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Human Resource Management Practices, employee satisfaction and employee desire to quit. The case of Shisong Hospital in Kumbo Cameroon

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Abstract. Human resource management practices, employee satisfaction and employee desire to quit are some key concepts that organisations, especially those of the health service industry must uphold in order to have a better competitive position in the volatile business environment. It is common to find employees moving from one health facility to the other, in search for better human resource management practices; while these facilities fight for better performance. An investigation of the practical relationships among these concepts has been done for St Elisabeth Catholic General hospital (SECGH) Shisong (Shisong Hospital), which is based in Kumbo in the Northwest province of Cameroon as an x-ray for other hospitals to follow. Primary data was collected from 166 employees through a uniquely designed questionnaire. Secondary Quantitative (Chi square correlation) analysis was done to see if relationships exist among these concepts in Shisong hospital. It was found that there is a significant positive relationship between Human Resource Management Practices and employee satisfaction; and that there was no significant relationship between human resource management practices and employee intention to quit; no significant relationship between employee satisfaction and employee intention to quit. Shisong hospital should improve on its human resource management practices to gain a better competitive position in the health service business.

Keywords. Human resource management practices, employee satisfaction, employee intention to quit

1. Introduction

Saint Elizabeth Catholic General Hospital Shisong (fondly called Shisong Hospital) is found in Kumbo, Bui Division in the Northwest Region of Cameroon. It is specifically found in the Kumbo East Health District of Bui Division. This health district covers a population of about 17, 648 people where as the entire population of Kumbo town is about 127,919 people (kumbo Municipality, 2016)

Shisong Hospital started on November 15th 1935 as a small dispensary, which was created and run by the tertiary sisters of Saint Francis from Brixen South Tyrol – Italy. When it got its first resident Doctor, it was recognised by the Cameroon Government in 1952. This recognition by the Cameroon Government was later affirmed in 1972 with registration number 96/A/MSAP/DSP/SDF/BESP.

Presently, Shisong hospital runs about 8 departments with a bed capacity of 351. It also runs the one and only cardiac centre in Central and West Africa and is said to be one of the renowned hospitals in Cameroon, Central and West Africa.

As Human resources are seen as the hub that propels the smooth running of an organisation, so Shisong hospital runs a private school of health sciences from where most of its human resource is trained and recruited as a means of Human resource management planning. This hospital has a staff capacity of about 321, most of which are in the medical activities. Besides its kumbo-based customers, Shisong Hospital attracts customers from other parts of Cameroon, Central and West Africa. In Kumbo, this hospital competes with other renowned hospitals such as Bansa Baptist Hospital (BBH) and Kumbo District Hospital and a host of very competitive health centres and clinics.

This study attempts to decipher how some human resource management practices that exist in Shisong Hospital affect employee satisfaction and intention to quit the hospital. Shisong Hospital is a health institution that looks forward to better performance and even have competitive advantage in Kumbo, Cameroons and beyond by offering better health services through its human resources. Knowing the sensitivity of human resource management practices to the comfort of its employees is very important.

Making use of improved human resource management practices as a means to improving health service quality in hospitals as well as reducing employee turnover is of great importance. Shisong hospital is therefore used as a case study to acknowledge and as well raise this concern for health institutions.

1.1. Research Problem

The health service sector, which is employee intensive, has recently faced increasing competition in Cameroon. This competition is borne from the creation of many other new health institutions, advancement in technology and infrastructure, increased cost, demand for best customer (patient) care etc. To face this competition, hospitals are introducing effective human resource management practices to retain better professionals

Although many hospitals like other service organisations in Cameroon are still to realise the importance of human resources, there is a need for them to know that their quest to retain better professionals is partly based on the comfort of the employees in place; without which they may experience many resignations

Employees of health institutions have been moving to and from other health institutions and to the western world in search for better human resource management practices (Amani, 2010)

In spite of the fact that Shisong hospital runs a school of health sciences where most of its medical personnel are trained and recruited (already with knowledge of its organisational culture), it is still common to find some of the staff moving away from this hospital in search for better jobs.

1.2. Objectives of the study

The general objective of this study is to investigate how human resource management practices in Shisong hospital influence on the satisfaction of its employees and their intention to quit the hospital.

And specifically:-

i. To attempt a theoretical and an empirical discussion of the following concepts and relationships: Human resource management practices, employee satisfaction and employee intention to leave,

ii. To investigate the significance of the above mentioned relationships in the management of Shisong hospital;

iii. To come up with recommendations, from this investigation that can be included in policy to improve on the performance of this hospital and as well be used as key areas for further research in this field.

1.3. Research questions

- Are employees of Shisong hospital satisfied with the human resource management practices they experience?

- Is there a relationship between employee intention to quit Shisong hospital and the human resource management practices they experience?

- Is there a relationship between employee satisfaction and employee intention to quit Shisong hospital?

1.4. Hypothesis

H1: There is a significant relationship between Employee satisfaction in Shisong hospital and the human resource management practices they experience.

H2: There is a significant relationship between employee intention to quit Shisong hospital and the Human resource management practices they experience in the hospital

H3: There is a significant relationship between employee satisfaction and employee intention to leave Shisong hospital.

2. Literature review

The literature review is presented in two parts. Theoretical and empirical literature

2.1. Key concepts

Theoretical literature entails the definition and discussion of the relevant key concepts and theories in the study.

2.1.1. Human Resource Management

The volatility of the global business environment has undeniably created serious competitive pressure for sustainable competitive advantage in the business arena. This has obliged organisations to keep brainstorming and mapping out strategies on how to shape into this complex environment for performance or sheep out of the race (Hatani&Mahrani, 2013). In order to perform and acquire competitive advantage in the market, valuable, scarce and inimitable resources must be acquired and used distinctively by these firms (Barney, 1991). With contemporary financial market constraints and need for growth and expansion, firms (especially small ones) have kept a focus on how to effectively and efficiently utilise the existing resources in order to gain absolute command of the competitive market (Gallego *et al* ; 2012).

A common resource that organisations have recently given theoretical, empirical and practical focus on, as a means to performance and competitive edge has been the Human resources (Sheehan, 2013). Although it is held by Barney & Write (1998), Becker & Huselid (1998), that the management of human resources is complex, ambiguous and dynamic, it tells that demystifying these complications by organisations can be a strong means to performance. Most organisations have resorted to the use of human resource practices and quality as a means to performance through which they could obtain competitive advantage in the market. Human

capital is the hub that propels the wheels of an organisational system towards its envisaged direction (Berinyuy, 2011)

Becker (1964) defined Human resources as the knowledge skills and abilities embedded within the firm's manpower through learning, education and training. In a simple strand, Human resource could be defined as people with various abilities, talents and attitudes that are endowed the responsibilities to be influenced by these traits for productivity or profitability of a group or organisation. These people set strategies and goals, design work systems, produce goods and services, monitor quality, allocate financial resources and market the products and services (Zaria, 2007). These individuals (human resource) are really are really a wheel fosters the smooth functioning of the other facets of the organisation.

According to Storey (1995) Human resource management is a distinctive approach to employment management seeking to obtain competitive advantage through the deployment of a highly committed and skilled workforce that uses an array of techniques. The traditional view according to Nivethith *et al* (2014) is that human resource management processes play a crucial role in influencing the attitudes and behaviour of employees. These attitudes are borne of employee satisfaction, efficiency at work and service quality delivery (Redman and Mathews 1997).

From a very corporate perspective, Bayars and Rue, (2006) see human resource management as a system of activities and strategies meant for the best and successful management of employees of an organisation for better performance. To Bratton and Gold (1999:11) Human Resource Management is "...That part of the management process that specializes in the management of people in work organizations. Human Resource Management emphasizes that employees are critical to achieving sustainable competitive advantage, that human resources practices need to be integrated with the corporate strategy, and that human resource specialists help organizational controllers to meet both efficiency and equity objectives....."

From the above two perspectives, one sees a direct relationship between human resource, human resource management and organisational performance, whereas Bayars and Rue, (2006) put all of them as a system, Bratton and Gold (1999:11) see these facets as an integration; all focused on organisational performance. In relation to health service management, Ali and Aameed (2016) make it clear that this system or integration (the management of human resources) in hospitals is very essential for the effective and efficient delivery of medical services and to satisfy patients; which in turn lead to better organisational performance.

When it comes to the management of health services, Human resource is seen as those staff or professionals who are responsible for the provision of health services to individuals or the public at large. These staff or professionals can be clinical or non-clinical(Dwivedi ,2013)

One must mention that the staff of every health institution play a very pivotal role in the provision of services to patients. Based on the inseparability of the production and consumption of services, Service quality is experienced by a patient at the point where it is produced, received and consumed. Most employees would deliver these services, based on the type of human resource practices in place and how they are satisfied with the human resource management practices (Ofori-Okyere and Kumadey, 2015).

It is important that employers seeking to gain competitive advantage in health services introduce effective human resource management practices that are abreast with the evolving competitive environment as well as the competitive career, individual and collective needs of the employees. Such practices make them to feel satisfied with the organisation and are less ready to quit their jobs to other competing organisations. Comfort and growth is of prime

interest to employees and should be guaranteed by the employer. Health institutions therefore need to introduce adequate human resource management practices in order to sap the best of knowledge, performance, satisfaction and less intention to quit of their employees.

2.1.2. Human resource management practices (HRMP)

Although there exist so many human resource management practices as outlined by Pfeffer (1994) (sixteen of them), not all are applied in or by all organisations. Each organisation adopts a series of them in regard to its goals. Most researchers in this subject matter are unique in some key practices such as Recruitment, Training and Development, Employment Security, Performance Appraisal, Motivation and Compensation, Reduced Status Distinctions, etc (Dressler, 2004; Armstrong, 2003; Pfeffer 1998; Joseph & Dai 2009). Human resource practices are those practices that are applied to the labour force on an organisation in focus to its mission and vision. They denote a means of comfort and understanding in terms of individual and organisational plans that can lead to expected and affordable results of either party.

Human Resource management practices are defined as those organisational activities that are focused at managing the pool of human resources towards the fulfillment of its goals (Schuler & Jackson, 1987; Schuler & MacMillan, 1984; Wright & Snell, 1991). It is important to note that these practices vary according to organisation from society to society.

In order for organisations providing health services to have positive effects in their entire management systems, they have to improve and strengthen their entire management of human resources (Schiffbauer et al., 2008). In this vein, human resource management planning must be given serious consideration as a means to achieving health service business success, through its various functions (Mostafayee, 2004). According to Friedman (2004), the strategic implementation of effective human resource management practices in health service organisations has a strong impact on the health service quality.

Although health service organisations such as hospitals provide very fundamental health services to the public, it is but very clear that they use various experts and professionals from different callings in a variety of services for these services to be effective (Torabipour, 2004, Rafat et al 2012)

Furthermore, Mahdavi (2006) highlighted three main reasons for which attention should be given to health sector personnel, which are; they are service based and so must depend on their human resources; a high proportion of their funds is allocated to human resources; their economic and human costs depend on human resource management practices. It is very important to present some of the human resource management practices that can be found in organisations.

2.1.3. Training

Training is defined as the formal and systematic way by which modification of behaviour happens. This can happen through learning, which can be in form of education, instruction, development and planned experience (Armstrong, 2000). It is always very important to have an effective training; this is because of its practical nature (UIAfaget et al, 2011). This is so because although training may look costly, it is cost saving as effective training saves money that could be wasted on cheap and ineffective training (Greenberg and baron, 1997). In accordance with Armstrong, Noe et al (2006) defined training as a planned effort to facilitate the learning of knowledge and skill that is related to the job and employee.

To Collins & Holton (2004) and Burke & Day (1996) training is a means to achieving performance. They saw Training as the imparting of required skills and knowledge to employees to face the complexities of their responsibilities at job site with relative ease. It is an

essential component of high performance work systems and organisational success (Pfeffer, 1998; Joseph & Dai, 2009; Collins & Holton, 2004; Burke & Day 1996). Some performance results that are borne of training are good service quality and return on investment.

Besides the training one obtains through some formal education, which is external to the organisation, there exist the following forms of training within an organisation:-

On the job training, which happens as a result of the fact that people learn more when they make mistakes and are expected to adapt to environmental dynamics as well as embrace change as the organisation grows;

Promotional Training is one that prepares an employee better for a higher job. It keeps the employee informed of the new techniques and procedures he will face in his new job (Udai and Rao, 1992).

Training stands as a livewire that keeps employees very much abreast with their job realities and expected challenges so much that activity can hardly be put to halt as a result of short know-how at any of the management levels, especially given that most modern organisations operate on the principles of scientific management.

