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EMPLOYEES' PERCEPTION OF HR PRACTICES, ORGANIZATIONAL COMMITMENT AND INTENTION TO QUIT IN PUBLIC SECTOR - ORGANIZATION OF NIGERIA

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ABSTRACT

Globalization has increases the difficulty for organizations to survive in the market in order to achieve a competitive advantage and most organizations are trying their best in retaining their employee's and to attract applicants. The purpose of this study is to examine the relationship between HR practices, organizational commitment and employee intention to quit in public organization in Nigeria. Data was collected on the impact of HR practices on organizational outcomes such as organizational commitment and employee intention to quit through structured questionnaire. Sample consisted of 52 participants who are working in different department in the organization. The findings of this study revealed that HR practices are significant predictors of employee's commitment and retention in the organization. The results of this study revealed that various HR practices included the recruitment and selection, training and development, performance appraisal and reward management are positively related to better organizational outcomes such as organizational commitment and employee intention to quit. This study found out that HR practices have impact on organizational commitment and employee intention to quit.

INTRODUCTION

Human resource management is the management of human resources which include the following: recruitment and selection, rewarding employees, given them effective training and development, evaluating their performance and giving them feedback based on their result, assessing them when there is need

for that. Employees are the most important asset of every organization that helps in achieving a competitive advantage [1].

The success, existence and for an organization to gain its competitive advantage all depend on its human resource because human resources are the asset of every organization [2]. The development of every organization depends on its quality of knowledge, skills and the performance of its employees. Human resources are the most difficult elements of every organization that contribute to its success [2]. The world is becoming a knowledge based economy that creates a competitive environment [3]. As a result of this, the employees should be managed properly and by doing that it will enhance their commitment to the organization and it will also boost their creativity and their loyalty to the organization which will be a negative effect to the

competitors [4], effective management of human resources lead to the development of the organization, employers should improve

the knowledge of their employees to achieve organizational goals [5], most organizations cannot survive without human resources [6].

There are many reasons that causes employees intention to leave their job, most of the causes are usually related to HR practices of organizations. Which include the following: poor supervision, stress, compensation, poor communication and inadequate training for employees and other organizational practices [7]. Leaders need to be aware of their environment in order to address this issues that are facing most of their employee's in the workplace. Retention of best employees can decrease employee's intention to leave his job [8], many successful organizations have the best structure in retaining their best employees.

According to Ahmad and Rainyee (2014), the irregular factor that relates to employee's intention to leave is employee's perception of organizational commitment [9]. A review of the literature revealed that most researchers conduct a research to examine the relationship between HR practices, organizational commitment and employee's intention to leave. Commitment of employee to their organization has been considered less important and it deserves to be very important in every organization [10]. Significant factor of every organization in gaining a competitive advantage is human resources. For the organization to survive in this period of globalization, they are striving very hard in order to retain good employee, but before the employees are striving very hard to be committed to their organization. Diversity is the main cause of employee turnover because the rate is increasing day by day; organizations need to pay more attention to HR practices in order for it to be competitive in the market.

HR practices have played a vital role in increasing commitment of an employee's in the organization. Human resource management needs to improve on implementing the HR practices effectively for the employee's and organizations objectives. This study is conducted in order to observe the

relationship between HR practices, organizational commitment and employee's intention to leave their jobs. This research is consequently in understanding the importance of HR practices and its implementation on increasing organizational commitment, and employee's intention to leave. This study will contribute a lot in achieving organizational goal and retaining the best employee's.

METHODOLOGY

Descriptive method is sued in this study in order to estimate the specified population, analyze the relationship between variables and to make predictions [11]. The first stage of this study was based on the review of the existing literature review on HR practices, HR outcomes and the impact of the HR practices on the HR outcomes. The second stage of this study is to examine the relationship between the set of variables that is based on primary data that is related to HR outcomes such as organizational commitment and intention to leave were collected from employee's that are working in corporate affairs commission.

A structured questionnaire was designed to collect the data from the employee's. A quantitative approach was used to explore HRM practices that increase organizational commitment and employee's intention to leave their job. This study has focused on HR practices and HR outcomes of corporate affairs commission in Nigeria, the population of this study is all for non-managerial employees who are working in in different department in the organization.

