



Testing the Direct and Indirect Relationship between Human Resource Management and Turnover Intention in A non-Western Context of the Palestine

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ABSTRACT

This study has two objectives: to examine the influence of the five HR practices (job characteristics, training, performance appraisal, career development and compensation) on turnover intention, to test the mediating effect of perceived organizational support in the relationship between the five HR practices and turnover intention. The data gathered from 504 nurses from 12 Palestinian Public Hospitals. Correlation and hierarchical regression analyses were used to examine the hypotheses of the study as well as mediating hypothesis was tested by using Baron and Kenny's recommendations. This study showed that job characteristics, training, performance appraisal, career development and compensation were negatively influence turnover intention. Moreover, perceived organizational support (POS) was found to play a partial role in mediating the influence of the five practices of human resource management on turnover intention. The theoretical and practical implications of this study are discussed in the paper. Recommendations are provided to managers in Palestinian Public Hospitals to enhance human resource management practices in the workplace.

Keywords: HRM practice (job characteristics, training, performance appraisal, career development and compensation), perceived organizational support (POS), and turnover intention.

1. Introduction

Human resource management dimensions have been used extensively as explanatory variables in organizational research (Stewart & Brown, 2009). Lee and Lee, (2007) described Human resource practices as the policies and practices involved in carrying out the human resource aspect of a management position including planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labor relations, teamwork, and employee security help improve firms' business performance including employee's

productivity, and firm's flexibility. Findings in Western literature showed that HR practices have been found to be consistently related to employee work attitudes and behaviors (Bowling & Hammond 2008; Sung & Cho, 2010; Benson, 2006; Zimmerman & Darnold, 2009; Chang, Chou & Cheng, 2007; Abeysekera, 2007). A few studies have examined the relationship between HR practices and work outcomes in a non-Western culture (Juhdi, Pa'wan & Othman, 2011). studies of the effects of HR practices do not always provide consistent and mutually supportive conclusions as to generalizability across cultures. Therefore, the HR practices-work outcomes relationship needs to be further examined in the non-Western context in general and in the Middle East in particular.

Although many studies related HR practices to job satisfaction and organizational commitment (Nasurdin, Hemdi & Guat, 2008), only few studies have examined HR practices on turnover intention (Joarder, Sharit & Ahmmed, 2011; Juhdi, Pa'wan, & Othman, 2011). Hence, the underlying processes through which HR practices lead to employees' turnover remain largely unknown. Additionally, the role of mediators in influencing the relationship between HR practices and work outcomes has not been addressed adequately, particularly in the non-Western context. Based on the above, the present study extends earlier research in several ways. First, this study attempts to narrow a significant gap in the non-western literature by empirically testing the direct relationship between HR practices (job characteristics, training, performance appraisal, career development, and compensation), and turnover intention. Second, the study also attempts to further understand the nature of the relationship between HR practices (job characteristics, training, performance appraisal, career development, and compensation), and turnover intention by testing the mediating role of perceived organization support.

2. Theoretical Background and Hypotheses

2.1 Human Resource Management Practices

Human resource management practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals (Schuler, 1984; Wright & Snell, 1991). HRM practices refer to the policies and practices involved in carrying out the human resource aspect of a management position including planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labor relations, teamwork, and employee security help improve firms' business performance including employee's productivity, product quality and firm's flexibility (Lee & Lee, 2007). In this study, the five practices of human resource management which are job characteristics, training, performance appraisal, career development and compensation are represented the term of human resource management practices. Job characteristics is referred as the main five characteristics which effect employee's behavior and attitudes for improving the employees performance, satisfactions, motivations and reduce turnover (Elanain, 2009). These characteristics are task variety, skill variety, task significance, feedback and autonomy (Hackman & Oldhman, 1976). Training is process which makes employees develop their skills, receive more information and practice their attributes as all these will help them become more effective and efficient in their work. Training helps the organization to fulfill its purposes and goals, while contributing to the overall development of workers. Performance appraisal is a system that sets work standards, assesses the employee's actual performance based on these standards, and provides feedback to the employees with the purpose to motivate them to

eliminate performance deficiencies and show more effort while working or continue to perform in their task (Dessler, 1997). Career development is defined as an organized, formalized, planned effort to balance an individual's career needs and the organization's workforce requirements (Leibowitz et al., 1986). Career development is deemed to be a significant aspect of the human resource management practices to lead the employees towards career enrichment and meet the organization's goal (Nadler & Nadler, 1989). Compensation is one of the important purposes of HRM. Dessler (2007) defined employee compensation as "all forms of pay or rewards going to employees and arising from their employment". Stewart and Brown, (2009) stated that the employees tend to stay longer and will not leave an organization when they perceive these positive Human Resource practices.

2.2 Perceived organizational support (POS)

Perceived organizational support (POS) is a key concept of the organizational support theory which posits that "employees believe that the organization has a general positive or negative orientation toward them that encompasses both the recognition of their contributions and concern for their welfare". Perceived Organizational Support represents an integral part to describe the social exchange relationship between the employer and the employee because it implies what the organization has done for them, at least in the employees' belief. Perceived organizational support is defined as the employee's global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger, et al., 1986).

2.3 Turnover Intention

The term of turnover intention is one's behavioral intention to quit the job. Tett and Meyer (1993) referred to turnover intentions as a conscious and deliberate willfulness to leave the organization. Cotton and Tuttle (1986) referred to turnover intentions as an individual's perceived probability of staying or leaving an employing organization. Park and Kim, (2009) stated intent to turnover constitutes the final cognitive step in the decision making process in which employees actively considers quitting and searching for alternative employment. They added, employees' intentions to leave an organization include mere thoughts of quitting the organization (thinking and quitting), and statements by the employee that he/ she actually wants to leave the organization (intent to leave). Elangovan, (2001) said that the most important and immediate antecedent of turnover is the intention to leave which led the most researchers more focus on turnover intention rather than actual turnover.

2.4 The Relationship between HR Practices and Turnover Intention

Most research on the relationship between human resource practices and work outcomes such as turnover intention has been conducted in a western context. Western literature has reported that human resource practice has a significant negative relationship with turnover intention (Bowling & Hammond 2008; Sung & Cho, 2010; Benson, 2006; Zimmerman & Darnold, 2009; Chang, Chou & Cheng, 2007; Abeysekera, 2007). For example, Sung and Cho, (2010) identified the relationship of emergency department(ED) nurse's job characteristics, turnover intention. They found a significant negative correlation between job characteristics and turnover intention. Similarity Bowling and Hammond (2008) cited that job characteristics have positive effect on job satisfaction and negative relation with turnover intention and absenteeism. Benson, (2006) found that training is positively related to organizational commitment and negatively related to intention

to turnover. The results derived from a sample of 667 employees. Zimmerman and Darnold, (2009) examined the relationship between performance appraisal and turnover, found that there is negative relationship between performance appraisal and their intention to quit. Chang, Chou and Cheng (2007) examined the relationship between career development and turnover intention, they stated that if hospital's administrators can provide career development programs to satisfy career needs of nurses at different career stages, then nurses' commitment to the hospital may increase and nurses turnover intention may decrease. Abeysekera (2007) investigated the impact of compensation on intention to leave in the Sri Lankan. The results indicated compensation was negatively and significantly correlated with intention to leave. In addition, their finding showed that compensation was one of strong predictors of intention to leave.

However, a few studies have been conducted in a non-Western context (Juhdi, Pa'wan & Othman, 2011). Juhdi, Pa'wan and Othman, (2011) examined the impact of four HR practices on organizational commitment and turnover intention. They found that the all of four HR practices were significantly related to organizational commitment and negatively related to turnover intention. Another study by Hemdi and Nasurdin, (2006) showed that hotel employees 'perception of HRM practices, particularly those relating to career advancement, training and development, and performance appraisal had significant and positive effects on their trust in organization and subsequently to reduce turnover intentions. Joarder, Sharif and Ahmmed, (2011) examined the compensation and turnover intention. They found that the compensation was highly significant and negatively related to turnover intention. Elanain, (2009) examined that relationship between job characteristics and turnover intention, found that job characteristics a negative correlation with turnover intention. All these studies revealed that HR practices play a significant role in influencing employees' turnover intention. In view of the above, it is hypothesized that:

Hypothesis 1: Human Resource Practices (Job Characteristics, Training, Performance Appraisal, Career Development, and Compensation) negatively influence Turnover Intention

H1a: Job Characteristics negatively influence Turnover Intention.

H1b: Training negatively influences Turnover Intention.

H1c: Performance Appraisal negatively influences Turnover Intention.

H1d: Career Development negatively influences Turnover Intention.

H1e: Compensation negatively influences Turnover Intention.

2.5 Perceived Organizational Support (POS) as a Mediator

Previous studies on turnover intention have focused on affective attitudes (e.g. either job satisfaction or organizational commitment) as the mediating variables toward turnover intentions (Aryee, Wyatt & Min, 2001; Hemdi, 2006). Little studies have examined the relationship between HR practices and turnover intentions mediated by a perceived organizational support (POS). Research by Wei-Liu, (2004) examined the indirect relationship between human resource management practices and turnover intention through perceived organizational support as

mediator variable. Data were collected from 193 information technology workers. He found that the perceived organizational support (POS) was to be negatively associated with turnover intention ($B = -.42, p < .001$). Employees with higher perceived organizational support were less likely to leave the organization. Another study was conducted by Allen et al. (2003) for purposing the role mediating of perceived organizational support in the relationship between HR practices and turnover intention, they found that perceptions of supportive human resources practices (participation in decision making, fairness of rewards, and growth opportunities) contribute to the development of POS, and POS mediated supportive human resources practices with organizational commitment and job satisfaction. Eisenberger et al, (2002) found that perceived organizational support was completely mediated a negative the relationship between supervisor support and turnover intention.

Perceived organizational support is defined as the employee's global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger, et al., 1986). If the employee perceives that the organization cares about his/her well-being and values his/her contributions, the employee will feel a sense of obligation to return favorable treatment (Rhoades, et al. 2001). Perceived organizational support and its correlates have received great attention in the Western studies (Eisenberger et al, 2002; Allen et al., 2003; Wei Liu, 2004). It has been reported that perceived organizational support has positive relationships with organizational commitment (Meyer & Smith, 2000; Rhoades & Eisenberger, 2002) job performance (Eisenberger et al, 1990; Eisenberger et al., 2001) and work engagement (Kinnunen, et al., 2008), and negative associations with turnover intention (Wei Liu, 2004).

The role of perceived organizational support as a mediator in the relationship between HR practices and turnover intention has not been addressed adequately, particularly in the non-Western literature (Lew, 2009). The literature has found that there is a positive relationship between HR practices and perceived organizational support on the one hand (Eisenberger et al, 2002; Allen et al., 2003; Wei Liu, 2004). In addition, there is a substantial body of literature that has reported that perceived organizational support is negatively related to turnover intention (Vogelzang, 2008; Van-Knippenberg, 2007; Feng & Angeline, 2010). Consequently, it could be hypothesized that changes in HR practices would lead to changes in the levels of perceived organizational support and in turn in the levels turnover intention:

Hypothesis 2: Perceived organizational support mediates the relationship between Human Resource Practices (Job Characteristics, Training, Performance Appraisal, Career Development, and Compensation) and Turnover Intention

H2a: Perceived organizational support mediates the relationship between Job Characteristics and Turnover Intention.

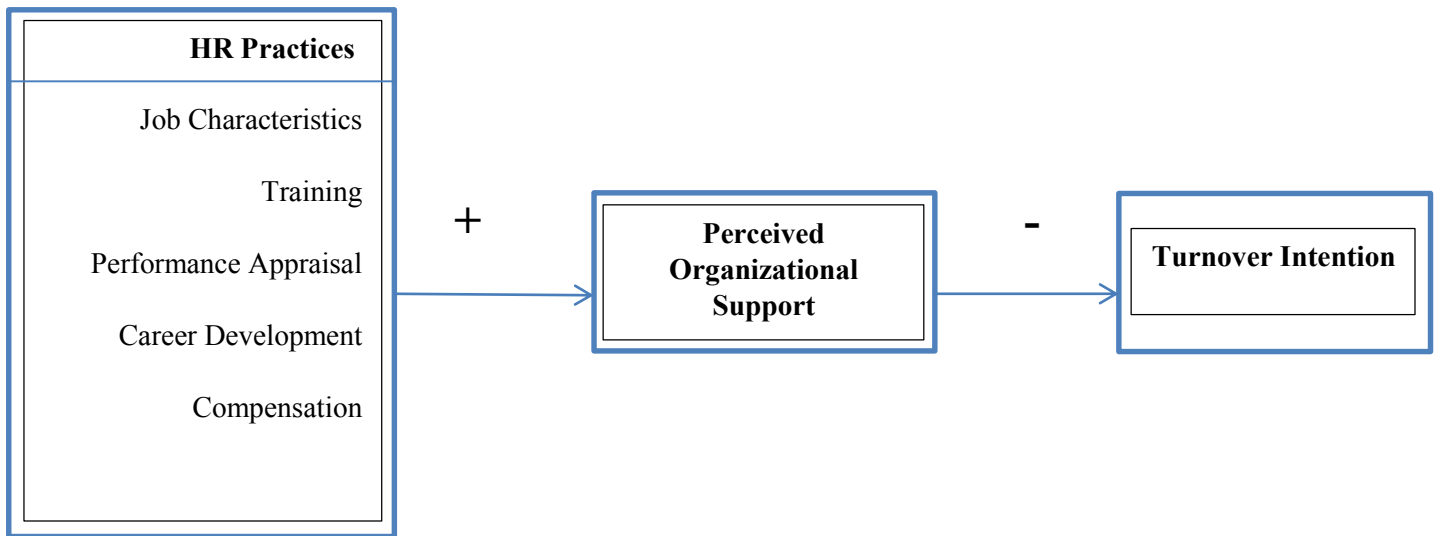
H2b: Perceived organizational support mediates the relationship between Training and Turnover Intention.

H2c: Perceived organizational support mediates the relationship between Performance Appraisal and Turnover Intention.

H2d: Perceived organizational support mediates the relationship between Career Development and Turnover Intention.

H2e: Perceived organizational support mediates the relationship between Compensation and Turnover Intention.

The study's hypothesized model is depicted in Figure 1.



3. Method

3.1 Sample

The sample for this study was drawn from 12 public hospitals in Palestine, Gaza. Using a self-administered questionnaire, a convenience sampling method was used in data collection, and a total of 504 employees working in Palestine Public Hospitals in order to examine the study hypotheses. The participants were nurses. The scales were translated to Arabic from the English language. The Arabic version was also back translated to English and the two versions were compared by an independent linguist to ensure equivalence.

3.2 Measures

The questionnaire used seven-point Likert-type scales (ranging from 1 strongly disagrees to 7 strongly agree) to measure the items of the following constructs:

Job characteristics. This construct was measured by nine-items adopted from the Job Diagnostic Survey (JDS) (Hackman & Oldham, 1975) (i.e. this job provides me the chance to completely finish the pieces of work I begin”).

Training. This construct was measured by nine-items adapted from (Snell & Dean, 1992; Boselie et al. 2001; Singh, 2004; Laka, 2004; Qureshi et al., 2007) (i.e. “Our hospital conducts extensive training programs for employees”).

Performance Appraisal. This construct was measured by ten-items adapted from (Snell & Dean, 1992; Boselie et al., 2001; Singh, 2004; Laka, 2004; Qureshi et al., 2007) (i.e. “Performance is measured on the basis of objectives and quantifiable results”).

Career Development. This construct was measured by five-items adapted from previous studies (Delery & Doty, 1996; Patterson et al., 1997; Matzler et al, 2004; Rainlall, 2004; Singh, 2004; Sun et al, 2007) (i.e “Individual and hospital growth needs are matched in this hospital”).

Compensation. This construct was measured by four -items adapted from previous studies (Truss, 2001; Guest, 2002; Gelade & Ivery, 2003; Matzler et al, 2004; Rainlall, 2004) (i.e “My pay is fair compared with others doing a similar job in other hospitals”).

Perceived Organizational Support. This construct was measured by 7-items adapted from (Eisenberger et al., 1986). (i.e “My hospital cares about my well-being”).

Turnover Intention. This construct was measured by six-items adopted from (Tei & Yamazaki, 2003) (i.e “I am fed up with my current hospital job and am earnestly gathering information to find a new job”).

4. Results

The SPSS version 20 was used to analyze data and examine hypotheses. Table I presents the distribution of study sample according to the demographic such as (name of the hospitals, age, gender, education, years of experience, and years of experience in current hospital. As shown in Table I, the majority of respondents were males, educated nurse from Bachelor, and the majority of respondents from age group 20-25 years old as well as from 1-3 years’ work experience in the current hospitals.

Table I. The Description of the Study Sample

Demographic	Categories	Frequency	Percentage (%)
Hospitals name	Nasar	79	14.1%
	Nagar	25	4.5%
	Emirati	25	4.5%
	Nasser	38	6.8%
	Eyon	11	2%
	Shafa	150	26.8%
	Dura	21	3.8%
	European	80	14.3%
	Bithanon	18	3.2%
	Specialty	27	4.8%
	Aqsa	51	9.1%
	Kamal Edwan	34	6.1%
	Age Group	20-25 years old	153
26-30 years old		109	19.5%
31-35 years old		94	16.8%
36-40 years old		55	9.8%
41-45 years old		54	9.7%
46-50 years old		61	10.9%
51-55 years old		19	4.8%
Above 56		27	1.1%
Gender	Male	298	53.3%
	Female	261	46.5%
Education	Diploma	179	32.0%
	Bachelor	380	68.0%
Years of Experience	1-3 years	131	23.4%
	4-6 years	111	19.9%
	7-9 years	70	12.5%
	10-12 years	60	10.7%
	13-15 years	52	9.3%
	16-19 years	40	7.2%
	Above 20	95	17.0%
	Years of Experience in current hospital	1-3 years	161
4-6 years		130	23.3%
7-9 years		71	12.7%
10-12 years		58	10.4%
13-15 years		45	8.1%
16-19 years		45	8.1%
Above 20		49	8.8%

Table II presents means, standard deviations and correlations for the study variables. Results of the correlation analysis provide support for the discriminant validity of the study; no correlation coefficient is above 0.90. This means that all the constructs are different or distinct. In addition, these HR practices have significant relationships with the perceived organizational support and turnover intention. job characteristics, training, performance appraisal, career development, and compensation have positive relationships perceived organizational support, and a negative correlation with turnover intentions (all significant at $p < 0.01$) (see Table II). Overall, these significant relationships indicate the nomological validity of the HR practices. Finally, the intercorrelations among perceived organizational support and turnover intention are also consistent

with theoretical expectations (see Table II). Turnover intention is correlated negatively to perceived organizational support (significant at $p < 0.01$).

Table II. Means, standard deviation and correlations

Latent Variables	Mean (M)	Std. Deviation (S.D)	1	2	3	4	5	6	7
Job characteristics	4.28	0.98	1	0	0	0	0		0
Training	3.63	1.57	.421**	1	0	0	0		0
Performance appraisal	3.84	1.34	.423**	.525**	1	0	0		0
Career development	3.39	1.51	.448**	.518**	.585**	1	0		0
Compensation	3.70	1.50	.367**	.390**	.383**	.360**	1		0
Perceived organizational support	3.34	1.60	.434**	.495**	.519**	.460**	.451**	1	0
Turnover intention	3.25	1.62	-.463**	-.558**	-.652**	-.590**	-.523**	-.606**	1

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

Test of hypotheses

The correlation analysis results show that HR practices were positively related to perceived organizational support. In term of job characteristics ($r = 0.43$, $p < 0.01$), training ($r = 0.49$, $p < 0.01$), performance appraisal ($r = 0.51$, $p < 0.01$), career development ($r = 0.46$, $p < 0.01$), and compensation ($r = 0.45$, $p < 0.01$), but the correlation analysis results show also that HR practices were negatively related to turnover intentions. Job characteristics ($r = -0.46$, $p < 0.01$), training ($r = -0.55$, $p < 0.01$), performance appraisal ($r = -0.65$, $p < 0.01$), career development ($r = -0.59$, $p < 0.01$), and compensation ($r = -0.52$, $p < 0.01$), (see Table II). It should also be noted that perceived organizational support was negatively related to turnover intention ($r = -0.60$, $p < 0.01$).

In terms of linear effects, hierarchical regression analysis indicated that the five dimensions of human resource management successfully predicted perceived organizational support and turnover intention. Job characteristics, training, performance appraisal, career development, and compensation explained an average of 41 percent, and 59 percent of the variance in perceived organizational support and turnover intention respectively (see Table III). Job characteristics, training, performance appraisal, career development, and compensation had significant functional influence on perceived organizational support, in term of job characteristics ($\beta = .16$, $p < 0.05$), training ($\beta = .19$, $p < 0.01$), performance appraisal ($\beta = .23$, $p < 0.01$), career development ($\beta = .10$, $p < 0.05$), and compensation ($\beta = .20$, $p < 0.01$). In contrast, job characteristics ($\beta = -.13$, $p < 0.01$), training ($\beta = -.16$, $p < 0.01$), performance appraisal ($\beta = -.33$, $p < 0.01$), career development ($\beta = -.19$, $p < 0.01$), and compensation ($\beta = -.23$, $p < 0.01$) have significant functional effects by

reducing turnover. Hence, the study thus, H1a, H1b, H1c, H1d, and H1e were supported which indicates that the hypothesis 1 was fully supported.

Table III. Regression Results on the Impact of the five practices of human resource management on perceived organizational support and Turnover Intention.

Variables	Perceived Organizational Support	Turnover Intention
Step1		
Age	.03	.16
Gender	-.03	.05
Education	.08	-.11*
years of experience	.11	-.23
years of experience in current hospital	-.02	-.01
R2	.03	.04
Adjust R2	.02	.03
△R2	.03	.04
F-Change	2.779**	4.236*
Step2		
Job characteristics	.16*	-.13**
Training	.19**	-.16**
Performance Appraisal	.23**	-.33**
Career development	.10*	-.19**
Compensation	.20**	-.23**
R2	.41	.59
Adjust R2	.41	.58
△R2	.41	.59
F-Change	68.31	137.12**
N	504	504

Notes: *p , 0.05, **p , 0.001

Table IV. Regression Results on the Impact of Perceived Organizational Support on Turnover Intention

Variables	Turnover Intention
Perceived organizational support	-.60**
R2	.36
Adjust R2	.36
△R2	.36
F-Change	291.092**
N	504

Notes: **p , 0.01

Table (IV), indicated that the perceived organizational support successfully predicted turnover intention. Perceived organizational support explained an average of 36 percent of the variance in turnover intention respectively (see Table IV). Perceived organizational support ($\beta = -.60$, $p < 0.01$) was found to be significantly and negatively related to turnover intention.

The role of perceived organizational support as a mediator variable in the HR practices- turnover intention relationships was tested using a statistical procedure suggested by Baron and Keny (1986). Based on this procedure there are four conditions must be fulfilled to evidence a mediating effect (Baron & Kenny, 1986). First, the independent variables (HR practices) must predict the dependent variable (turnover intention). Second, the independent variables (HR practices) must affect the mediator (perceived organizational support). Third, the mediator (perceived organizational support) must affect the dependent variable (turnover intention). Fourth, the effect of the independent variable (HR practices) on the dependent variable (turnover intention) becomes less when the mediator is presented (perceived organizational support). If the effect of the independent variable (HR practices) on the dependent variable (turnover intention) becomes zero when the mediator is presented (perceived organizational support) that means full mediation, but if the effect of the independent variable (HR practices) on the dependent variable (turnover intention) becomes significantly smaller when the mediator is presented (perceived organizational support), that means partial mediation.

In this study all conditions for testing perceived organizational support as mediator between job characteristics, training, performance appraisal, career development, compensation, and turnover intention were achieved.

V. Mediating effect of perceived organizational support (POS) on the relationships between HRM practices (job characteristics, training, performance appraisal, career development, and compensation) and turnover intention.

Variables	Perceived Organizational Support	Turnover Intention Without (POS)	Turnover Intention With (POS)
Job characteristics	.16*	-.13**	-.10**
Training	.19**	-.16**	-.11**
Performance Appraisal	.23**	-.33**	-.28**
Career development	.10*	-.19**	-.17**
Compensation	.20**	-.23**	-.19**
R2	.41	.59	.62
Adjust R2	.41	.58	.62
$\Delta R2$.41	.59	.62
F-Change	68.31	137.12**	127.38**
N	504	504	504

Notes: *p , 0.05, **p , 0.001

Table (V), presents the results of the mediation influence of perceived organizational support (POS) on the relationship between HR practices (job characteristics, training, performance appraisal, career development, and compensation) and turnover intention. The results in table (V),

indicated that the effect of the five practices of human resource management on turnover intention was significant, in form of job characteristics ($\beta = -.13, p < 0.01$), training ($\beta = -.16, p < 0.01$), performance appraisal ($\beta = -.33, p < 0.01$), career development ($\beta = -.19, p < 0.01$), and compensation ($\beta = -.23, p < 0.01$). However, with the inclusion of perceived organizational support (POS), the five practices of human resource management continues to have a significant impact on turnover intention but with a lower beta value, in term of job characteristics ($\beta = -.10, p < 0.01$), training ($\beta = -.11, p < 0.01$), performance appraisal ($\beta = -.28, p < 0.01$), career development ($\beta = -.17, p < 0.01$), and compensation ($\beta = -.19, p < 0.01$). These findings imply partial mediation. Therefore, H2a, H2b, H2c, H2d, and H2e were partially supported which indicates that the hypothesis 2 was partially supported.

5. Discussion

The major goal of this study was to examine the five HR practices (job characteristics, training, performance appraisal, career development, compensation) and turnover intention in a non-western context of Palestine. The study also investigated whether perceived organizational support mediate the motivational and support practices of human resource management and turnover intention. This study advances the literature pertaining to human resource management by empirically demonstrating the importance of HR practices for developing positive work outcomes in a non-Western context. The study reaffirms the view of those job characteristics, training, performance appraisal, career development, and compensation have functional effects on work outcomes. The findings indicated that nurses who tend to show positive feelings towards job characteristics, training, performance appraisal, career development, and compensation are likely to report lower levels of turnover intention.

Despite the considerable research on employees' turnover, the influence of HR practices has not been adequately examined in existing turnover models. The present study attempted to address this issue by evaluating the effects of the five motivational and supportive practices of human resources management on employees' intention to leave in the Palestinian Public Hospitals. The finding is consistent with many western studies (Bowling & Hammond 2008; Sung & Cho, 2010; Benson, 2006; Zimmerman & Darnold, 2009; Chang, Chou & Cheng, 2007; Abeysekera, 2007). For example, Bowling and Hammond (2008) cited that job characteristics have positive effect on job satisfaction and negative relation with turnover intention and absenteeism. Sung and Cho, (2010) found a significant negative correlation between job characteristics and turnover intention. Benson, (2006) found that training is negatively related to intention to turnover. Zimmerman and Darnold, (2009) found a negative relationship between performance appraisal and their intention to quit. Chang, Chou and Cheng (2007) stated that if hospital's administrators can provide career development programs to satisfy career needs of nurses at different career stages, then nurses' commitment to the hospital may increase and nurses turnover intention may decrease. Abeysekera (2007) found that compensation was negatively and significantly correlated with intention to leave. Thus, when organization provide employees with motivational and supportive job in term of i) giving employees the freedom and the choice in carrying out their job, ii) creating awareness among the employees on the importance and significance of their job in the organization, iii) providing extensive training to enhance employees' skills and provide them more information in order to help its employees to become more effective and efficient in their work, iv) providing timely feedback on their job, v) giving employees opportunity to invest on their personal growth

in the future planning, and finally providing them good compensation package in term of salaries, incentives as bonuses, and benefit such as health insurance, vacation, retirement benefits, they reciprocate by being willing to stay. Additionally, the findings that perceived organizational support mediate the relationships between these motivational and supportive practices and turnover intention are noteworthy. The study showed that perceived organizational support partially mediate the influence of HR practices (job characteristics, training, performance appraisal, career development, compensation) on turnover intention. The study revealed that employees who perceive HR practices positively are more likely to perceive higher levels of organizational support, which in turn lead to lower levels of turnover intentions.

As with any research, this study has a number of limitations. First, our research design was cross-sectional, which prevents making inferences of causality among variables. Future research using a longitudinal design could address this limitation. Second, the study investigated turnover intention but not the actual turnover of employees. Third, the study focused on only five practices of human resource management which did not explore the effects of others practices of human resource management. These limitations are balanced by certain strengths of the study. First, the study was the first study in the Palestine to examine the relationship between HR practices and turnover intention. This enhances our understanding of the HR Practices effects on turnover intention across the region. Second, although there are studies examined the role of perceived organizational support as mediating variable in the relationship between HR practices and turnover intention, few studies have examined perceived organizational support as mediating variable in the relationship between job characteristics, training, performance appraisal, career development, compensation, and turnover intention. This advanced the knowledge and theoretical development of perceived organizational support through introducing and testing three new antecedents (job characteristics, training, performance appraisal), with work outcomes (turnover intention).

In term of future research, there are several areas for possible. First, this study suggests future replications and extensions in different parts of the region to generalize the findings of this study. These replications will make more general conclusions about the nature of HR practices-turnover intention relationships and will help in making cross cultural comparisons. Second, future research needs to include others practices of human resource management in examining the relationship between human resource management and turnover intention. Third, future research needs to investigate the reasons behind the partial mediation of perceived organizational support in HR practices (job characteristics, training, performance appraisal, career development, compensation), and turnover intention, and to find out if there is any other variables that are likely to have a full mediating effect.

6. Research Implications

This study draws managers' attention to the influence of HR practices (job characteristics, training, performance appraisal, career development, and compensation) on turnover intention. This recognition would presumably enhance managers' ability to develop appropriate strategies to enhance the impact of job characteristics, training, performance appraisal, career development, and compensation on work outcomes. The study demonstrates that the five HR practices (job characteristics, training, performance appraisal, career development, and compensation) are

important predictors of turnover intention. According to the current study's results, managers in the Palestinian Public Hospitals should give great attention to the means used to determine the amounts of compensation that employees receive in order to reduce their intention to leave. The significant relationship reported between job characteristics, training, performance appraisal, career development, compensation, and turnover intention also suggests that managers should take appropriate action to ensure provision of sufficient training, performance appraisal, job characteristics, career development, and compensation when managing nurses. This will help in examining HR practices from employees' point-of-view in order to reduce the perception gap between management and employees. Moreover, managers should convey clear messages to nurse that the organization feels responsible for, and values its employees. Furthermore, the result that perceived organizational support partially mediates the relationship between HR practices (job characteristics, training, performance appraisal, career development, and compensation), and turnover intention would be benefit for Palestinian managers in the sense that they should bear in mind that the availability of job characteristics, training, performance appraisal, career development, and compensation could be seen as discretionary support leading to perceived organizational support, and could be reciprocated with a willingness to remain members of the organization.

7. Conclusion

This study tried to fill a significant gap in the non-western literature by empirically testing the direct relationship between job characteristics, training, performance appraisal, career development, compensation, and turnover intention relationship which has been largely neglected in previous studies, especially in Palestine context, which there are few studies reported to establish further on the effectiveness practices of human resource management which is understudied in academia. This study provided researcher and practitioners with an empirical evidence on the predictive effects of job characteristics, training, performance appraisal, career development, compensation and perceived organizational support on turnover intention which provide support for the hypothesized and examined relationships by showing that job characteristics, training, performance appraisal, career development, and compensation were negatively significant to turnover intention, and positively significant to perceived organizational support. In addition, this study showed that the performance appraisal as the strongest predictor of turnover intention. In addition, the study revealed that perceived organizational support is partially mediating the relationship between HR practices (job characteristics, training, performance appraisal, career development, and compensation) and turnover intention. The implications of this study for both managers and researchers are also discussed in the paper.

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