Hospital management happens so much with on the job training and promotional training all with the first interest of providing service quality to patients and for the better performance of the hospital.

Training has a positive influence on employee satisfaction; it equally influences organisational performance because it reinforces skill and confidence in the employees. With such skills employees are able to comfortably and satisfactorily face the evolving business environment especially, change in technology. The satisfaction and comfort with which they face this change reduces the level of turnover, which may arise as a result of redundancy or discomfort with 'the current way of doing things'

Training leads to employee competence, and competency gives job satisfaction while reducing intentions to quit. In could be vice versa in the absence of training. According to Khuong and Tien (2013), Training has a positive impact on employee satisfaction, commitment and turnover. Bartlett, (2011) and Benson (2006) found a positive relationship between employee training and their commitment. To them, hours spent on training, and on the job training could, could greatly influence employee commitment to work. Steers (1977) opines that training gives a stable workforce that is committed and limits turnover. Jaro (1997) in his study found out that satisfaction and commitment have a significant relationship with employee turnover.

2.1.4. Promotion

Promotion is the uplifting of an employee into a higher position, pay, activity etc. It can be borne of or in quest for good and better performance of the employee or organisation respectively. Promoted employees are more committed to the goals of the organisation. Competency is a means to achieving promotion by employees and is a quality initiative that brings in performance. Employees are therefore obliged to work hard in knowledge and skill to acquire promotion and performance. In the public sector for example, procedural safeguards are provided to curb possible prejudice in this practice whereas managers of the private sector (hospitals included) are more discretionary in the promotion of employees (Heathfield, 2013).

The quest for promotion plays as motivation for individual employees. Employees generally need to grow in their careers and as well enjoy the associate opportunities of growing. When promotion opportunities are present in an organisation, employees are ready to put their best in terms of service in quest for the opportunities to grow in their careers. They can equally be very disappointed and less effective when this opportunity is not given them or prejudiced.

2.1.5. Job evaluation

There exist so many terminologies to job evaluation, some call it performance evaluation, some performance appraisal and others employee evaluation; however the definition remains same and carries same objective. According to Albarnti (2001), job evaluation is the process of assessing the performance of every individual member of staff during a given period of time, based on work implementation and job description. On his part, Armstrong, (2006) defines job evaluation as the annual assessment and rating of employees by their managers. Bekele, *et al.*, (2014) advance on this definition by seeing job evaluation as a process where in the work performance of employees is identified, evaluated and developed in accordance with the goals of the organisation. Although Albarnti ,(2001) and Armstrong, (2006) differ a bit in that they specify that job evaluation should happen within a specified time period, all of them have agreed that it is the process of evaluating the performance of employees in regard to organisational goals.

Rather than viewing the routine nature of employee evaluation as an annual event like the above writers, Panagar (2009) argued that job evaluation could be viewed as an enduring developmental progression than just a prescribed once-a- year review - Continuous. To him, it equally ought to be monitored by both the manager and the subordinate in order to guarantee the mutual achievement of target.

Job evaluation at this point can therefore be defined as the evaluation of the employees on both ends (supervisor-subordinate and likewise) on desired intervals at the shortest meaningful period of operation for the interest of the organisation and the employees.

The purposes of job evaluation according to AlnagarFareed, (1976) and Al-Qudah *et al* (2011) are as follows:

To Improve and develop the performance of workers; which indeed gives managers a realistic view of their strengths and weaknesses from which they can carve out new avenues of focus or refocus for the employees while consolidating the existing strengths ;

The detection of untapped capabilities and capacities of employees, which help management to reassign some as well as make use of these hidden resources in them. It fosters job distribution, promotion and training.

It exposes career focuses and decisions of employees; which help management to understand work behaviours and a presence of varying strategies to the common goal. This gives a big opportunity for management to carry a holistic approach to the management of the career paths of its employees in relation to organisational goals, especially decisions on incentives, promotion, transfer, sanctions etc.

Management is able to identify training needs as well as see training results when an employee evaluation is done. Training needs can arise from the weaknesses found in the results of the evaluation. This equality judges the validity of previous trainings and the grip of employees of the organisational goals.

As much as other writers are focused more on the welfare of the organisation when it comes to job evaluation, Mathew and Johnson (2015) on the other hand see job evaluation as a necessity for employees. To them, it is very crucial for career and succession development. To them it is meant for staff inspiration, positioning and conduct improvement. They found that it can as well redirect their aspirations, as well as nurture an optimistic relationship between employees and their subordinates in agreement with the definition of Panagar (2009). This was earlier raised and supported by J.P *et al.* (1993), who argued that when employees prepare physically, consciously and showing some keenness to work with their reviewers at the interest

of their responsibilities, they develop some encouraging consciousness, which in turn will carry the organisation forward.

In the context of hospitals and health care facilities, just like other service organisations, evaluation is aimed at improving service quality, which happens with both employee and organisational performance (Jha *et al.*, 2016). The goal of healthcare industry is to provide highest quality of patient care (Mathew and Johnson, 2015).

2.1.6. Compensation

Compensation is a human resource management practice that falls under motivation. It is important to attempt a discussion of employee motivation before diving to this specific human resource management practice that stems from motivation. When employees of an organisation are considered as individuals, it will always be vital to know that they vary in their motivations. Some employees may just work for the sake of working while some are very enthusiastic about their jobs and results. For this reason, motivation is a two-fold idea; there is extrinsic and intrinsic motivation. Extrinsic motivation is motivation that is dependent on other factors for an employee to work. It is based on rewards such as datelines, promotion, bonuses, compensation. On the other hand, intrinsic motivation is when an employee feels that he is acting not as a result of some external pressure but out of self will. Or it can be put simply as when an employee finds himself as the root cause of his own behaviour (Broedling 1987 and Notz, 1975).

During tenure of employment, any form of employee payment that arises from the performance of a duty is his compensation for the duty assumed. This compensation can be financial or non-financial. Most organisations in the current times have had to condition payment of their employees with the performances to bolster productivity and performance. It is sometime common place to find employees who find no relationship between payment and performance but most employers have realised that there is a strong connection between the two variables (Dessler, 2008).

Payment and compensation stands for "the total remuneration, in cash or in kind, payable by an enterprise to an employee in return for work done by the latter during the accounting period". It represents effectively a total labour cost to an employer, paid from the gross revenues or the capital of an enterprise.

Employee remuneration is done in an accrual basis given that it matters just on the fact that the employee has worked for the given period of time. Therefore, it could be paid in advance or arrears.

Prior to employment, an organisation enters a formal agreement with an employee whereby the employee works for the organisation in return for some remuneration. Remuneration can be done in cash or kind based on the time spent at work or on the task carried by the employee.

Most organisations do align their compensation systems with the mission vision, structure and strategy of the organisation. A common remuneration plan consists of the following: base compensation, rewarding incentives and indirect compensation-benefits.

According to the equity theory, it is common place to find employees in wonder of how much they earn in regard to their input abilities – professional, longevity, educational,- as compared to their counterparts of the very positions in similar organisations and output of the organisation such as salary, performance and pay for performance. When an employee realises a commensurate relationship between his input and output or cost and benefits in relation to his counterparts in other organisations, he is motivated and finds himself being treated by his employer in realm with equity (Beardwell, 2004).

Payment could be financial and some performance based. Some of the performance based compensations are: Merit pay, Piecework plans, Profit sharing plan, Employee stock ownership plan, Gain sharing plan, Annual bonus etc. compensation is seen to have a relationship with employee job satisfaction, service quality and organisational productivity (Mudor and Tooksoon, 2011; Simmons, 2004; Steijin, 2002; Ting, 1997)

2.1.7. Employee Satisfaction

Zhalek (2013) describes employee satisfaction as a terminology that is used to describe how happy or sad employees are, in fulfilling their needs. This definition has been borrowed from the view of Ilham (2009) who describes employee satisfaction as the positive or negative aspects of employee attitudes towards some features or whole of their jobs. Zhalek goes further to make it clear that employee satisfaction is a strong function of employee motivation, morale and positive achievement in the organisation.

According to Eskildsen and Nussler (2000) and Bin Hussin (2011), employee satisfaction is dependent on employee perception of their jobs, the organisation where they work and the working environment. This view is clearly supported by Homburg and Stock (2004) who found that employee satisfaction is an attitude that arises from evaluation, when an employee compares his actual working environment with the perceived environment. To Sharma and Mani (2013) employee satisfaction is satisfaction on the job. In line with the above view, Dorothea (2015) saw employee satisfaction as either feelings of the employee towards work or an overall evaluation of work for the organisation. He sealed this argument with the view that employee satisfaction is a complex concept and machine that introduces change in the internal environment, employee performance and improved service quality in an organisation.

Paul (2013) and Dorothea (2015) based the satisfaction of employees on their internal satisfaction and went further to explain that satisfied employees are motivated to convey their concern to others and by so doing, they are being empowered to meet the demands of customers through emotional concerns of empathy, understanding, respect and keen attention to customers; these in line with the definition of service quality by Parasuraman *et al* (1998). Robbins supports this view when he pointed that satisfied employees are very willing to be very helpful to customers of the organisation.

Working from the impact of employee satisfaction, Piriyanthanalai and MuenJohn (2012) hold that employee satisfaction (or lack of it) impinges on productive relationships between employees and management. To them, organisational success is based on how employees enjoy their jobs and feel rewarded by the jobs.

From the perspective of employee turnover, Hurley and Estelami (2007) define employee satisfaction as an indicator of employee turnover in the organisation. To them employee satisfaction is negatively related to employee turnover. From a bleak perspective, Piriyanthanalai and MuenJohn (2012) made it clear that employee dissatisfaction breathes a pervasive atmosphere and ill will in the organization. And that such dissatisfied employees express their discontent in the way they attend to customers and visitors. The general result becomes poor service quality and low productivity.

2.1.8. Employee desire to quit: Employee intention to quit, which is otherwise known as turnover, is defined by Price (2001) as the movement of employees outside the organizational boundaries. According to Pepe (2010) employee turnover intention is the probability that measures an employee intention to leave an organization. This attitude could be caused by employee negative perceptions on the job or work place (Shwu-Ru and Ching-Yu, 2010). It

equally can be caused by one or more of factors such as policies applied within an organization, labour market characteristics and employee perceptions (Gaertner and Nollen, 1992)

2.2. Human Resource Management Practices and Employee Satisfaction & intention to quit.

So many studies have proved a sensitive relationship between human resource management practices and employee satisfaction. However this study will concentrate on the discussed human resource management practices.

2.2.1. Training and employee satisfaction & intention to quit

Training has a great role to play on organisational performance and therefore has a positive link with employee satisfaction. This is so because training reinforces the skill and confidence of the employee. With such skills employees are able to satisfactorily and comfortably face the evolving job challenges that arise from the changing business environment, especially the change in technology. The satisfaction and comfort with which they handle these challenges reduce their intention to quit the job which may arise as a result of redundancy or discomfort with 'the current way of doing things'

Training leads to employee competence and competency gives job satisfaction. It could be vice versa in the absence of training. According to Khuong and Tien (2013) Training has a positive impact on employee satisfaction, commitment and turnover. Bartlett (2001) and Benson (2006) found a positive relationship between employee training and employee satisfaction and commitment, to them hours spent on training and especially on the job training greatly influenced satisfaction and commitment. To steers (1977) training gives a satisfied work force that is committed and hence limits turnover. Jaro (1997) in his study found that employee satisfaction and commitment have a negative relationship with employee turnover.

2.2.2. Compensation and employee satisfaction & intention to quit

Following the expectancy theory, employees' level of motivation is based on what they sought. It is generally held in management that one's probability of obtaining this reward can influence on the objectives and goals of the organisation especially its performance (Daft, 2000). Choi *et al* (2014) and Williamson (2000) argued that organisations without enough financial resources to compensate and reward employees are less likely to be perceived as appropriate employers. And for this reason, most of their employees are hardly satisfied and hence less motivated by the pay and compensation they receive from the organisation. Such organisations with low employee pay experience high employee turnover and low service quality provision from employees.

For the above reason, Thwala *et al* (2012) and Abdullah *et al* (2012) pointed that pay should be seen and managed as major consideration by organisations for employee satisfaction, service quality and retention; because it provides tangible reward and recognition for the services employees render and source of their livelihood.

In a study of compensation and reward in the southwest airlines, Aric (2008) posited that human resource management can use compensation as a strategy to strengthen and enhance organisational performance by introducing a pay and reward system that can ensure the job satisfaction of the employees. It is common to find that employees generally look for a pay that is commensurate to their skills and experiences, in line with the principle of equity and reciprocity.

In agreement with the above view, Robert and Arocas (2007); Shahzad *et al* (2008) concluded from their findings that pay and compensation strategy were positively related to

employee satisfaction, productivity and organisational performances. To them, a good employee compensation strategy instills employee commitment and performance.

In a Survey of 666 workers in Malaysia, it was found that besides fairness and promotion opportunities, one of the most important criteria for employee satisfaction to the negation of turnover was their compensation (Lobbori, 2012)

From a consequential point of view, Nivethitha (2014) pointed out that poorly paid employees are ever less motivated and dissatisfied with their jobs and hence perform poorly and can likely quit their jobs. To Tsuar and Lin (2004), employees are more likely to satisfy customers if they are very satisfied with their pay.

Although Hongoro and Normand, (2006); Dussault and Franceschini, (2006) and Lehmann *et al.*, (2005) found more of a strong relationship between financial benefit and employee satisfaction in hospitals, it was earlier found that Organizational and professional support, control over medical practice and working life, career opportunities and professional development are more important, at least in highly industrialised countries (Joyce *et al.*, 2003; Shields & Ward, 2001; Aiken *et al.*, 2002; Lynn & Redman, 2005; Duffield & O'Brien-Pallas, 2003; Shen *et al.*, 2004, Lu *et al.* 2005)

Employee compensation and satisfaction are really a matter of equity and reciprocity. Employers must have a good pay and professional support that is commensurate to the needs and aptitude of the employee, in order to reap the expected performance. An equitable care of the employees can always be reciprocated with good performance by them.

2.2.3. Job Evaluation and employee satisfaction

Although there exist many ways of appraising employee performance with a variance by organisation and size, such information must fit organisational needs and should be communicated back to employees (Thwala *et al* 2012 and Abdullah *et al* 2012; Gilbert and Jones 2000). Choi *et al* (2014) quickly opined that evaluation can be formal or informal and moved further to insinuate that interactions among employees and employers give employers the opportunities to make informal appraisals that are so much connected to the formal appraisals.

Going by Abdullah *et al* (2011), a lack of an appraisal or one with a political motive can lead to employee dissatisfaction and consequently high turnover. This, they found out in a study of employees in the university of Malaysia in 2004. In a related study, Zimmerman (2009) and Ryan *et al* (2006) realised that integrated performance management had a relationship with employee satisfaction, performance and intentions to quit the organisation. In accordance with the above, Sims (1994) holds that performance management approaches, especially appraisal must be made a continuous process to be used in addressing psychological concerns for employee feedback and pay. Job evaluation could equally raise hidden information and needs that can redirect organisational policy in many spheres. It is a mouth piece that commands employee opinion without fear or favour

However Poon (2004) and Browing (2006) are of the position that as much as performance appraisal results do affect employee compensation and recognition, it plays so much on employee satisfaction and turnover intentions.

According to Achah, (2015) and Sharma and Sharma (2015) researching on employee performance appraisal and performance in health services, it was concluded that there is a significant relationship between employee evaluation, satisfaction and performance in hospitals.

A frank appraisal; one that is fair, realistic, achievable and measureable is required by organisations, if they must meet their objectives with a team spirit. Appraisal opens room for issues that are silent in routine communication to appear in the face of management and can be

used to improve on policy and strategy. It equally proves avenues of satisfaction and dissatisfaction upon which employees could decide to stay or quit the employer.

2.2.4. Promotion and employee satisfaction & Commitment

Employees that do not have opportunities for growth and promotion in an organisation are mostly not satisfied. They tend to quit the organisation at short run. This is so because promotion opportunities give employees chances of career making, which make them very satisfied and committed to the organisation (Hai-Yan and Baum, 2006). Blomme *et al* (2010) supported this idea when they argued that organisations that offer employees promotion opportunities do make them more satisfied and less inclined to quit.

Besides fostering the mission and vision of employers, employees do have individual missions and vision which are not just limited to job comfort but the quest to grow. Organisations that seek to keep motivated and performing employees also need to support their visions. One of these visions is promotion to the upper rungs of the organisational ladder. Employees are satisfied and are ready to competitively perform and stay with the organisation especially when they find that they are given the opportunity to grow in their careers.

2.2.5. Employee satisfaction and employee turnover

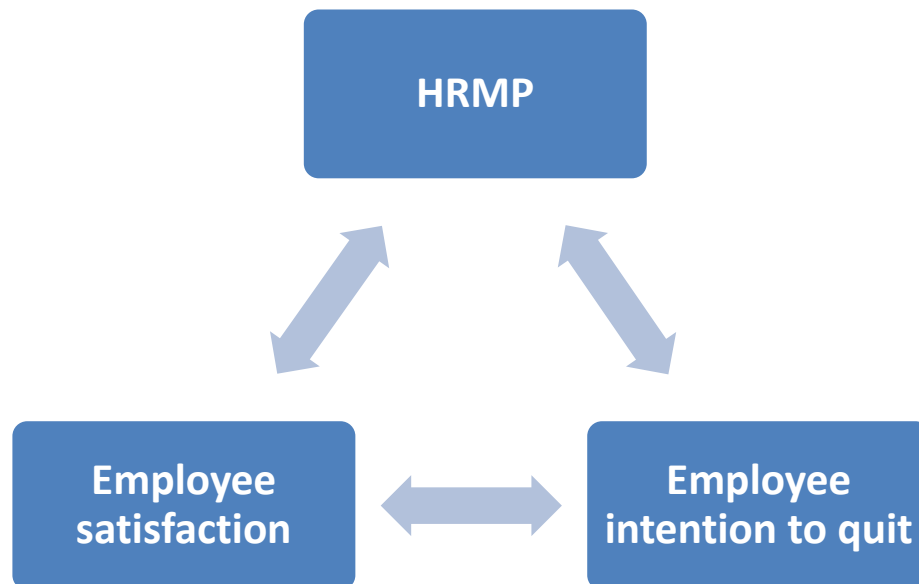
Most studies posit that there is a negative relationship between employee satisfaction and employee turnover. According to Meisler (2013), emotional quotient has a significant positive influence on organizational justice and a significant negative influence on intention to leave. Lee *et al* (2017) in their study found that job satisfaction on early career employees has a significant negative influence on employee turnover. On their part, Kathawala *et al* (1990) found in a survey that employee satisfaction as well as turnover intention was highly influenced by salary and promotion. On the contrary, Zain-Ul-Aabdeen *et al* (2016) posited that there is a positive relationship between employee satisfaction and job turnover. This could hold true because satisfaction could cause employees to face other comparative needs in the rungs of needs as postulated by Abraham Maslow in the famous theory of hierarchy of needs, hence encouraging the desire to move to other levels (self actualization) where they can achieve better than achieved. In addition to this, a satisfied employee who finds that the external working environment is not very favourable would want to quit for safety.

According to Chen *et al.* (2010) improving employee job satisfactions especially on pay and welfare lead to a decrease in employee turnover. This position was supported by Mbah & Ikemefuna (2012) when they identified that the level of monetary compensation and supervision influence on employee satisfaction and turnover.

Numerous research attempts have been made to bring out the impact of employee satisfaction with respect to employee turnover. Chen *et al.* (2010) investigated the impact of improving job satisfaction among employees and findings revealed that each of these measures had a positive correlation to a decrease in the cumulative employee turnover rates. Their research confirmed aspects of employee support, pay as well as welfare to be important variables influencing the degree of relationship between employee satisfaction-employee turnovers. Similarly, Mbah & Ikemefuna (2012) in their study in Nigeria identified the level of employee monetary compensation, the nature and type of pass for found by the employee as well as supervisory support to be key influencing factors as far as job satisfaction impacted upon employee turnover. Furthermore, Kazi *et al.* (2012) also confirmed an inverse relationship to exist between employees who were well satisfied with the job or different elements of their organizational employment and correspondingly their turnover intentions. They identified the

essential requirements for corporate organizations to focus on causes and sources of employee dissatisfaction as a measure to critically reduce employee turnover rates.

2.2.6. Research Design



3 Reserach methodology

3.1. Population and Sample Size

Respondents were surveyed from among the administrative and medical employees of Shisong hospital. Responses were representing ideas of individual employees of the hospital

3.2. Sampling Technique

Simple random sampling technique was used for collection of data.

3.3. Instrumentation

The instruments used in generating primary data for this study was a uniquely designed closed ended questionnaires regarding human resource management practices, satisfaction with the practices and intention to leave the hospital as a result of the practices. Questions were designed using the dichotomous or Socratic style and the interval level style-likert scale. This questionnaire was designed in parts; part one is focused on the demographic information of the respondents, part two on the human resource management practices and employee satisfaction and employee intention to quit their jobs based on these human resource management practices.

3.4. Presentation and Analysis of Data

Data has been analysed using the SPSS software and presented in tables using Chi square and correlation analysis. This software and forms of presentation have been used because they are very good in analysing and presenting quantitative data in various forms so much that many different minds can interpret it with focus. It also leaves a greater chance for better

comparative studies to be made. The fact that this study is meant to inform the informed as well as the uninformed, gives this software and method of analysis and presentation a better chance for the findings of this study to be disseminated in time and space.

a) Test of hypothesis

H1: There is a significant relationship between employees satisfaction and the human resource management practices they experience in Shisong hospital.

Table 1.a: Human Resource Management practices at Shisong hospital and Employee satisfaction

			HUMAN RESOURCE MANAGEMENT PRACTICES			Total
			average	high	low	
EMPLOYEE SATISFACTION	average	Count	68	14	40	122
		% of Total	41.0%	8.4%	24.1%	73.5%
	high	Count	13	22	1	36
		% of Total	7.8%	13.3%	.6%	21.7%
	low	Count	2	1	5	8
		% of Total	1.2%	.6%	3.0%	4.8%
Total		Count	83	37	46	166
		% of Total	50.0%	22.3%	27.7%	100.0%

Results from table 1.a reveal that most employees (50.0%) viewed Human Resource Management (HRM) practices at Shisong hospital to be **average**, followed by 27.7% who viewed it as **low** and 22.3% as **high**. Out of 50% of employees who viewed HRM practices to be average, 41.0% were averagely satisfied (41.0%) while 7.8% of them were highly satisfied. Also, out of 22.3% of employees who considered HRM practices at Shisong hospital to be high, a majority (13.3%) were highly satisfied while 8.4% were averagely satisfaction and 0.6% had low satisfaction. Out of 27.7% of employees who viewed HRM practices to be low, most (24.1%) were averagely satisfied while very few (3.0%) had low satisfaction.

The relationship that existed between the HRM practices and employee satisfaction was statistically significant at 1% level ($p\text{-value} < 0.001$, $X^2 = 44.162$). The relationship between these two variables was moderate (37.6%). Therefore hypothesis one holds true.

H2: There is a significant relationship between Human resource management practices and employee intention to quit Shisong hospital

Table 2.a: Human Resource Management Practices at Shisong hospital and Employee Intention to quit

			HUMAN RESOURCE MANAGEMENT PRACTICES			Total
			average	high	low	
EMPLOYEE INTENTION TO QUIT	NO	Count	69	32	36	137
		% of Total	41.6%	19.3%	21.7%	82.5%
	YES	Count	14	5	10	29
		% of Total	8.4%	3.0%	6.0%	17.5%
Total		Count	83	37	46	166
		% of Total	50.0%	22.3%	27.7%	100.0%

Results from table 2.a reveal that most employees (50.0%) assessed Human Resource Management (HRM) practices at Shisong hospital to be **average**, followed by 27.7% who assessed it to be **low** and 22.3% assessed it as **high**. Out of 22.3% of employees who assessed the HRM practices of Shisong hospital to be high, most (19.3%) had no intention to quit with a few (3.0%) expressing this desire. Of those who assessed the HRM practices to be average, a majority (41.6%) did not want to quit either with employees who assessed the practices to be low, having the same trend (21.7%). The relationship between the HRM practices at Shisong hospital and employee intention to quit was not statistically significant at 5% level (p -value > 0.05; $X^2 = 1.004$). Hypothesis two does not hold true

H3: There is a significant relationship between employee satisfaction and employee intention to quit from Shisong hospital.