Selected Data Collection method

An online questionnaire that comprises of four parts which are: demographics, HR practices, organizational commitment and employee's intention to quit. The questionnaire was distributed to public sector of employee's in Nigeria. All the questions were answered on five points that ranged from strongly disagree to strongly agree in order to analyze data. For the purpose of this study, a structured questionnaire consisting of 35 questions was made in order to collect data. It was organized in two sections and primary data was used to collect data from the employee's. Section one consist of 6 questions regarding personal details of respondents such as designation, age, marital status, gender, and experience. While the second section consist of 29 questions which was used to know the employee's perception on HR practices (recruitment and selection, training and development, performance appraisal and reward) and HR outcomes (organizational commitment and employee's intention to leave). The questions were taken from Rainayee, R.A, (2013) study, that is for the HR practices and one organizational outcome which is intention to quit which was conducted in university of Agder, Norway [12]. For the other organizational outcome which is organizational commitment, the questions were taken from Meyer & Allen (1993) study [13].

Procedure

A government organization was chosen to collect data, the purpose of the research was explained to the employees and they agreed to participate. There is lack of research in Nigeria that is why the author chooses Nigeria as the focus area. The geographic area will be covered with no cost of sending emails, the time of conducting the survey will be at their convenience, and online questionnaire always has the greatest responses from the participants. The survey platform was survey monkey, which is a web based survey tool that is approved by institutional review board as an acceptable online assessment tool. These methods were chosen because it was appropriate as the individuals will have direct access to the survey.

Result And Discussion

There are six questions were used for collecting general information from the respondents. General information which include the following: designation, gender, age, marital status, educational qualification and service period in the organization. It wills also measure employee's perception on various HR practices included recruitment and selection, training and development, performance appraisal and reward. The organizational outcomes covered the organizational commitment and employee's intention to quit. There are 29 questions were used for collecting data from respondents. The sample included 52 respondents who are working in different departments in the organization. Table 1 illustrates the data that is collected from the public sector in Nigeria.

Table 1 Respondent's Background

Participants background	Count (n)
Civil servant	11
Principal officer	10
Senior admin officer	14
Administration assistant	9
Procurement officer	3
Public servant	5

Table 2 shows there are 52 respondents, out of 41 are male and 11 are females. Most respondents are age category of 21-30 by 53.85%. Both married and unmarried employees are included to the sample. There are 24 married employees and 28 employees are not married. The highest education qualification is presented in Table 2 is bachelor's degree by 66.67%. Majority of the participant serve for 1-5 years about 52%.

Table 2 Demographic of the participants

Characteristics	Categories	Frequency (n)	Percentage (%)
Gender	Male	41	78.85
	Female	11	21.15

Age group	21-30	28	53.85
	31-40	20	38.46
	41-50	3	5.77
	51 and older	1	1.92
Marital	Married	24	46.15
	Not married	28	53.85
Education qualification	Diploma	3	5.88
	Degree	34	66.67
	Msc	10	19.61
	Post graduate	5	9.80
Service period	< 1 year	11	21.15
	1-2 years	13	25.00
	3-5 years	14	26.92
	6-10 years	11	21.15
	> 10 years	3	5.77

Questionnaire Questions

The questionnaire questions for the HR practices and organizational outcomes are as follow:

Recruitment and Selection

Q1: Applicants are fully informed about the qualifications required to perform the job before being hired

Q2: Job advertisements in newspapers are used by the organization to recruit people

Q3: Vacancies in the organization are filled from qualified employees who are working in the organization

Q4: Applicants undergo structural interviews (job related questions) before hiring

Training and Development

Q1: I get training from the organization for my next promotion

Q2: I get training that I need to do my job well

Q3: I have training opportunities to learn and grow

Q4: Available training match with my job

Performance appraisal

Q1: The performance appraisal is fair

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Q2: There is a formal and written performance appraisal system in the organization?

