



**Testing the Relationship between Human Resource Management Practices and
Employees Turnover Intention: An Empirical Study in United Arab Emirates Health
Care Sector**

Dissertation

Presented To
The Academic Faculty

By
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1040182

In Partial Fulfillment
Of the Requirements for the Degree
Of Doctor of Business Administration

Abu Dhabi University
College of Business Administration

Abu Dhabi, UAE
April- 2017

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Care Sector.**

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Acknowledgement

In the name of ALLAH, the most Gracious, the most Merciful, say: "truly my prayer and my service of sacrifice, my life and my death are all for Allah, the cherisher of the worlds"(Holly Quran, Surat Alanaam, verse 162).

Initially all the deep thanks and praise are due to the almighty Allah who helped, directed and guided me through the challenges of my study. Glory is to Allah who has given me the strength, courage, patience and knowledge to continue my DBA Journey. This dissertation would never have come true without the support of my wife, son, daughters and all family members, who after the full support of Allah, were the strong motivators who pushed me, strongly support and endless pray to complete this degree of academic certificate.

These are the things that I will never be able to repay, I would like to express my deep appreciation and thanks to my supervisors, Professor Hossam Abu Elanain, Dr Matloub Hussein and Professor Abbas Ali For their continuous guidance, intellectual advice and patience through the research process, I owe the heartfelt thanks for their time and efforts that helped me throughout my research process. My humble thanks and appreciation goes to Dr Syed Zamberi who have been very strong supporter especially at the first two academic year. Nor will forget the favor of all colleagues in UAE health care organizations who participated in completing the questionnaires with high level of credibility, so my deep thanks to all of them in person.

Last but not least I would like to present this achievement to the spirits of my beloved deceased parents whom I was wishing they could be with me at these great moments. But can't say anything in front of the fate of Almighty Allah, more than may your souls rest in peace my beloved parents.

Dedication

This paper is dedicated to the spirits of my father and my mother (May their spirits rest in peace).

And I dedicate this paper to my wife (Um Abdullah) and my five children, Tasneem, Taqwa, Abdullah, Reem and Noor. I am grateful for your patience as this journey in my life has consumed much of the time that I could have spent with you. Your encouragement and prayers have been greatly appreciated. If not for your loving encouragement over the past four years, I would have given up a long time ago. I also wish to thank my brothers and sisters for their inspiration and support throughout my studying journey.

Abstract

The study aims to examine the relationship between Human Resource Management (HRM) practices and employees' turnover intention in the United Arab Emirates health care sector. The study explores the mediating effects of both person organization fit and organization citizenship behavior between HRM practices and turnover intention. This quantitative study utilized Structure Equation Model (SEM) techniques using Analysis of Moment Structures (AMOS) 18 software package to support the analysis of data.

Results of the study showed that HRM practices in the UAE health care sector (recruitment and selection, performance appraisal, compensation, and career development) have a significant relationship with turnover intention. Moreover, results revealed that both organization citizenship behavior (OCB) and person organization fit (POF) mediate the relations between the majority of the HRM practices and turnover intention. However, this research was limited to the public healthcare sector in the UAE and it is recommended to include the private health care sector. Moreover inclusion of health care workers from different Emirates such as Dubai and Sharjah would be important as a follow-on study.

Healthcare leaders should consider having a closer look at the main human resource practices in their organization with the aim of restructuring HRM practices, policies, and procedures to increase staff satisfaction, reduce employees' turnover intention and retain its valuable health care professionals. For instance, regular review and analysis of salaries and benefits is one of the main recommended strategies. This assists in ensuring employee compensation is consistent with the surrounding market and competitors, this is especially important in the current era in which the private sector is considered one of the significant competitors in the UAE health care sector.

In addition, HRM executives need to realize that career development and training should go in parallel. Employees require training to update their knowledge and skills, as well as a clear career path including, promotion strategies as an indication of their career future. In the absence of these aspects, employees are likely to leave the organization at the first job opportunity they get in a different organization.

This study is among the first and most exhaustive ones carried out in the health care sector in UAE.

Keywords – Human Resource Management, Turnover, Turnover intention, United Arab Emirates, Health Care, Structure Equation Modeling.

