

MANAGEMENT OF HUMAN RESOURCE PRACTICES AND TURNOVER INTENTION OF PRIMARY SCHOOL STAFF: THE ROLE OF WORK ENVIRONMENT

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Abstract

This study looks at the relationship between primary school staff's intentions to leave and HRM practices, as well as the moderating effect of the work environment. 2,714 Higer institutions are selected to participate in the study using simple random sampling technique from the annual school census (2018–2019) conducted by State Universal Basic Education Board. Krejcie and Morgan tables were used for sample size determination, and 338 staff are served with questionnaires in Katsina State. The data are analysed using Smart-PLS software for Partial Lease Square Structural Equation Modelling. The findings show that pay policies, career opportunities, and promotions have a significant impact on employee turnover intention. Performance appraisals do not appear to have any bearing on employee turnover intentions. The results also showed that work environment significantly and positively affects employees' intentions to leave. The study's conclusion suggests that, in order to create a positive work environment, primary school administrators should think about developing and executing efficient HRM procedures as well as supporting more administrative work efficiency.

Keywords: *Compensation, Promotion, career opportunity, and turnover intention of Primary Staff*

Introduction

The effective continuation of high-quality education delivery requires a sufficient supply of qualified teachers; however, this goal is thwarted when organisations experience a decline in their workforce, which is a catalyst for work force erosion (Abdulrahman, 2021). Benidickson (2018), states that employee turnover intention and subsequent turnover behaviour constitute this workforce degradation element. According to Bendickson et al. (2018), there has been a significant concern regarding the

phenomena of employee turnover intention within the realm of intellectual consideration. In addition, the problem of employee turnover intentions has broad global repercussions that affect several industry levels (Abdulrahman, 2021). Employee turnover intention has become a global concern, mostly responsible for deteriorating organisational performance as it is a strong predictor of organisational collapse (Onesmus et al., 2021).

Accordingly, Abdulkadir (2018) argues that teacher turnover has over time grown to be a global barrier to educational advancement, to the extent that when educators leave the

profession, there is a greater likelihood that they will be replaced by educators with less training and experience than full-time turnover. Furthermore, Issa and Adebola (2014), note that turnover intention is growing more complicated and posing a challenge to the stability and effectiveness of the impacted education sector globally.

According to a survey conducted in the United States by Sorensen (2020), there is reason for concern regarding a significant drop in students' academic performance in the lower basic education subsector. This decline is largely due to a high rise in teachers' recurrent behaviour of turnover intention, which is primarily the result of poor human resources management practices implementation. In light of this, Onaismus (2021), argues that low organisational efficiency results from employees' deliberate determination to leave their jobs, which is evident in their progressive disengagement from their contractual obligations.

Furthermore, according to a 2022 National Education Association survey performed in the United States, 55% of teachers express the desire to leave their jobs earlier than planned, with a primary cause being inadequately implemented human resources management practices. Desire to leave teaching is driven by three factors in the United States: inadequate remuneration, room for career advancement, and training and development opportunities. Of those surveyed, 49% cited inadequate remuneration as a primary facilitator of desire to leave teaching (NEA, 2022).

Mark (2022), correctly notes that the widespread departure of educators to other

organisations in Europe is a major factor in the unfavorable consequences stemming from employee turnover related to the implementation of subpar human resources procedures in areas such as performance, advancement, training, and development. Because of this, 16% of educators on the continent quit their jobs each year on average. Furthermore, in the years to come, the percentage can increase to 54%.

According to 2010 UNESCO research, the attrition rate of teachers in sub-Saharan Africa is between 3% and 4% annually and it is exclusively related to non-HRMP causes. The literature on teacher attrition resulting from HRMP issues in sub-Saharan Africa states that the rate of teacher attrition varies between 5% and 30% in the current outline. This makes the low rate of literacy count that is common in the subsector with teacher attrition even more concerning. For instance, Equatorial Guinea has the greatest percentage of low literacy in Sub-Saharan Africa, accounting for 93% of the total lowest literacy proportion (Victor et al., 2012).

Focusing on Nigeria specifically, Ike (2019), notes that teacher turnover has resulted in a woefully low number of instructors in active service. In a related development, the survey shows that teacher attrition increased dramatically from 12% in 2010 to 20% in 2012, indicating a tendency that portends uncomfortable and painful organisational circumstances that could impede the nation's regular supply of services. According to Nicholas (2023), the attrition rate among teachers in Nigeria has increased to 30%. In addition, it is stated that basic teachers in

Nigeria become distracted from the main goal of teaching as a result of inadequate pay policies, a dearth of opportunities for training and development, a poor working environment, an excessive workload, and subpar performance evaluations. This leads to teacher attrition in the nation. A significant implementation of human resources management practices (HRMPs), particularly hiring procedures, performance reviews, training and development, pay policies, and promotion chances, might help overcome such obstacles (Nicholas, 2023).

Hewavithrana and Wijesiri (2017), examine the moderating role of work environment in the relationship between employee turnover intention and human resource management practices. The study focuses on the tyre manufacturing industry in Sri Lanka, and the results indicate that the moderator, the work environment, significantly moderates the relationship between employee turnover intention and HRM practices.

Consequently, the goal of this study is to ascertain if the work environment has a moderating role in the association between the human resources practice and turnover intention,

Empirical review of Variables

Relationship between Turnover Intention and HRM Practices

In a 2015 study, Muriithi et al. investigated how teacher turnover in Nyeri County's private secondary schools is impacted by strategic HRM. The study used primary data in which questionnaires were administered, frequencies, and percentages, and a multiple regression model was used to predict the result based on the data sample of ninety-

nine (99) respondents chosen using simple random sampling. The study emphasises that comprehensive career development opportunities, among other pertinent HRM variables, should be made available, such that career progression, among other variables of the study, will in the future be enhanced as a measure of strengthening employee retention. The results suggest that high teacher turnover is prevalent among the units of analysis, primarily due to poor HRM practices. As a result, the study's conclusion emphasises the necessity of applying strict and consistent HRM practices in order to stop the broad influence of teachers' intentions to leave their jobs.

A sample of 200 respondents is randomly selected using Yamane's sample size determination formula from a population of 700 employees in a study similar to this one by Lwin (2022), which looked at the effect of HRM practices on employee retention at a cement manufacturing company in Myanmar. The questionnaires are analysed using descriptive and inferential statistics with the use of primary data. According to the study, effective use of HRPs (training and development, career advancement, compensation, recruitment and selection, and performance appraisals) not only promotes employee development but also organisational growth and stability. It also significantly reduces employee turnover intention and strengthens employee retention within the company.

In an investigation by Abdulrahman (2021), the impact of recruitment procedures on employee turnover intention among Jigawa State primary school teachers was

examined through the analysis of a sample of 335 respondents, selected at random from the Krejcie and Morgan table. Comparatively, the study discovers that ineffective hiring procedures, especially those tainted by nepotistic tendencies and the suppression of political advancement in favour of individuals connected to particular political organisations, etc., are significant contributors to employees' deliberate decisions to leave their jobs. Consequently, the study suggests that future recruitment exercises should be more transparent, reflecting on the social exchange theory throughout. This will give candidates a clear idea of what to expect in terms of compensation, working conditions, career advancement, and other aspects of the job.

Compensation policies have a negative impact on employees' intentions to leave, claim Aburumman et al. (2020). In the meantime, it has been demonstrated by da Silva and Shinyashiki (2014) that compensation policies have no discernible relationship to the intention to leave. On the other hand, Hee et al. (2018)'s findings demonstrate that pay and benefits are the primary factors influencing employees' intentions to leave. Therefore, managers of these companies should focus more on this area to keep talent on staff and reduce employee turnover. Abubakar et al. (2014) discover that compensation policies had a noteworthy adverse impact on turnover intention as a result.

The Tufts Labour Lab (2020) on Promotion Opportunity, Social Dialogue, and Turnover Intention, looks at the relationship between these factors and workers' intentions to leave

the Ethiopian clothing industry. The study tests the hypotheses using a structural equation model and a survey of one thousand workers. The findings demonstrate the direct and indirect effects of social discourse and promotion opportunities on turnover intention through mediating variables including job satisfaction, emotional weariness, and perceived organisational support. The study comes to the conclusion that social interaction and possibilities for advancement are crucial for keeping employees and enhancing their well-being. According to the report, companies should encourage employees' career growth, promote a culture of communication and feedback, and provide fair and transparent promotion criteria. As of 2020, Tufts Labour Lab

A research indicates that performance reviews are a significant predictor of employees' intentions to leave. Consequently, performance appraisal as a component of HRM practices has been found by Aburumman et al. (2020) to have a detrimental impact on employees' inclinations to leave. Additionally, Gadi and Kee (2018) discover in their research that performance reviews, among other HR procedures, had a favourable and noteworthy impact on staff retention. However, Duarte, Gomes, and Neves (2015) find that workers with higher levels of satisfaction with HRM procedures (performance reviews) are less likely to plan to quit the company.

H01: Compensation practices do not have significant effect on turnover intention among primary school Staffs.

H02: Promotion does not have any significant effect on turnover intention among primary school Staffs

H03: Performance appraisal does not have significant effect on turnover intention among primary school Staffs.

Relationship between Work Environment and Turnover Intention

The literature indicates that an employee's intention to leave a company can be significantly influenced by their work environment across many industries. As a result, Jiru and Tadesse (2019), demonstrate that organisations should modify work settings by providing a favourable working environment in order to retain personnel. However, Hee et al. (2018), show that work settings, such as work-life regulations, are not a reliable indicator of employees' intentions to leave.

However, a study demonstrates that one of the primary elements influencing employee intention to stay and reducing turnover intention is the work environment (Qadri et al., 2022). Jiru and Tadesse (2019), find a positive work environment helps to retain employees and lowers their intention to leave. As a result, Qureshi et al. (2013), discover a negative correlation between work environment and turnover intentions, which further implies that favourable working circumstances might significantly lower employee turnover intention.

Furthermore, Hee et al. (2018), discover that the relationship between HRM practices—that is, hiring and selection, training and development, compensation practices, promotion and career opportunity, performance appraisal, and turnover

intention—can be significantly moderated by the work-life environment. According to Sari et al. (2019), this conclusion is similar to the impact of the work environment on turnover intention, with motivation acting as a mediating component. This study uses motivation as a mediating variable to look at how the work environment affects employees' intentions to leave PT. Bank Rakyat Indonesia (Persero) Tbk in Jakarta, Indonesia. To test the hypotheses, the study uses multiple linear regression analysis and a survey of one hundred employees. A better work environment lowers the intention to leave the organisation, according to the data, which indicate that work environment has a negative and significant effect on turnover intention. A better work environment increases motivation, which in turn lowers turnover intention, according to the data, which also indicate that motivation partially mediates the relationship between work environment and turnover intention. According to the survey, companies may enhance the working environment for their staff members by giving them the right tools, facilities, safety, and comfort as well as by fostering a culture and climate that is encouraging and helpful. In order to boost motivation, workers should also set and meet tough goals, ask for feedback and acknowledgement, and advance their knowledge and abilities (Sari et al., 2019).

Additionally, Oyewole et al.'s study from 2022 regarding the effects of the nursing workplace on plans to leave: Using burnout as a mediating variable, the study investigates the impact of the nursing work environment on the intention of registered nurses (RNs) to leave their jobs in Nigeria.

The study tests the hypotheses using a structural equation modelling technique and a survey of 400 registered nurses from different institutions. The findings indicate that turnover intention is negatively impacted by the nursing work environment, which means that a better work environment

for nurses lowers the intention to leave the field or the company.

H04: Work environment does not have any significant effect on turn over intention of primary school Staffs.

H05: Work environment does not moderate the effect of compensation practices on turnover intention of primary school staffs.

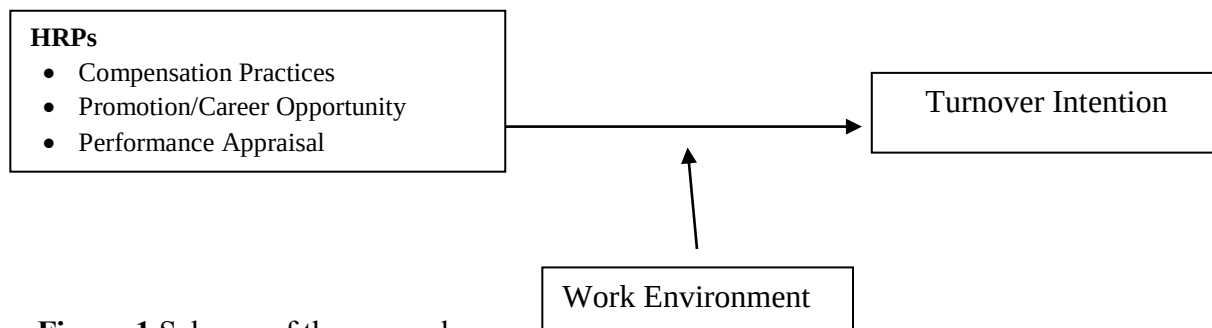


Figure 1 Schema of the research

Review of Some Theoretical Underpinnings Social Exchange Theory and Signaling and Screening Theory

Social exchange theory (SET), rooted in the works of Homans (1961), Blau (1964), and Emerson (1990), is a significant framework explaining interpersonal behavior through the exchange of resources between individuals. It emphasizes the reciprocity norms in social relationships, where individuals who receive benefits from an organization are inclined to reciprocate with positive behavior (Rhoades and Eisenberger, 2002).

SET is particularly relevant in understanding how employee perceptions of Human Resource Management (HRM) practices relate to turnover intentions. HRM practices are seen as signals of an organization's long-term investment in employees, creating a

reciprocal obligation for positive behavior (Sun, Aryee, and Law, 2007; Shaw et al., 2009). Employees perceive HRM practices as a personalized commitment from the organization, leading to positive attitudes and behaviors (Hannah and Iverson, 2002).

Signaling and screening theory by Michael Spence in 1974, addresses information asymmetry in investment behavior. In the context of HRM, it focuses on the initial stages of the application process, where applicants form perceptions based on limited information. Factors like job distinctiveness, recruiter characteristics, and perceived organizational fit influence these perceptions (Chapman et al., 2005).

The theory assumes that individuals, including employees, can identify key features of an organization and use them to make decisions about job opportunities

within the organization (Rynes & Miller, 1983). Positive perceptions lead to a stronger intention to stay, while negative perceptions may result in the intention to leave and seek alternative employment.

Methodology

The study follows a quantitative approach and employs a descriptive and cross-sectional survey design. Based on the recent annual school census (2018-2019), by the State Universal Basic Education Board (SUBEB), there are a total of **2,714** public and private primary schools in Katsina State. To determine the sample size, the study refers to Krejcie and Morgan's (1970) table and selects a sample size of **338** from the entire population for data collection.

The data are coded, screened, and analyzed using statistical tools such as SPSS (Statistical Package for the Social Sciences) and Smart-PLS (Partial Least Squares), indicating a rigorous analytical approach.

Result and Analysis

Normality Test

The study uses statistical analysis and visual examination to evaluate skewness and kurtosis issues in data, aiming to determine the normal distribution of variables. The results show that all skewness and kurtosis values fall within the recommended ranges, indicating a high approximation to normality.

Table 1 Tests of Normality

	SKEWNESS		KURTOSIS	
	Statistics	Std. Error	Statistics	Std. Error
TI	.237	.133	-1.584	.265
WE	-.674	.133	-.363	.265
RS	.146	.133	-.888	.265
TD	-.030	.133	-1.715	.265
CP	.646	.133	-.584	.265
PCO	.369	.133	-.588	.265
PA	-.328	.133	-.763	.265

Homogeneity Test

To determine whether the variances of various data groupings are similar,

homogeneity testing is used. A statistical technique called Levene's test is employed

expressly to determine if samples have equal variances. The Levene test is used to support or challenge the assumption that variances are constant between groups.

The criteria that establish whether to accept or reject the null hypothesis in Levene's test at a significance level of 0.05 (5%) are as follows:

It is possible to conclude that the variances in the data are not homogeneous if the test yielded a p-value of less than 5%.

It is assumed that the variances in the data are homogeneous if the p-value is at least 5%.

Therefore, the p-value indicates whether the null hypothesis should be accepted or rejected. The data variances are homogenous if the p-value is equal to or more than 5%, and non-homogeneous if the p-value is less than 5%.

Table 2 Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
TI	.003	16	320	.958
WE	3.620	16	320	.058
RS	.329	16	320	.567
TD	1.654	16	320	.200
CP	.069	16	320	.794
PCO	2.633	16	320	.092
PA	1.034	16	320	.341

Source: Field Survey, 2023

The table demonstrates that homogeneity is the data variance. The following p-values are all greater than 0.05: TI (0.958), WE (0.058), RS (0.567), TD (0.200), CP (0.794), PCO (0.092), and PA (0.341). As a result, there is uniformity in the responses on TI, WE, RS, TD, CP, PCO, and PA.

Test for Independence

The study assesses for factor independence to ensure that no variable is measuring the same connection as another variable or collection of variables. When tolerance is less than 0.1 and the variance inflation factor (VIF) is larger than 10, independence is present. The table below displays the outcomes that were attained.

Table 3 Test for Independence

	Collinearity Statistics	
	Tolerance	VIF
WE	.459	2.179
RS	.151	6.617
TD	.671	1.490
CP	.438	2.285
PCO	.220	4.546
PA	.403	2.482

Source: Field Survey, 2023

The table reveals that all variables have a VIF below 10, with tolerances greater than 0.1 or 10%, indicating no independence among them, indicating their reliability for estimation.

Correlation Result

The correlation coefficient indicates the relationship between independent and dependent variables, with values ranging from -1 to 1. The main diagonal coefficients are 1.0, indicating a perfect positive linear relationship between the variables.

Table 4 Correlation Matrix

	TI	WE	RS	TD	CP	PCO	PA
TI	1						
WE	-.567**	1					
RS	.350	.008	1				
TD	.086	.282**	.093	1			
CP	.705	.658**	.022	.064	1		
PCO	.185	.000	.000	.000	.000	1	
PA	.139	-.056	.661**	.221**	-.041	.373**	1

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

Source: Field Survey, 2023

The table reveals a positive but insignificant relationship between TI and independent variables RS, TD, CP, PCO, and PA, and a negative relationship with moderating variable WE, indicating that higher WE lead to lower TI.

Structural Model

PLS structural analysis is conducted to confirm the hypothesized relationships between constructs in the proposed model.

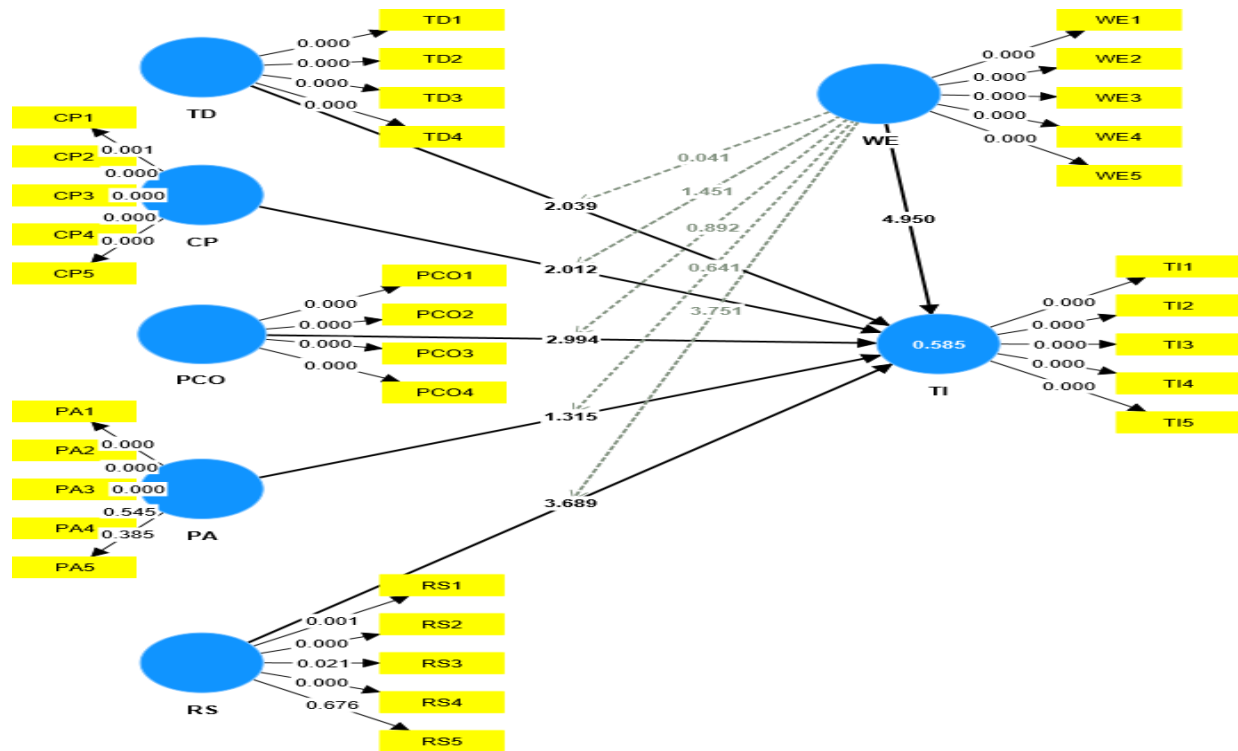


Figure 2 Result of Path Analysis

The PLS model, based on beta coefficient, t-value, and R^2 value, shows significant predictive power for turnover intention, explaining a significant degree of variance for endogenous variables.

Table 5 Structural Model Assessment

	B	T statistics	P values	Decision
CP -> TI	-0.123	2.012	0.044	Support
PCO -> TI	-0.175	2.994	0.003	Support
PA -> TI	-0.065	1.315	0.189	Reject
WE -> TI	-0.312	4.950	0.000	Support
WE x CP -> TI	0.100	1.451	0.147	Reject
WE x PCO -> TI	-0.081	0.892	0.372	Reject
WE x PA -> TI	-0.052	0.641	0.521	Reject

Source: Field Survey 2023

Hypothesis Testing

Table 5 indicates that there is a significant negative relationship between compensation practices and turnover intention ($\beta = -0.123$; $p < 0.05$). This indicates that H1, which suggests that there is no significant relationship between compensation practices and turnover intention among primary school staffs, is rejected. H2, which states that there is no significant association between promotion and career opportunity and turnover intention among primary school staffs, is rejected due to the substantial negative relationships between promotion and career opportunity and turnover intention ($\beta = -0.175$; $p < 0.05$). H3, which states that there is no significant association between performance appraisal and turnover intention among primary school staffs, is supported by the insignificant negative relationships between performance appraisal and turnover intention ($\beta = 0.065$; $p > 0.05$).

The moderating variable, work environment, has a significant value of less than 0.01; this indicates that the linked latent construct was assessed accurately. According to Cohen (1988), the model's WE ($\beta = -0.312$; $p < 0.01$) has the predictive relevance to moderate the association between HRM practices and turnover intention. This indicates that H4 (that there is no substantial relationship between work environment and turnover intention) is false.

Work environment does not moderate the relationship between compensation practices and turnover intention among primary school staffs, as evidenced by the moderating effect of work environment on

the relationship between compensation practices and turnover intention ($\beta = 0.100$; $p > 0.05$), which leads to the rejection of H5.

The relationship between promotion/career opportunity and turnover intention among primary school staffs is not moderated by work environment, as evidenced by the moderating effect of work environment on this relationship ($\beta = -0.081$; $p > 0.05$), which leads to the rejection of H6. Work environment does not moderate the relationship between performance appraisal and turnover intention among primary school staffs, according to the moderating effect of work environment on the relationship between performance appraisal and turnover intention ($\beta = -0.052$; $p < 0.05$), which leads to the rejection of H7.

Discussion of Findings and Managerial Implication

The study reveals that among elementary school employees, compensation practices exhibit a significant negative correlation with turnover intention, diverging from findings in studies by Hee et al. (2018), Gadi and Kee (2018), Halid et al. (2020), Aburumman et al. (2020), Shinyashiki (2014), and Abubakar et al. (2014). This underscores the validity of the social exchange theory, emphasizing the need for increased state government investment in compensation to enhance talent retention and diminish employee attrition. Among primary school staff, turnover intention is strongly negatively associated with career opportunities and promotions, aligning with Aburumman et al. (2020), Gomes and Neves

(2015), and Murugappan and Durga (2015), but contradicting Sanjeevkumar and Wei (2012) and Gadi and Kee (2018).

Furthermore, the study indicates no significant correlation between performance appraisal and primary school staff's intention to leave, consistent with Halid et al. (2020) but conflicting with Aburumman et al. (2020), Gadi and Kee (2018), and Duarte, Gomes, and Neves (2015). To enhance performance appraisal, the government can establish clear, measurable, timely, realistic, and achievable goals, provide prompt, accurate, constructive, and relevant feedback, involve staff in decision-making, and ensure fairness, consistency, and transparency in the appraisal process.

The research also reveals that among primary school employees, the work environment significantly influences turnover intention to a greater extent, consistent with findings by Jiru and Tadesse (2019) and Qadri et al. (2022) but contrary to Hee et al. (2018). This underscores the importance of state governments in fostering a relevant work on environment to retain employees and mitigate turnover intention. The study's insights regarding the relationship between the work environment and turnover intention are significant, suggesting that primary schools can create a supportive workplace tailored to specific needs, thereby reducing turnover intention. This finding aligns with prior research by Oyewole et al. (2022), Qadri et al. (2022), Baccaro et al. (2022), Sari et al. (2019), Hee et al. (2018), and Chalofsky et al. (2016).

Conclusion and Recommendations

The study finds a significant correlation between the work environment and intention to leave among primary school teachers of a State. The study also reveals that a positive work environment increases the inclination to leave, as it shapes attitudes, ideas, and the way work is planned, executed, and overseen. The findings suggest that the government should focus on retaining talent and limiting employee turnover intention, as compensation policies have been shown to reduce turnover intention. Social interaction and opportunities for advancement are crucial for employee retention and well-being. It further recommends investing in work environment practices that positively impact turnover intention, improving the workplace, and building self-confidence among staff. Primary school leaders should also solicit teacher input to understand their experiences and demands. It also highlights the need for further research on the relationship between HRM practices and turnover intention in various locations in Nigeria.

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