Q3: I am informed on how my performance is evaluated
Q4: I receive feedback of my performance evaluation results

Reward

Q1: Provide performance based reward

Q2: My salary is fair for my tasks, duties and responsibilities of my job

Q3: If I do my work very well, I can count on earning more money

Q4: The organization provide equitable external salary

The questionnaire questions for the organizational commitment are:

Q1: Do you feel emotionally attached to your organization

Q2: Will you be happy if you spend the rest of your career in this organization

Q3: Do you feel like you will be attached to another organization as much as you are attached to this organization

Q4: Do you think that staying in one organization is better than staying in many organizations for their career?

Q5: Do you believe that it is necessary for a person to be loyal to his organization

Q6: If you get another offer elsewhere that is far better than the organization you are working with, are you going to quit your job and accept the offer

Q7: Do you think it is ethical for a person to be jumping from one organization to another

The questionnaire questions for the intention to quit are:

Q1: I feel tense at my job

Q2: Job related problems keep me awake at night

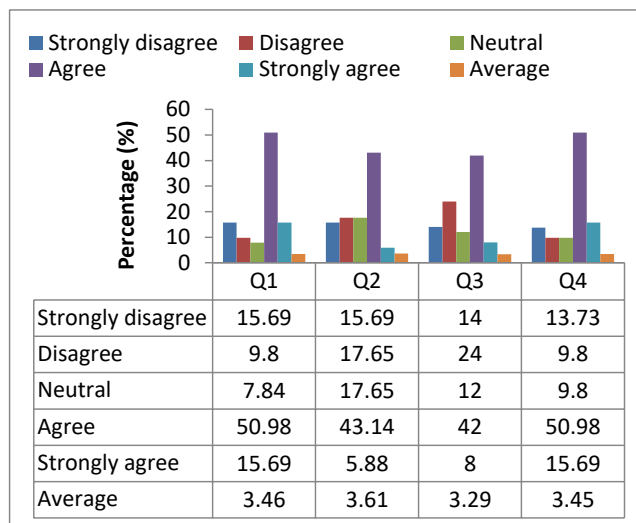Q3: I feel emotionally drained by my job

Q4: I feel frustrated at my job

Q5: I have little control over the things that happen to me at my job

Q6: There is no way I can solve some of my problems at my job

HR practices and organizational outcomes

Recruitment and Selection

Figure 1, Q1 shows that, majority about 51% agree and 16% strongly agree that the applicants are fully informed about the qualifications required to perform the job before being hired. Figure 1, Q2 shows that, majority about 43% agree and 6% strongly agree that job advertisements in newspapers are used by the organization to recruit people. Figure 1, Q3 shows that, majority about 42% agree and 8% strongly agree that vacancies in the organization are filled from qualified employees who are working in the organization. Figure 1, Q4 shows that, majority about 51% agree and 16% strongly agree that applicants undergo structural interviews (job related questions) before hiring.
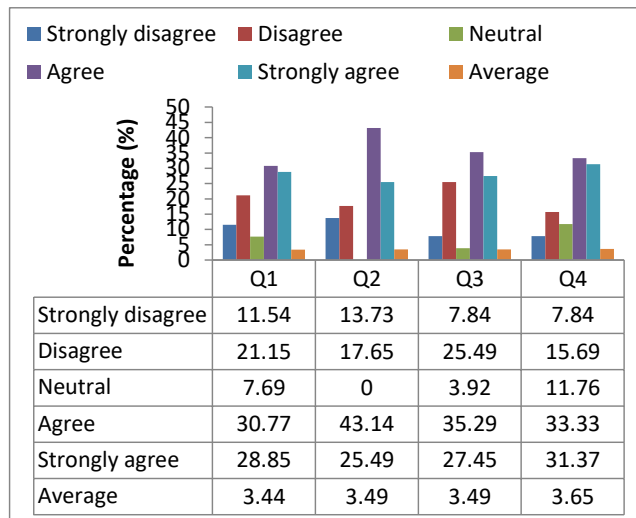

	Q1	Q2	Q3	Q4
Strongly disagree	15.69	15.69	14	13.73
Disagree	9.8	17.65	24	9.8
Neutral	7.84	17.65	12	9.8
Agree	50.98	43.14	42	50.98
Strongly agree	15.69	5.88	8	15.69
Average	3.46	3.61	3.29	3.45

Figure 1. Respondent's feedback for questions on Recruitment and Selection

Figure 1 shows that majority of the respondents have provided their opinion in between strongly agree and agree options. Based on the feedback, it can be said that most of the employee's in corporate affairs commission are well pleased with the recruitment & selection process in the organization.

Training and Development

Figure 2, Q1 shows that, majority of the respondents about 31% agree and 29% strongly agree that they get training from the organization for their next promotion. Figure 2, Q2 shows that, majority of the respondents about 43% agree and 25% strongly agree that they get training that they need to do their job well. Figure 2, Q3 shows that, majority of the respondents about 35% agree and 27% strongly agree that they have training opportunities to learn and grow. Figure 2, Q4 shows that, majority of the respondents about 33% agree and 31% strongly agree that the available training match with their job.
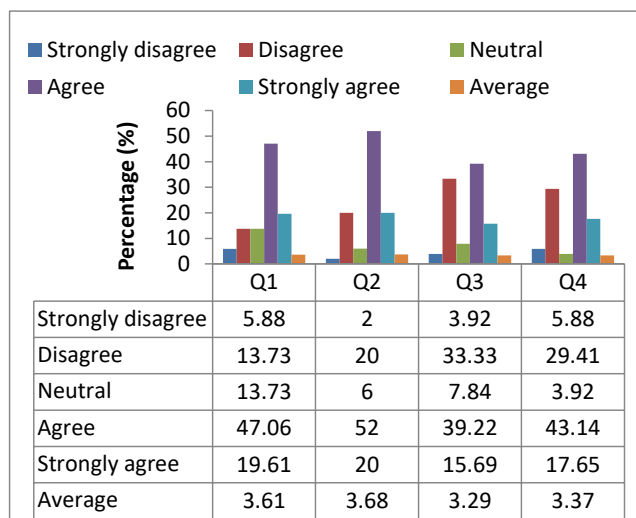
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	Q1	Q2	Q3	Q4
Strongly disagree	11.54	13.73	7.84	7.84
Disagree	21.15	17.65	25.49	15.69
Neutral	7.69	0	3.92	11.76
Agree	30.77	43.14	35.29	33.33
Strongly agree	28.85	25.49	27.45	31.37
Average	3.44	3.49	3.49	3.65

Figure 2. Respondent's feedback for questions on Training and Development

Figure 2 shows that the majority of respondents have provided their opinion in between agree and strongly agree options. Based on the feedback of the employees of corporate affairs commission, it can be said that average number of employees are pleased with the overall training and development in the organization.

Performance appraisal

Figure 3, Q1 shows that, majority of the respondents about 47% agree and 20% strongly agree that the performance appraisal is fair. Figure 3, Q2 shows that, majority of the respondents about 31% agree and 29% strongly agree that there is a formal and written performance appraisal system in the organization. Figure 3, Q3 shows that, majority of the respondents about 39% agree and 16% strongly agree that they are informed on how their performance is evaluated. Figure 3, Q4 shows that, majority of the respondents about 43% agree and 18% strongly agree that they receive feedback of their performance evaluation results.

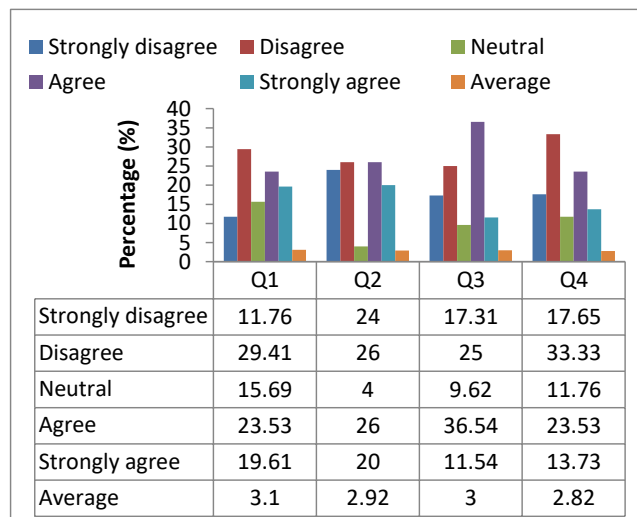|	Q1	Q2	Q3	Q4
Strongly disagree	5.88	2	3.92	5.88
Disagree	13.73	20	33.33	29.41
Neutral	13.73	6	7.84	3.92
Agree	47.06	52	39.22	43.14
Strongly agree	19.61	20	15.69	17.65
Average	3.61	3.68	3.29	3.37