Table 3.a: Employee satisfaction at Shisong hospital and Employee intention to quit

			EMPLOYEE SATISFACTION			Total
			average	high	low	
EMPLOYEE INTENTION TO QUIT	NO	Count	99	31	7	137
		% of Total	59.6%	18.7%	4.2%	82.5%
	YES	Count	23	5	1	29
		% of Total	13.9%	3.0%	.6%	17.5%
Total		Count	122	36	8	166
		% of Total	73.5%	21.7%	4.8%	100.0%

Results from table 3.a show that, most employees (73.5%) had an average satisfied with respect to HRM practices at Shisong hospital, followed by 21.7% who had a **high** satisfaction, and few employees (4.8%) expressed a low satisfaction. Out of 73.5% of employees who had an average satisfaction, 59.6% expressed no intention to quit whereas, 13.9% had this intention.

Also, 18.7% of employees who expressed a high satisfaction, likewise had no intention to quit This was also true of 4.2% who had a low satisfaction. The relationship between Employee satisfaction and Employee desire to quit was not statistically significant at 5% level (p -value > 0.05; $X^2 = .619$). Hypothesis three does not hold true

(b) Detail analysis of human resource management practices and employee satisfaction in Shisong hospital

(i) Training

Table 1.b: Employee training after recruitment by Shisong hospital and employee satisfaction

			HAD TRAINING AFTER RECRUITMENT		Total
			NO	YES	
SATISFIED WITH TRAINING RECIEVED	NO	Count	52	19	71
		% of Total	31.3%	11.4%	42.8%
	YES	Count	34	61	95
		% of Total	20.5%	36.7%	57.2%
Total		Count	86	80	166
		% of Total	51.8%	48.2%	100.0%

Results from table 1.b reveal that 48.2% of employees were trained by Shisong hospital after recruitment while most (51.8%) were not. Out of 48.2% of employees who were trained after recruitment, a majority of them(36.7%) were satisfied with the training received from Shisong hospital while 11.4% were not satisfied. There was statistically significant evidence that a relationship existed between the two variables at 1% level of significance (p -value < 0.001 , $X^2= 22.825$). The relation between training received after recruitment and employee satisfaction was **moderate** (37.1%).

(ii) Performance Appraisal

Table 2.b: Performance appraisal received by employees at Shisong hospital and employee satisfaction

			RECIEVED PERFORMANCE APPRAISAL		Total
			NO	YES	
SATISFIED WITH PERFORMANCE APPRAISAL	NO	Count	93	19	112
		% of Total	56.0%	11.4%	67.5%
	YES	Count	7	47	54
		% of Total	4.2%	28.3%	32.5%
Total		Count	100	66	166
		% of Total	60.2%	39.8%	100.0%

It is observed from table 2.b that 39.8% of employees received performance appraisal from Shisong hospital while most of them (60.2%) did not receive performance appraisal. Out of 39.8% of employees who received performance appraisal, majority of them (28.3%) were satisfied with the performance appraisal they received whereas 11.4% were not satisfied. There was statistically significant evidence that a relationship existed between the two variables at 1%

level of significance (p -value < 0.001 , $X^2 = 74.692$). The relation between performance appraisal received and employee satisfaction was **strong** (67.1%).

(iii) Promotion and employee satisfaction

Table 3.b: Promotion at Shisong hospital and employee satisfaction

			EMPLOYEES ARE PROMOTED AT SHISONG HOSPITAL		Total
			NO	YES	
SATISFIED WITH PROMOTION METHODS AT SHISONG HOSPITAL	NO	Count	85	45	130
		% of Total	51.2%	27.1%	78.3%
	YES	Count	1	35	36
		% of Total	.6%	21.1%	21.7%
Total		Count	86	80	166
		% of Total	51.8%	48.2%	100.0%

Results from table 3.b reveal that 48.2% of employees agreed that employees were promoted at Shisong hospital while most (51.8%) disagreed with this. Out of 48.2% of employees who agreed that employees were promoted at Shisong hospital, a majority of them (27.1%) were not satisfied with the promotion methods used, while 21.1% were satisfied. There was statistically significant evidence that a relationship existed between the two variables at 1% level of significance (p -value < 0.001 , $X^2 = 44.260$). The relation between employee promotion at Shisong hospital and employee satisfaction with promotion methods used was **strong** (51.6%).

(iv) Payment and Benefits and employee satisfaction

Table 4.b: Payment agreement with employees before recruitment at Shisong hospital and employee satisfaction

			PAYMENT WAS AGREED BEFORE RECRUITMENT		Total
			NO	YES	
SATISFIED WITH MY SALARY	NO	Count	47	57	104
		% of Total	28.3%	34.3%	62.7%
	YES	Count	9	53	62
		% of Total	5.4%	31.9%	37.3%
Total		Count	56	110	166
		% of Total	33.7%	66.3%	100.0%

From table 4.d, most employees (66.3%) agreed that payment was agreed before their recruitment at Shisong hospital while 33.7% said their payment was not agreed before recruitment. Out of 66.3% of employees whose payment was agreed before recruitment, most (34.3%) were not satisfied with their salaries while 31.9% were satisfied. Again, out of 33.7% of employees who said their payment was not agreed before recruitment, a majority (28.3%)

were not satisfied with their salary. There was statistically significant evidence that a relationship existed between the two variables at 1% level of significance ($p\text{-value} < 0.001$ $X^2 = 16.351$). The relationship between payment agreed before recruitment and employee satisfaction with their salary was **moderate** (31.4%).

c) A detail analysis of Human resource management practices and employee desire to leave

(i) Training and employee desire to leave

Table 1.c: Employee training at Shisong hospital and their desire to leave the hospital

			HAD TRAINING AFTER RECRUITMENT		Total
			NO	YES	
DESIRE TO LEAVE DUE TO TRAINING RECIEVED	NO	Count	73	66	139
		% of Total	44.0%	39.8%	83.7%
	YES	Count	13	14	27
		% of Total	7.8%	8.4%	16.3%
Total		Count	86	80	166
		% of Total	51.8%	48.2%	100.0%

From table 1.c, 48.2% of employees received training by Shisong hospital after recruitment while 51.8% did not receive such training. Out of 48.2% of employees who received this training, 39.8% did not desire to leave Shisong hospital due to training received while 8.4% had the desire to leave due to training received. Out of 51.8% of employees who did not receive training after recruitment, most (44.0%) did not desire to leave shisong hospital due to training received. There was no statistically significant evidence that a relationship existed between the two variables at 1% level of significance ($p\text{-value} = 0.678$). That is, $p\text{-value} > 0.05$, $X^2 = 0.173$). Training received by employees after recruitment and desire to leave Shisong hospital due to training received were not related. The two variables were **independent**.

(ii) Performance appraisal and employee desire to leave

Table 2.c: Performance appraisal received by employees at shisong hospital and employees' desire to leave

			RECIEVE PEFORMANCE APPRAISAL		Total
			NO	YES	
DESIRE TO LEAVE DUE TO PERFORMANCE APPRAISAL	NO	Count	72	54	126
		% of Total	43.4%	32.5%	75.9%
	YES	Count	28	12	40
		% of Total	16.9%	7.2%	24.1%
Total		Count	100	66	166
		% of Total	60.2%	39.8%	100.0%

From table 2.c, 39.8% of employees received performance appraisals from Shisong hospital most of who (32.5%) had no desire to leave the hospital due to performance appraisal while 7.2% had the desire to leave due to performance appraisal. Again, out of 60.2% of employees who did not receive performance appraisal, 43.4% of them had no desire to leave due to performance appraisal while 16.9% had the desire to leave the hospital due to performance appraisal. There was no statistically significant evidence that a relationship existed between the two variables at 5% level of significance (p-value = 0.148). That is, p-value > 0.05, $X^2 = 2.095$. The relation between performance appraisal received and employee desire to leave was **independent**.

(iii) **Promotion and employee desire to leave**

Table 3.c: Employee promotion at Shisong hospital and employee desire to leave

			EMPLOYEES ARE PROMOTED AT SHISONG HOSPITAL		Total
			NO	YES	
DESIRE TO LEAVE DUE TO PROMOTION METHOD	NO	Count	55	70	125
		% of Total	33.1%	42.2%	75.3%
	YES	Count	31	10	41
		% of Total	18.7%	6.0%	24.7%
Total	Count	86	80	166	
	% of Total	51.8%	48.2%	100.0%	

Results from table 3.c reveal that out of 48.2% of employees who agreed that employees were promoted at Shisong hospital, most of them 42.2% had no desire to leave their jobs due to promotion method at while 6.0% expressed the desire to leave due to the promotion method. There was statistically significant evidence that a negative relationship existed between the two variables at 1% level of significance (p-value < 0.001 $X^2 = 12.355$). The relation between employee promotion and desire to leave due to promotion method was **negatively weak** (27.3%).

(iv) **Pay and employee desire to leave**

Table 4.c: Salary at Shisong hospital and Employee intention to Quit

			SALARY					Total
			DISAPPOINTED	NEUTRAL	NOT SATISFIED	SATISFIED	VERY SATISFIED	
EMPLOYEE INTENTION TO QUIT	NO	Count	19	7	44	51	16	137
		% of Total	11.4%	4.2%	26.5%	30.7%	9.6%	82.5%
	YES	Count	14	0	12	3	0	29
		% of Total	8.4%	.0%	7.2%	1.8%	.0%	17.5%
Total		Count	33	7	56	54	16	166
		% of Total	19.9%	4.2%	33.7%	32.5%	9.6%	100.0%

It can be observed from table 4.c that, very few employees (9.6%) were **very satisfied** with their salaries at Shisong while majority (33.7%) were **not satisfied**, closely followed by 32.5% who were **satisfied**. Again, 19.9% of employees were disappointed. All employees (9.6%) who were **very satisfied** with their salary had no intention to quit. This was also true of majority of those who were satisfied (30.7%), those who were not satisfied (26.5%) and those who were disappointed (11.4%). The relationship between Employee salary and Employee intention to quit was statistically significant at 1% level (p -value < 0.001; $X^2= 25.047$). The relationship between these two variables was moderate (38.8%)

4.1. Discussion of Results

Going by the relationship between human resource management practices and employee satisfaction in Shisong hospital, four human resource management practices -training, performance appraisal, promotion and pay – were correlated to employee satisfaction. All the relationships proved to be significantly positive. The significance for performance appraisal and promotion were strong while training and pay had moderate significance. It shows that performance appraisal and promotion play a very vital role in the satisfaction of employees in Shisong hospital. These results support the test results of hypothesis one, meaning that hypothesis one holds true in Shisong hospital.

With regards to the relationship between human resource management practices and employee intention to quit, the same human resource management practices -training, performance appraisal, promotion and pay -were correlated to employee desire to quit Shisong hospital. Two of the practices, training and performance appraisal proved independent of employee desire to quit the hospital. Salary proved significant at moderate level while promotion proved to be negatively weak in relation to employee desire to leave the hospital. These results, combined support the test results in hypothesis two that shows that there is and independent relationship between human resource management practices and employee intention to quit Shisong hospital. This means that hypothesis two does not hold true in Shisong hospital

A correlation of employee satisfaction and intention to quit Shisong hospital proved to be independent of each other. This situation surely arises from the different results acquired

from hypothesis one and two. This means that hypothesis three does not hold true for Shisong hospital.

4.2. Conclusion

The human resourcemanagement practices in Shisong hospital have a moderate influence on employee satisfaction. That is why there is a significant relationship between the practices and employee satisfaction.

Apart from pay, human resource management practices in Shisong hospital have no influence on employee desire to quit the hospital. There is no significant relationship between the practices and employee desire to quit the hospital

Employee satisfaction with human resource management practices has no influence on their desire to quit Shisong hospital

These results prove so much contrary to the wide literature on these relationships and one begins to wonder why these differences have occurred in the case of Shisong hospital. It gives an opening for further investigation as to why employees who are not even satisfied with human resource management practices in Shisong hospital are not ready to quit the hospital. Is it the creed, job scarcity, or external environmental realities?

4.3. Recommendations

Shisong hospital has to improve on its human resource management practices in order to gain high satisfaction of its employees. The fact that this relationship is moderate requires that it should be improved to be high. Training and pay should be handled with care as they clearly proved to be of moderate significance.

Although employee intention to quit Shisong hospital proved to be independent of human resource management practices and employee satisfaction, this may have been caused by unknown external environmental realities. Shisong hospital will have to still improve on the effectiveness of its human resource management practices in such a way that turnover at any moment can be reduced at the wake of influential environmental changes. Such changes of external environmental realities could highly impact on employee satisfaction and intention to quit so much that it may be beyond the control of hospital management. Specifically, employee pay needs to be given serious attention as it clearly shows that it has a moderate relationship with employee desire to leave the hospital.

More research is required on why there is an independent relationship between Human resource management practices, employee desire to leave and employee satisfaction and employee intention to leave Shisong hospital, all contrary to popular research.

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