, and Welfare (ESHW)	SD	D	U	A	SA
1	The management of the organization provides a favourable atmosphere of work for an effective and efficient Job.					
2	There is sufficient assurance as to the health, safety, and welfare of all users of buildings within the organization.					
3	Good standards of hygiene are always maintained.					
4	There is sufficient space so that overcrowding is avoided					
5	There is sufficient space so that overcrowding is avoided					

Section C: Dependent Variable

	Employee Turnover (Dependent variable)	SD	D	U	A	SA
1	I often think about quitting my job.					
2	I currently looking for a job outside my organization.					
3	I will leave this organization if I could find a similar position at another organization.					
4	I may look for a new job next year.					
5	I feel like I make a useful contribution to my organisation					
6	If I may choose again, I will choose to work for the current organization.					