Figure 3 Respondent's feedback for questions on Performance appraisal
Figure 3 shows that the majority of the respondents have provided their opinion in between agree and strongly agree options. Based on the feedback of the employee's, it can be said that majority of the employees are pleased with the overall performance evaluation in the organization.

Reward

Figure 4, Q1 shows that, part of the respondents about 29% disagree and 12% strongly disagree that the organization provides performance based reward. Figure 4, Q2 shows that, part of the respondents about 26% disagree and 24% strongly disagree that their salary is fair for their tasks, duties and responsibilities of their job. Figure 4, Q3 shows that, part of the respondents about 25% disagree and 17% strongly disagree that if they do work very well, they can count on earning more money. Figure 4, Q4 shows that, part of the respondents about 33% disagree and 18% strongly disagree that the organization provides equitable external salary.
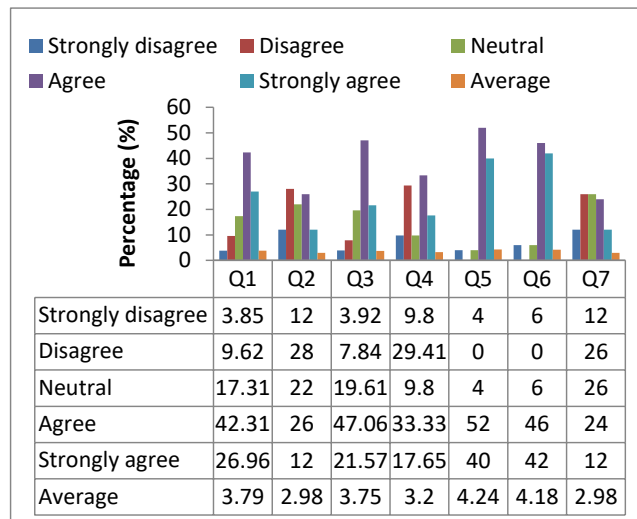

	Q1	Q2	Q3	Q4
Strongly disagree	11.76	24	17.31	17.65
Disagree	29.41	26	25	33.33
Neutral	15.69	4	9.62	11.76
Agree	23.53	26	36.54	23.53
Strongly agree	19.61	20	11.54	13.73
Average	3.1	2.92	3	2.82

Figure 4. Respondent's feedback for questions on Reward

Figure 4 shows that majority of the respondents have provided their opinion in between disagree and strongly disagree options. Based on the feedback of the employees, it can be said that majority of the employees are not pleased with the HR practice (reward) in the organization.

Organizational commitment

Figure 5, Q1 shows that, majority of the respondents about 42% agree and 27% strongly agree that they feel emotionally attached to their organization. Figure 5, Q2 shows that, majority of the respondents about 26% agree and 12% strongly agree that they happy to spend the rest of their career in this organization. Figure 5, Q3 shows that, majority of the respondents about 47% agree and 22% strongly agree that they feel will be attached to another organization as much as they are attached to this organization. Figure 5, Q4 shows that, majority of the respondents about 33% agree and 18% strongly

agree that staying in one organization is better than staying in many organizations for their career. Figure 5, Q5 shows that, majority of the respondents about 52% agree and 40% strongly agree that it is necessary for a person to be loyal to his organization. Figure 6, Q1 shows that, majority of the respondents about 46% agree and 42% strongly agree that they are going to quit their current job and accept the better offer. Figure 5, Q7 shows that, majority of the respondents about 24% agree and 12% strongly agree that it is ethical for a person to be jumping from one organization to another.
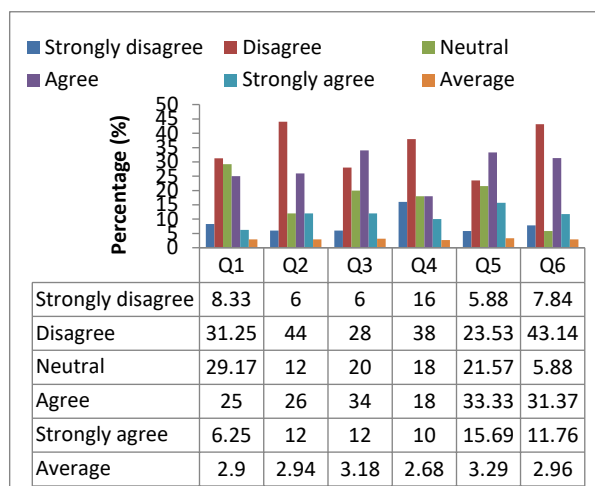

	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Strongly disagree	3.85	12	3.92	9.8	4	6	12
Disagree	9.62	28	7.84	29.41	0	0	26
Neutral	17.31	22	19.61	9.8	4	6	26
Agree	42.31	26	47.06	33.33	52	46	24
Strongly agree	26.96	12	21.57	17.65	40	42	12
Average	3.79	2.98	3.75	3.2	4.24	4.18	2.98

Figure 5 Respondent's feedback for questions on Organizational commitment

Figure 5 shows that majority of the respondents have provided their opinion in between agree and strongly agree options. It can be said that most of the employees are committed to their organization because the feedback has shown their opinion of being committed to the organization.

Intention to Quit

Figure 6, Q1 shows that, part of the respondents about 31% disagree and 8% strongly disagree that they feel tense at their job. Figure 6, Q2 shows that, part of the respondents about 44% disagree and 8% strongly disagree that job related problems keep them awake at night. Figure 6, Q3 shows that, part of the respondents about 28% disagree and 6% strongly disagree that they feel emotionally drained by their job. Figure 6, Q4 shows that, part of the respondents about 38% disagree and 16% strongly disagree that they feel frustrated at their job. Figure 6, Q5 shows that, part of the respondents about 24% disagree and 6% strongly disagree that they have little control over the things that happen to them at their job. Figure 6, Q6 shows that, part of the respondents about 43% disagree and 8% strongly disagree that there is no way they can solve some of their problems at their job.

	Q1	Q2	Q3	Q4	Q5	Q6
Strongly disagree	8.33	6	6	16	5.88	7.84
Disagree	31.25	44	28	38	23.53	43.14
Neutral	29.17	12	20	18	21.57	5.88
Agree	25	26	34	18	33.33	31.37
Strongly agree	6.25	12	12	10	15.69	11.76
Average	2.9	2.94	3.18	2.68	3.29	2.96

Figure 6. Respondent's feedback for questions on Intention to Quit

Figure 6 shows that majority of the respondents have provided their opinion in between agree and strongly agree. Based on the feedback, it can be said that half of the employees are not pleased with their organization as the outcome such as the intention to quit has shown negative feedback.

Overall Discussion

The HR practices and organizational outcomes covered four subsections. Majority of the response agree in recruitment and selection section. Majority of the response agree and strongly agree in training and development section. Majority of the response agree and some disagree in performance appraisal section. Almost half of the total participant satisfied and another half of the total respondents dissatisfied in the rewards section. Regarding the organizational commitment, majority of the respondents believe it is necessary for a person to be loyal to his organization, but also not exclude to quit their current job to accept a better offer. The response of participant towards the intention to quit is irregular and subjective.

CONCLUSION
The result of this study revealed that HR practices are positively related to better organizational outcomes such as organizational commitment and employee intention to quit. This means that effective implementation of HR practices leads to employee contentment in the organization. The obtained results found out that three out of the four HR practices namely training & development, performance appraisal and reward have significant effect on employee's intention to stay in the organization. Reward has the strongest effect on employee's commitment and retention because the result shows that its very poor, reward practice is not effectively implemented in the organization. Generally, employees of the organization have a positive perception on the HR practices such as recruitment and selection, training and development, performance appraisal and reward. However, these practices alone may not be the only variable that has effect on the organizational outcomes such as organizational commitment and employee intention to quit.

Therefore, all other factors and variables should be taken in to consideration in every organization.

Acknowledgments

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