Paper type – Research paper

Abbreviations

UAE: United Arab Emirates

HRM: Human resource Management

OCB: Organization Citizenship Behavior

POF: person Organization Fit

SEM: Structure Equation Model

CFA: Confirmatory factor Analysis

REC: Recruitment

TOI: Turnover intention

GDP: Gross Domestic Production

GCC: Gulf Council Countries

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Chapter 1. Introduction

In today's extremely competitive universal economy, employees' retention is considered one of the major challenges for Human resources executives. In fact, retention is often referred to as the greatest serious human resource challenge in the thoughts of employers today (Evans et al. 2000). Employee's turnover is one of the serious challenges facing the health care industry across the world. At the same time, employee turnover intention is the principal indicator for actual turnover in any organization (Nivethetha, et al, 2014). Turnover is defined as the "individual movement across the membership boundary of an Organization" (Price, 2001; Thwala et al, 2012). However, unlike actual turnover, turnover intent is not obvious. Intentions are a declaration about a particular behavior of interest (Berndt, 1981). Researches have revealed that turnover is one of the utmost explored phenomena in organizational behavior (Price, 2001). The comprehensive range of turnover researches is an indicator of the importance and complexity of the issue.

The phenomenon draws attention due to its psychological aspect, its organizational significance, and its financial part. Thus, it is influential for HRM directors to realize that there are several fundamental reasons to counter staff intentions or turnover. One theory specifies that workers' decision to leave is influenced by two factors: their "perceived ease of movement", which talk about the assessment of perceived substitutes or opportunities and "perceived desirability of movement", which is prejudiced for example by job satisfaction (Morrell et al, 2004; Abdullah et al, 2012). This indicates how much it is important to balance between organization and its employees in terms of incentives, such as pay, and contributions, such as work, which ensures continued organizational efficiency.

Human resource management practices (HRMP) play a significant role in affecting employee's behaviors and attitudes. Huslid (1995) stated that high performance HRMP such as promotion,

training and participation in decision making that contribute in employee development and improvement should enforce employee retention, and concluded that these practices had negative relationship with employee turnover.

The impact of mismanagement of HRMP can have a deep negative effect on both the organization and workers. For organizations, mismanagement leads to loss of reputation, loss of experts and abilities, financial influence, additional recruitment and training, in addition to its negative impact on the productivity. Moreover, high employee turnover could decrease the efficacy of organizational performance and threaten employee moral (Weisberg and Kirschenbaum (1991), Loi, Hang-Yue, Foley (2006), Liu& Hu (2010). For the employee, turnover might be costly, this cost might include the costs of job search, loss of prestige, cost of geographic relocation and cost of the adapting to new firm.

On the other hand, other studies reported that employee's turnover is not considered to be always negative. For instance, (Emad & Siva, 2008) indicated that turnover has positive effect for both owner and worker. For the owner, turnover could be a fruitful tactic to shift the poor performers, inoculate fresh blood in to the organization to avoid sluggishness and to facilitate changes and innovations. As for workers, turnover could lead to better chances of imbursement, higher prestige, minor workload and healthier working environments.

Turnover indicators show high rates across the globe. For example, Hay Group (2014) stated that the average of personnel turnover rates over the next five years across the world are predicted to rise from 20.6 in 2014 to 23.4 percent in 2018, and the number of universal withdrawals in 2018 will stand at 192 million. While in 2008 the average of employees' turnover in European Union reported 4.8% (Buzeti, Jernej, Klun, Maja, Stare, Janez, 2016). In addition, in 2010 the Brazilian ministry of labor reported significant turnover rates of up to 19% in the retail sector (Ferreira &

Almeida 2015). Hong Kong and Singapore reported turnover rates of up to 10% in 2011, whilst China experienced an outrageous rate of 20% in the same year (Anvari, Jianfu, Chermahini, 2014). Similarly, in United Arab Emirates the Ministry of Labor reported a staff turnover rate of 21% among the UAE workforce which cost the business market around Dhs 9.9 billion annually (Gulf news, 2008).

In line with other manufacturing and services sector, the health care sector experienced an alarming rate of employee turnover; for instance, the average turnover at the national level of the health care sector in United States recorded around 15.6% and in some states it reached more than 30% (Johns, 2000). This alarming and continuously increasing rate of turnover will cost the health care sector a huge amount of money and will form a very significant threat to the health care sector worldwide (Johns, 2000). Therefore, it can be argued that there is a strong need to investigate employee turnover and turnover intention in healthcare organizations.

The United Arab Emirates (UAE) is a rapidly growing country which is strongly dependent on expatriate health care professionals who come from across the world. The drastic increase and development in the health care sector and the job opportunities have attracted many workers to the healthcare sector in the UAE. It is estimated that around 82% of the health care workers in UAE are expatriates whereas the nationals form around 18% of the total number of health care workers (El-jardali, Jamal, Jaafar, Rahal, 2008). Yet, Mobility of skilled professionals remains one of the major challenges faced by UAE organizations. Consequently, the UAE health care market is still suffering from high rate of employees' turnover and lack of health care workers retention approaches (El-Jardali, 2008).

In spite of the abundant studies carried out worldwide with regards to HRMP and its impact on employee turnover (Barney and Wright, 1998), most of these studies were carried out in Western

societies and in the developed countries. Nevertheless, studies in Non-Western countries such as United Arab Emirates (UAE) are still limited. Furthermore, HRMP and the mediating role of both organization citizenship behavior and person organization fit and its impact on employees turnover intention in UAE health care sector particularly almost never been addressed in previous studies. In order to fulfill the gap in the previous researches, this study will focus on the relationship between the HRMP and the employee turnover intention in UAE health care sector. This study will enrich the studies and the knowledge about the UAE health care sector and will help the decision makers in UAE health care organizations to develop the most suitable HRMP to retain talents and reduce turnover rate among health care professionals across the UAE health care facilities.

1.1 Health care system in UAE

Health care system in the United Arab Emirates is managed by two leading authorities, the ministry of health which control the public health care sector and the health authorities accountable for health care services at the level of emirate (Abu Dhabi and Dubai). Healthcare services are being rendered to all UAE people from all nationalities, so health care insurance for both public and private sector is obligatory. It has been projected that the average of expenses on health per person expenditure of \$1078 in the year of 2010 and \$ 2233 in the year of 2013, however, it is expected that the health care services demand will grow by not less than 15 % by the year of 2020, due to the growing level of ageing inhabitants among the UAE people (WHO). Statistical reports shown that the UAE health outflow in 2012 touched a value of AED55.46bn (US\$15.10bn), and this number is projected to bombard up to AED 83.39bn (US\$22.70bn) by 2017, which account for 4.1% of the country's GDP (UAE P&H Report Q1-2014).

The reports of UAE national department for statistics shown that in 2013 the number of health care facilities crosswise UAE reached up to 74 hospital with total capacity of 3,730 bed, 2,927 health center in 2011, functioned by 9,921 physicians, 3,123 dentist and 15,540 nursing staff. Life expectation has improved in the Middle East countries from around 60 years old in a decade ago to more than 70 years currently, as the medical care services has developed in the area including UAE (UAE P&H Report Q1-2014). There are several health care projects across the UAE, such as the new Mafrq hospital with around US\$871mn expected cost which will triple the beds to 690 beds in Mafrq hospital (UAE P&H Report Q1-2014).

1.2 Research Problem

Employee turnover is a source for anxiety when talented employees are leaving your organization for another, and there could be something that you might do to keep those workforces. Turnover is expensive for organizations. Direct expenses such as training of new employees and recruitment and selection, as well as indirect expenses, such as reduced productivity, stress on other workers, and low morale for organizations, can cost as much as two year's salary and reimbursements (Ramlall, 2005).

The turnover rate at the UAE public health care sector has been increasing from time to time especially the last few years. Statistics of the health care sector showed that the total turnover rates for the previous three years (2013-2015) at the Abu Dhabi public healthcare sector in particular, have shown significant increase from 6.5% to 8.5% (AHS annual report-2015). This positive increasing trend is trigger sign that the issue is being greater day by day. Many expatriates health care professionals who were recruited and trained at the UAE public health care sector – in which they consider as one of the transit station in their way to western countries - have already left to either the western countries such as Canada, US, UK and Australia or to

other GCC countries (the national.2015) . Consequently, it is very important for organizations to pay attention to retaining of these talented personnel as they have a no-fear perception on job change (Spherion, 2010).

In an effort to retain the best employees in health care organizations, attention must be focused to the reasons for turnover and assess the culture and environment that currently exists, as well as what can be adjusted from an organizational perception to preserve those workforces. Important measures of retention of employees are human resource management practices, and the culture of organization citizenship behavior as well as the person organization fit.

1.3 Purpose of the study

This study has four main goals:

To test the relationship between human resource practices and turnover in UAE health care sector.

To determine the most significant HRMP affecting turnover intentions in the UAE health care sector

To test the mediating impact of person organization fit on the relationship between the HRMP and the employees turn over intention in the UAE health care facilities.

To test thee mediating impact of organization citizenship behavior on the relationship between HRMP and turnover intention

1.5 Significance of the Study

The main objective of this research is to study the relationship between HRMP with the employee turnover intention in UAE health care sector. Consequently it is expected that the results of the study will add value for both academic and practical side. From an academic perspective, this study will enrich the literature in the Middle East in general and particularly in UAE health care

studies, thus it will constitute an initial foundation for future academic researches about the UAE health care sector.

From practical and implication perspective this study is important to the health care facilities as it illustrates the outcomes resulted from the employee's turnover intention. Additionally, through this research, the health care facilities in UAE can realize the outcomes of HRMP which might have an influence on the health care professionals' turnover intention.

Consequently, this study will help in creating the pathway for the HRM managers and the UAE healthcare sector executives to develop and implement the proper HRM strategies, policies and practices to retain talents and health care professionals in UAE health care facilities. Furthermore, results of this study will not only be beneficial to the health care sector, but other sector such as manufacturing and hospitality services can get the clear image of the effect of HRM practices on turnover intention and then to develop the proper HRM strategies that can enhance employees' commitment to their organizations and eventually reduce employees' turnover and turnover intentions.

1.6 Organization of the Study

This study comprises eight chapters. The arrangement and structure of these chapters are as follows:

Chapter 1: Introduction

This chapter contains an introduction, background of the problem, outlines the research setting, highlighting of the problem statement, the purpose of the study, significance of the research, definitions of terms, limitations, and a conclusion.

Chapter 2: Literature Review and Research Question(s)

This chapter defines the literature review methodology (literature search), followed by highlighting the development of main theories of human resource management, person organization fit, organizational citizenship behavior, and turnover intention and their related empirical studies. It provides a review of the literature that supports this research. At the end of this chapter, researcher highlighted the gaps in the literature in regards to health care sector turnover and human resource management practices in UAE.

Chapter 3: Theory

This chapter highlight the previous literature debate about the constructs of the study, more over the proposed conceptual frame work is developed as well as research hypothesis.

Chapter 4: Data and Methodology

This chapter describes the study methodology embraced by the researcher, the research design chosen, sampling method, population, sample size, questionnaire, measures, pilot testing and data analysis strategies, such as descriptive statistics, correlations analysis, validity, reliability factor analysis, regression analysis, direct effect , indirect effect and structure equation modeling.

Chapter 5: Results

This chapter discuss the outcomes from the quantitative analysis of the data collected through the questionnaire survey tool. It comprises results of reliability and validity and an analysis of the data presenting the relationships between study variables, direct and indirect relationships.

Chapter 6: Discussions

This chapter discuss the findings of the research in order to compare and confirm the results with the earlier studies in the same field.

Chapter 7: Implications and Suggestions for Future Research.

This chapter focus on the implications of the research's findings for both academic and

Practical application. It also presents the restrictions and limitations of the present study and offers some recommendations for future studies.

Chapter 7: Conclusion

This chapter summarize this research findings and discusses the useful lessons that could help executives and managers in the health care sector maintain talents and decrease turnover intention of health care professionals in their organizations.

Chapter 2. Literature review

The purpose of this chapter is to review a body of literature that can help describe and define the HRM practices and determine how are these practices affect employee behaviors and attitudes. This chapter provides background on research related to HRM practices, POF, OCB, and employee turnover intention. The review of the literature is divided into three sections. The first section provides an overview of the theories that have contributed to the development of human resource practices. The second section contains an overview of turnover intention, and causes of turnover. The third section contains sub sections about OCB and POF importance and dimensions.

2.1 Human resources management practices

Dzansi & Dzansi, (2010) defined Human Resource Management as the use of workers to gain competitive benefit, primarily through human resource practices. According to Swathi, (2014), management is assumed to be accountable for all practices and resolutions that directly affect the employment relationship. Basically, human resource management aims to enhance the efficiency of its workforces in order to maximize organization's output (Swathi, 2014). Human resource practices are defined as the planned human resource deployment where the organization's progress is targeted in the direction of accomplishment the objectives through well-organized management of human capital (Babu & Reddy, 2013). Thus, in general, HRMP can be defined as a tool employed by the institute that helps to stimulate and preserve workforces through well-organized policies, practices and philosophy (Singh & Jain, 2014). Hong, Hao, Kumar, Ramendran and Kadiresan (2012) added that management should not disregard the significance of human resource management practices on accomplishing the expectations of workforces as it produces countless satisfaction and commitment on job.

HRMP such as recruitment, promotion, and career development play an important role in influencing the behaviors and attitudes of staff. Furthermore, it can negatively impact employees' retention in any organization(Huselid, 1995). HRM can be used as a unique advantage of competition among organizations as HRMP might be hard to duplicate (Becker and Gerhart, 1996).

HRM includes a variety of practices (e.g. employee recruitment and selection, training and development, performance appraisal, and career management) associated with the company's business strategy. HRM practices have been projected as firm predictors of turnover (Huselid, 1995), but strong uncertainties still continue about how they impact employees' quit behavior. There are propositions that HRM practices may be distal factors of turnover, being their effects facilitated by more proximal variables such as job satisfaction, organizational commitment, organizational justice, leader-member exchange or perceived organizational support (Allen, et al 2003; Griffeth, et al 2000; Jorgensen and Becker, 2015; Loi, et al, 2006; Zhang and Agarwal, 2009).

In spite of the plentiful literature on the antecedents of turnover, the fundamental processes through which HRM practices result in workers' turnover continue to be mostly unknown (Ertürk, 2014). Ruwan (2007) empirically assessed six human resource (HR) practices (realistic job, information, job analysis, work family balance, career development, compensation and supervisor support) and their expected effect on the Marketing Executive Turnover, Outcomes of regression indicated that the HR practices on job analysis are strong forecasters of Marketing Executive turnover. Additionally, in their study of four HRM practices Zaini, Nilufar and Syed (2009) concluded that training and development, team work, HR planning, and performance appraisal have positive and substantial impact on business performance. Thus, it can be

concluded that human resource management practices play substantial role in worker turnover intention. So this paper will use five HRM practices (Recruitment and selection, Training, performance appraisal compensation and career development practices believed that it impact the employee turnover intention.

Budhwar and Debrah (2009) stated that industrialized countries had substantial development in human resource managemtn practices studies and researches in the last few years but very littele were written about developing countries.

2.1.1 Recruitment and selection

Recruitment and selection are dynamic roles of human resource management for any kind of business organization. In reality, the basic purpose of recruitment is to form a pool of properly qualified applicants to assist in selection of the best candidates for the organization, by attracting extra personnel to apply in the organization while the basic purpose of selection process is to select the right applicant to fill the different vacancies in the organization (Gamage, 2014). In their study (Ofori and Aryeetey, 2011) argued that selecting and recruiting incorrect staff who are not able to fit in the culture of the organization may not be cost effective strategy, consequently, different recruitment approaches are used to achieve this purpose. Recruitment approaches can be either interior or exterior (DeCenzo & Robbins, 2013) but most organizations lean towards focusing on three exterior procedures which are promotion, online recruitment, and the use of employment organizations which are found to rise the possibility of recruiting capable employees (Armstrong, 2006; Lim & Ling, 2012). Yet, in practice, this is not as simple as it sounds (O'Leary et al., 2002; Mess, 2004).

Recruiting and selecting the incorrect candidates who are not skillful come with a massive negative cost which businesses cannot afford (Montana and Charnov 2000). According to

Huselid (1995) it is recruitment techniques that deliver a large pool of capable applicants, paired with a reliable and valid selection system that will have a considerable impact over the quality and type of skills new employees hold. The inference of this line of thought is that an organization's human resource strategies and practices represent significant forces for modeling employee behavior and attitudes.

HRMP invest in improving staff capacity through staff selection policies, training, practices, incorporated performance management system, competitive rewards and empower in employees in decision making which will support the employees to provide their best to satisfy customers and effectively perform their jobs (Tang And Tang, 2012).

Employees' recruitment and selection has significant impact on employee turnover (Noah and Yong-Pin 2002), it has been found that more than 60% of undesirable turnover is due to bad hiring decisions on the part of the employer Jackofsky (1984). In the same context, Griffeth, et al (1997) concluded that the recruitment source in which worker come in to job may impact considerably upon work consequences, including turnover.

Empirical evidence indicates that internal candidates are expected to provide better outcomes than external candidates (Lee, 2006). In the case of turnover, Lee (2006) proposes that interior applicants are less expected to leave (or will stay for longer period) than externally hired personnel. Conversely other researchers found that accurate recruitment tactics provide a significant component for both job satisfaction and employee retaining, but it must be joined with other motivational variables to form a wide-ranging retaining strategy that can decrease high turnover rates successfully (Olorunjuwon, 2008).

2.1.2 Training

Organizations require more flexible and competent workforces in this quick growing universal business environment and its upsurge in technological innovation and progression. Training as one of the crucial roles of human resources management is a considerable variables in organizational attainment. Holton and Naquin (2005), have indicated that training is supposed to be one of the significant constituent for individuals to obtain capabilities and this will finally improve organization performance.

There is a growing amount of studies that support the correlation between training and organization performance (Lopez, et al 2005; