



# Human Resource Management Practices and Turnover Intention: the Mediating Role of Perceived Organizational Support in Tertiary Institutions in Nigeria

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## Abstract

Globally, each institution is now challenged with key problems arising out of globalization, anxiety for profitability, and fast technological advancements tied to the emergence of the new intellectual capital. However top managers are concerned with the problem of maintaining and retaining creative and innovative workers to stay. The current study is to establish the influence of human resource management (HRM) practices (Training and Development, Recruitment and Selection, Compensation and Performance appraisal) and mediating effect of perceived organizational support on employee turnover intention. The samples of 254 employees from 10 Tertiary Institutions of Plateau State were selected using convenient sampling. SPSS.20 version was used to analyze the data collected. This study found that all human resource practices in this study have a positive and significant impact on employee retention. Management and top managers of the establishment, pursuing to reduce the level of employee turnover, the end results are articulate: increase in HRM practices can meaningfully improve job satisfaction and assisting to reduce intention to quit. In the underlying context of ‘‘creative and innovative talent war’’ organizations that are the most proactive in the enactment of HRM practices, that is, the methods designed to improve the skills of employees, to inspire them to use these abilities and encourage them in their decision making at work, will be the managers that possible to retain competent employees.

**Keywords** HRM practices, perceived organizational support, Nigeria, job satisfaction, employee turnover

## 1. Introduction

Globally, each institution is now challenged with key problems arising out of globalization, anxiety for profitability, and fast technological advancements tied to the emergence of the new intellectual capital. Institutions today constantly struggle with innovative styles such as accelerating product and technological transformations, global rivalry, deregulation, demographic shifts and at the same period, they must struggle to implement trends with respect to a service and information society [1]

Institution survival and success will always depend on how they react to these challenges. For effective management reaction, institutions must develop internal capabilities for improving speed, quality, learning and building employee competencies. Human resource management is important to generating and affecting these capabilities. As most business strategies switch from a worker-severe industrial society to an automated information society, the labor force increasingly becomes more educated with higher competence and a decrease in organizational loyalty.

Most organizations are unclear about the future of today’s economy and its impact on organizational growth. Organizations are required to plan and be prepared for unexpected changes that develop both internally and externally. The most adapt strategies enough to overcome an ever-changing global economy.

Human capital management (HRM) research has continually shown that to meet business challenges, organizational growth and

keep customers happy the right talent must be hired, retained, deployed, developed and engaged [2]

Markets are progressively perceiving human capital as a creator of a significant asset for firms and investors [3] ability and talent is uncommon, important, valuable and difficult to substitute and organizations that better interest, select and hold this ability and talent perform better than others. The working relationship is experiencing principal changes that imply the fascination, attraction, and retention of experienced personnel. Poor management of workers prompts high rate of staff turnover which has a considerable monetary effect on organizations, particularly in view of the experience that is lost with the personnel takeoff. Human asset administration presents serious challenges to Nigeria in almost all sectors as far as skills, qualified staff, mismatches, culture, values, motivation, practices, staff development, efficiency, staff improvement approaches, procedures and practices, thus allowing. [3], [4] suggested that officials who understand the value of human capital and make policy arrangements and management practice in the quest for worker maintenance will outflank the opposition. Undoubtedly, tenured workforces, not just cut the partition, enrolling, determination and enlisting costs related to the churning of personnel, yet additionally turn out to be fatter after some time, bringing about higher aggressiveness and included productivity [5]. In addition, financially fruitful firms have credited their strong performance to their accentuation on personnel retention and advancement [6]. Government establishments in Nigeria, for example, Nigerian Petroleum Corporation, are faced with issues of profitability,

rivalry for clients, effectiveness in activity, exchange associations and high staff turnover. In the current period of asset imperatives, organizations should effectively deal with their exercises by getting and holding the best workers. Previous studies have not given careful consideration to HRM practices in Nigeria Tertiary Institutions and the connecting this to employees' retention. This is despite the distinguishing proof of the wild idea of the working conditions of people in general establishments in Nigeria that has prompted the loss of employees to competitors and different businesses looking for greener pastures. For this reason, the researcher decided to cover this gap in Nigerian tertiary institutions.

However, research on human resource management practices and employee turnover intention in Nigeria has not been fully studied in Plateau State Tertiary Institutions in Nigeria.

### 1.1 Research Objectives

The work was conducted by the following specific targets:

- i. To determine the effect of career opportunities on employee' turnover intention.
- ii. To establish the relationship between training and development on employee turnover intention.
- iii. To establish the relationship between performance and appraisal on employee turnover intention.
- iv. To examine the effect of reward and recognition of employee turnover intention.
- v. To establish a relationship between recruitment and selection on employee turnover intention.

### 1.2 Hypotheses

H1: There is no significant correlation between career opportunities on employee' turnover intention.

H2: There is no correlation between training and development on employee turnover intention.

H3: There is no correlation between performance and appraisal on employee turnover intention.

H4: There is no significant relationship between reward and recognition on employee turnover intention.

H5: There is no correlation between recruitment and selection on employee turnover intention.

## 2. Concept of Human Resource Management

Overseeing human asset is one of the fundamental functions that organizations embrace. [7] propose that individuals and their aggregate aptitudes, capacities, and experience, sent on the quest for the utilizing organization through human resource management practices are promptly recognized as achieving a significant commitment to organizational achievement and setting up a noteworthy starting point of an upper hand.[8] looked human resource management as overseeing of (HR) in the advanced establishment based on the reason that the most basic asset that any organization must offer itself of being HR. Along these lines, human resource management which develops practices and adaptability and influences the employees to feel that they are regarded and their commitment is irreplaceable for the development and growth of the organization [8]. As indicated by [9], HRM practices accentuate the requirement for the HR strategies and plan to be formulated inside the scope of overall organizational strategies and aims and to be receptive to the differing nature of the organization's external environment. It is an advance, which needs understanding and adaptation by experts to discover the most appropriate fit between HR business techniques and plans.

### 2.1 Human Resource Management Practices

HRM idea infers that workers are assets of the business. HRM is a mix of approaches, practices, and frameworks that impact employees' conduct, demeanors, and performance [10]. [7], characterized HRM practices as a strategic and vital approach to accomplish, secure, oversee and spur and picking up the steadfastness of the workers. HRM practices are analyzed as the accessible talent and energies of individuals who are accessible to an organization as conceivable supporters of the creation and fulfillment of the organization's mission, vision, strategy, and objectives [11].

[11], has recognized that HRM can be wellsprings of upper hand of an organization and company performance is influenced by an arrangement of powerful HRM practice. [12], battled that the developmental significance of HRM practices tends to be dismissed by numerous organizations as a means to achieve competitive advantage through retention of key employees. [13], distinguished that HRM practices are the pillar of an organization. In this manner, the organizational achievement should be helped by the utilization of modern HRM frameworks. [14], suggested that HRM practices should be deliberately outlined, set up and adjusted to advance attractive results.

Recruitment is viewed as a scaffold building act uniting those with occupations to fill and the individuals who are searching for employment. Recruitment includes finding and drawing in potential workers to apply for employment in the organization. Its aim is to pull in the various qualified workforce for every specific employment opportunity. [8], propose that recruitment can either be external or internal or both. Employers can use employee directly from the commercial work center, at the organization's gates, through private business offices and authorized agencies. Then again, the selection is the activity of determining which work candidate fits the candidate. The selection procedure includes exercises like screening, interviews, background checks, employment history, record verifications, physical exam and placement [8].

Training and development are the areas of knowledge concern about organization action aimed at bettering the performance of individuals and clusters in organizational settings. It has been perceived by different names, including worker advancement, human asset improvement, and learning and advancement [8]. Training focuses on acquiring the abilities, information, and demeanors expected to at first complete an assignment or errand or to enhance the doing of a present place of employment or task, while development exercises are not work-related, essentially focus on expanding the worker's points of view [15].

Performance Management is tied in with adjusting singular targets to organizational goals and making sure that people maintain corporate core values. It accommodates desires to be set and concurred as far as part obligations and accountabilities (anticipated that would do) abilities (anticipated that would bear) and practices (anticipated that would be). The goal is to build up the capacity of individuals to meet and rise above desires and to achieve their full post for the advantage of themselves and the organization [16].

Reward Management is intrigued with the readiness and execution of techniques and approaches that propose to remunerate individuals reasonably, impartially and reliably as per their incentive for the organization [17]. In a normal situation, workers feel they are paid what they are worth, are remunerated with adequate advantages, and get some inherent fulfillment (great investigation condition, fascinating work, and so on. Remuneration programs must be inside fair, remotely evenhanded and be by and by roused to representatives [18].

Employee motivation achieves responsibility which is the main thrust for the accomplishment of any organization. [19], distinguishes the motivation as a key measurement since it can come about not just in more devotion and better performance for the organization.

## 2.2 Employee Retention

Employee Retention, Employee maintenance is characterized as "the capacity to clutch those workers you need to keep up for longer than your rivals" [20]. It is a procedure in which the framework elevates the key representatives to stick around for a long stretch or until the perfection of the undertaking [21]. Maintenance is a deliberate move by a foundation for creating a situation of keeping workers for the long haul [22]. With the expanding rivalry because of financial globalization, there are numerous ways and opportunities available in the hands of the Human resource management. The best test that associations are standing up to today not just dealing with these assets, yet in addition, holding those [23].

[20], declares that worker retention alludes to strategies and plans coordinated at guaranteeing that the organization keeps up its creative workers for a long stretch. Retention activities are therefore intended to guarantee that individuals remain as devoted members of the organization. [22], depict employee retention as the capacity of the organization to keep its workers for a more extended stop. It needs positive HRM strategies and practices, which allow the key workers focus to the organization. Along these lines, the retention of capable workers is leeway to an organization on the grounds that employees' learning and aptitudes are vital to an organization's capacity to be financially focused. [24], attests that securing, advancement and retention of ability frame the establishment of building competitive advantage in numerous industries and countries. Subsequently, for any organization to succeed and stay focused, it is vital that it implement HRM practices that pulls in and retains able HRM.

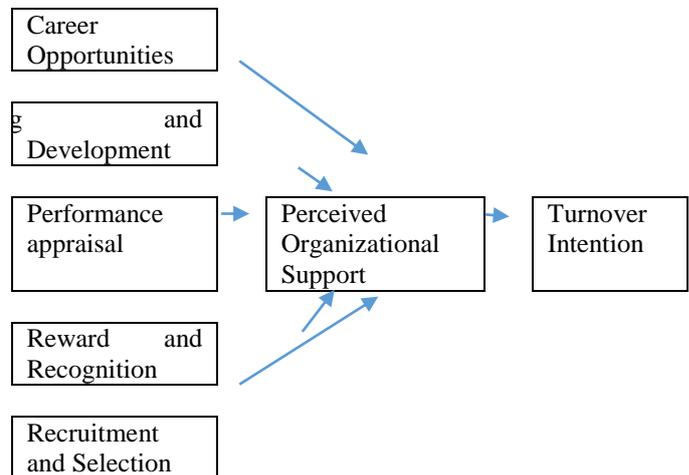
To start with, organizations request to comprehend what makes individuals commit themselves to being committed and devoted. In this manner, to accomplish quality, retention programs, the organizations should decide the retention factors applicable to every one of their employees. [25], affirms that for every employee gathering, data can be accumulated from present and previous workers on their perceptual encounters of why individuals remain or leave. Post-employment surveys and line up studies with previous employees are being modified to yield precise, and valuable information. Interviews, spotlight groups, and studies among current workers give a view of the significant constituents and their relevance. It is upheld that there might be an unmistakable edge in just making out the greater part of the key things well. By offering a respectably high level of thoughtfulness regarding the components imperative to employees, a solid organization culture is developed and kept up [26].

Organizations utilize distinctive methods to keep their employees, for example, having remuneration, training and advancement, competitive workplace, and different advantages [22]. A ton of the accentuation of "good" employment practices has been set of methodologies to hold staff with accentuation on adaptable work, communication, family-accommodating work environment, strategies, working from home, prosperity programs, work conditions, and social and group practices [26]. Every one of these adventures is coordinated at enhancing HRM practices and work environment relations, and accordingly, adding to organizational performance through developing employees' states of mind and attitudes. It is assumed that these practices have the capability of motivating workers in the same class as offering them some level of assurance, independence, recognition, and enhanced self-esteem, leading to real commitment [26].

## 2.3 Factors Influencing Retention

Organizations try tremendous efforts to pull modest bunches of workers and keep up them in the organization. In the present business situation, high compensation and assignment just are not noteworthy components to keep employees in the organization. Different qualities additionally go up against a vital part of their retention. [26], perceived that elements impacting employee retention should be overseen consistently, i.e. pay and rewards, employee assurance, training and advancement, organizational culture, work environment condition and organizational equity, and so forth. In like manner, the organization uses a broad extent of HRM components to impact employees' assurance and retention [27].

[28], noted that employees' fulfillment and retention are viewed as the foundation for the achievement of an organization. His investigation partitioned the components deciding the retention into the social, mental or physical measurement. The gathering depends on social contacts at works, attributes of the work errand or the physical and material conditions related to business. The retention variables of the psychological measurement are working attributes, employees are held by adaptable undertakings where they can practice their insight and comprehend the impacts of their undertakings.



**Figure 1:** HRM practices and turnover intention: The mediating role of perceived organizational support

## 3. Methodology/Material

### 3.1 Population

The target population in this study was the ten tertiary institutions in Plateau State comprising of Unijos, Plasu, plapoly, FCE Pankshin, college of education Gindiri, college of health Technology Zawan, College of forestry Jos, College of Animal husbandry Vom and NTA College Jos. The population of the study was 1,262 senior staff comprising 572 teaching and 690 non-teaching staff and a sample size of 508 senior staff was selected.

### 3.2 Sample and Procedure

We distributed the questionnaires to 720 senior staff comprising of teaching and non-teaching staff. Out of which, 508 voluntarily completed our survey questionnaire, yielding a response rate of 70.56%. They were randomly drawn from ten tertiary institutions in plateau state Nigeria. All are tertiary institutions in the ministry of higher education. The respondents were mainly in the age range of 20-30 years ( $M = 35.93$  years  $SD = 11.09$ ), and over half of them are female (52.8%). The average working year was 10.46

years (SD = 7.84 years), and respondent were mainly married with an average of 52.8 percent.

The questionnaire accompanied an individually signed letter stating the objective of the survey and a guarantee of absolute anonymity of individual responses. Data were collected by means of printed questionnaire.

### 3.3 Measurement

HRM practices were measured with a 30-item scale consisting of statements about Five HRM practices. All the items were adapted from [29]. [29], 30-item scale was adopted to measure career opportunities, training and development, performance appraisal, compensation and recognition and Recruitment and Selection: five items per construct were used, and the reliabilities were .80, .84, .83, .83 and .83 respectively.

Turnover intention: in order to measure the turnover intention, [30] were used on a general turnover intention: this questionnaire consists of three Items (“I will probably look actively for another job soon”; “I often think about resigning”; “It will not take much to make me resign”  $\alpha = .78$ ). Participants were rated on a 5-point scale (1 = strongly disagree to 5 = strongly agree).

Perceived organizational support (POS): POS was, respectively measured using nine items ( $\alpha = .90$ : instant, “supervisors know how to appropriately support employees”). [31], rated participants on the items on a 5-point scale (1 = strongly disagree to 5 = strongly agree)

Control variables: report from different authors’ shows that socio-demographic variables have a strong relationship with the turnover intention [14]. In this study, selected variables were: gender, age, marital status, length of service, educational level. Reliability was above 0.7 by [14].

### 3.4 Data Processing and Analysis

In this study, data were accomplished and analyzed using the statistical package for social science (SPSS) version. A total of 610 questionnaires was dispersed and 508 were returned, representing 83% response rate. All the collected questionnaires were referenced, and elements in the questionnaire coded to sort data entry easy. Descriptive statistics were estimated for the various constructs. Frequency tables were made for all the variables, and data consistency was checked using the Cronbach’s alpha index. Inferential data analysis was done using Pearson correlation coefficient, regression analysis. The correlation was used to establish the direction of the relationship between the dependent and the independent variables. Multiple regression analysis was used to determine the relationship between the various HRM practices and employee turnover intention. Testing hypothesis using p-value was made because it gave the strength of the decision. According to [32], a significance level of 0.05 is suggested as it denotes that the results are at 95% confidence level.

## 4. Results, and Finding

### 4.1 Demographic Analysis

The study engaged 508 employees from 10 tertiary institutions in Plateau State. The majority of the respondents were female, 56.7%, male 43.3%. Most of the employees are aged between 18-23 years with 41.7%. The detailed table 1 below illustrated, the information about respondents

**Table 1: Demographic Analysis**

Variable		Frequency	Percent
Age	20-30	212	41.7
	30-45	172	33.9
	45-60	94	18.5
	60 and above	30	5.9
Sex	Female	288	56.7
	Male	220	43.3
Marital Status	married	268	52.8
	single	216	42.5
	Divorce	24	4.7
No of yrs. working	6months-1 year	88	17.3
	2-10 years	180	35.4
	11-20 years	170	33.5
	>20 years	70	13.8
Education background	Bachelor	52	10.2
	PGD	46	9.1
	Masters	182	35.8
	PhD	218	42.7
	Others	10	2.2

### 4.2 Reliability

This study reliability is measured by Cronbach’s Alpha and inter-item correlation. Cronbach’s alpha trials the internal consistency, whereas the inter-item correlation reports the correlation connecting single elements that must surpass or be more than 0.3 [32]. The Cronbach’s alpha coefficient is commonly used to calculate reliability, but the Cronbach’s alpha value is 0.70 it confirms the reliability of the internal consistency of the questionnaire

The concepts for this study has a consistent Cronbach’s alpha of 0.956 and according to [33], the Cronbach’s alpha range between 0.60 to 0.99 for the variables of the questionnaire used aimed at research shows that the instrument is consistent [34]. Similarly, it shows that the Cronbach’s Alpha for the variables are high reliability, thus the instrument has excellent consistency in terms of internal consistency. The entries that have a lower reliability score on the pilot test has been altered or substituted with new item has revealed high internal reliability proving that the final questionnaire and scale has a high reliability. Table 2 below illustrated, the reliability statistics for the whole scale.

**Table 2: Reliability Statistics for the whole scale**

Variables	Number of Items	Cronbach’	Cronbach’s Alpha
		(N=508)	(N=30)
Recruitment & Selection	5	0.898	0.890
Training & Development	5	0.798	0.630
Rewards & Recognition	5	0.887	0.676
Performance appraisal	5	0.834	0.598
Career Opportunities	5	0.878	0.832
Turnover Retention	5	0.953	0.921

### 4.3 Sample Adequacy Test

The gathered data set was tested to examine the suitability for factor analysis and this depends upon the sample size. A [35] suggested in a study that, if the communalities are lower the significance of the sample range increases. Also, if the entire communalities are > 0.5, principally for a sample (less than 550) it is entirely satisfactory [35]. Hence the sample size of 508 used in this study is quite good for an appropriate factor solution because the communalities are all 0.5 and above. Table 3 below analysis sample adequacy test.

**Table 3: Sample Adequacy Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.94	
Approx. Chi-square		5061.237	
Bartlett’s Test of sphericity	def	435	
Sig.		.000	

Source: spss

The researchers used Kaiser-Meyer-Olkin (KMO) method to calculate sample acceptability advanced that index further 0.91s is excellent, 0.81s are good, 0.71s are moderate, 0.61s are middling, 0.51s is low and below 0.51 is rejected [35]. Human Resource Management practices construct 0.951 suggesting the factor analysis is reliable in this study and statistically significant because it is 0.90 and above.

Also, the five HR practices to employees turnover intention, the main statistics of recruitment and selection (RS) is the highest (M=4.12, Std=0.981) showing that most workers recognized that this is frequently practiced HRM events in the institution. Training and development (TD) and career opportunities (CO), both recorded a mean value of 3.74 signifying that both TD and CO are normally practiced in their Institution to reduce turnover intention. Reward and recognition and Performance appraisal recorded a smaller mean value of 2.84 and 2.80 singly representing that performance appraisal are the slightest Human resource practices in the Institution out of studying practices. Likewise, while all the data distribution is normal and valid.

**4.4 Correlation Analysis**

The correlation analysis extracted on all concepts to determine Pearson’s Correlation coefficients with a two-tailed significance test shown in table 4 below. Human Resource Management practices such as Career Opportunities (CO), Training and Development (TD), Performance Appraisal (PA), Reward and Recognition (RC), Recruitment and Selection (RS) are considered as independent variables, Perceived Organizational Support as a mediating variable and Employee Retention (ER) is considered as the dependent variable.

The correlation coefficients range from -1 to +1 Correlation measured the relationship between two or more variables signifying perfect positive and negative correlation [36]. The results confirmed that all the aspects of HRM Practices have a significant relation with employee retention. Most of the HRM Practices have a positive and significant relationship with employee turnover intention with a Pearson correlation coefficient of R= 0.573, 0.515, 0.495 and 0.515 respectively.

For career opportunities, we discovered a positive and significant relationship with employee turnover intention this finding is similar to the erstwhile related study conducted in previous contexts. This is established by previous studies, like [17] ,[18], [37]. For training and development, the result is established by previous studies, like [38], [39], [40], [41], [42]. However, the positive relationship between employee turnover intention and performance appraisal are alike to existing studies such as [26], [43]. Also [44], [45], [38] substantiates the association between reward and recognition and employee turnover intention

. Finally, recruitment and selection relations with employee turnover intention are similarly established by previous researchers such as [38].

**Table 4: Descriptive Statistics**

	N	Mini mum	Maxi mum	Mea n	Std. Devi ation	Skewness		Kurtosis	
						Stati stic	St d. err or	Stati stic	St d. err or
CO	508	1	5	3.74	.961	.445	.173	-219	-309

TD	508	1	5	3.74	.874	.229	.173	.043	-309
PA	508	1	5	2.84	.971	.647	.173	-017	-309
RR	508	1	5	2.80	.968	.389	.173	-214	-309
RS	508	1	5	4.12	.981	.165	.173	-449	-309
TI	508	1	5	2.86	1.301	.523	.173	-317	-309
Va lid N	508								

**Table 5: Correlation analysis**

Factors	CD	TD	PA	RC	HS	ER
		<b>.672**</b>	<b>.667**</b>	<b>.601**</b>	<b>.579**</b>	<b>.573**</b>
CD	1	.000	.000	.000	.000	.000
		508	508	508	508	508
			<b>0.639**</b>	<b>0.598**</b>	<b>0.549**</b>	<b>.535**</b>
TD	1	.000	.000	.000	.000	.000
		508	508	508	508	508
				<b>0.615**</b>	<b>0.487**</b>	<b>.496**</b>
PA			1	.000	.000	.000
			508	508	508	508
					<b>0.453**</b>	<b>.635**</b>
RC				1	.000	.000
				508	508	508
						<b>.535**</b>
HS					1	.000
					508	508
ER						1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 6: KMO and Bartlett’s Test**

Model	R	R Square	Adjusted Std. Error of		Durbin- F	Sig. F
			R	the		
2	.646a	0.406	0.399	0.80999	1.841	56.570

The above table 6 shows that R is 0.646, R square is 0.406 and adjusted R is 0.399, meaning that 39.9% of the variance of employee turnover can be projected by the independent variables (recruitment and selection, performance and appraisal, reward and recognition, career opportunities, training, and development) signifying that the model is not a good fit. Also, Durbin – Watson analysis, the satisfactory range recommended is between 1.5 and 2.5 for this study with reference to table 6, the Durbin – Watson value is 1.841, which is satisfactory. Thus the autocorrelation of this regression is theoretically great. Likewise, the F test presents a value of 56.570, suggesting the F value for this research indicates that the regression model is significant.

**Table 7: Standard estimation of the main Model**

Model	Unstandardized		Standardized		Sig.	Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta		Tolerance	VIF	
(Constant)	.031	.203		.151	.882		
CDTD	.232	.081	.198	2.894	.004	.516	1.942
2PARC	.343	.068	.330	5.243	.000	.607	1.653
HS	.262	.069	.235	3.835	.000	.648	1.549

Table 8, indicates that Multicollinearity does not exist among the independent variables, since VIF values are less than 10, likewise the acceptable values are more than 0.10. These findings show that this research does not have any Multicollinearity problem. Looking at table 8 above, it is clear that three Human Resource management practices, factors have a major and positive impact on employee turnover intention. Similarly, this indicates that the postulations made in the literature review, that combined the results of the performance appraisal and rewards and recognition has a significant and positive influence on employee turnover intention. This is established by the results of [38], [46]. Equally the combined influence of training and development alongside career opportunities also has a significant and positive impact on employee turnover intention as p-value is less than 0.05.

**Table 8: Hypotheses Interpretation**

Hypotheses	Beta Coefficient	Significant (P<0.05)	Decision
H1: career development practices and employee retention	0.193	0.008 Significant	Accepted
H2: training and development and employee retention	0.054	0.452 Not Significant	Rejected
H4: performance appraisal and employee retention.	0.011	.884 Not Significant	Rejected
H6: reward and recognition on employee retention.	0.372	0.000 Significant	Accepted
H7: health and safe in the workplace and employee retention	0.207	0.000 Significant	Accepted

**Table 9: The Mediating role of perceived organizational support**

Predictor	Dependent: TI			HRM Practices		
	Beta	R <sup>2</sup>	▲ R <sup>2</sup>	Beta	R <sup>2</sup>	▲ R <sup>2</sup>
Mediator: POS						
Step 1						
Control variables	.13**	0.39		.161**	0.001	
Step 2						
E	.315**	0.86	0.47	.635**	0.88	0.87
POS	.032**			.340*		
Interaction term	-.093**	0.9	0.04	.016**	0.89	0.01

Results in table 10 revealed that TI and perceived organizational support, are significant predictors of HRM practices ( $\beta = 0.63, P = 0.000$  to  $\beta = 0.34, P = 0.000$ ) respectively

### 5. Conclusion

The major drive of this study is to study the influence of human resource management practices on employee turnover intention: the role of perceived organizational support in tertiary institutions in Nigeria. The resulting conclusions are derived from the findings

Consequently, this study resolves that performance appraisal, reward and recognition has a significant and positive impact on employee turnover retention. It is key to note that reward and recognition practices have a significant and positive impact on employee turnover retention. This is clear in many establishments. Reward and recognition are remunerated ample more to employees who are talented or key individuals' in the organizations in order to maintain them in the organizations. Nevertheless, it is also vital to note that this technique alone may not be a justifiable technique to retain staff.

This study resolved that training and development and career opportunities will maintain employees in the establishments. Likewise, there is no significant impact of performance appraisal on employee turnover intention. Equally, this conclusion is conflicting to various erstwhile researchers. Nevertheless, this conclusion is also related to many erstwhile researches as earlier cited. The previous study shows that if performance appraisal is made without connecting to rewards and recognition, it is not professed as positive practice to retain employees in the organization rather it generates more disagreements' and rifts between management and employees.

### 5.2 Managerial implications

Consequently, non-monetary and additional reward and recognition techniques ought to be engaged to retain employees rather than concentrating on monetary techniques alone.

Recruitment and Selection have a positive and significant impact on employee turnover retention. This is one of HRM practices that not often practice among the tertiary institutions in Plateau State. Hence it is vital to deliver training and development with an additional career opportunities plan, likewise implement performance appraisal by delivering accurate feedback on the appropriate method so the staff could value with the rewards and recognition bundles that comes when performed satisfactorily. This will help the institution to save cost in recruitment, selection and induction.

This research ends, by adopting these HRM practices in the institutions so that experience, creative, innovative, dedicated and talented employees can be retained and at the same time the institution can attain the usual objective being competitive and profitable.

### 5.3 Limitation and Future Direction

While this research was accomplished only in Plateau State further investigations across Nigeria is recommended. These future research can also be intensive in other sectors and moreover investigate employee performance based on the HRM practices.

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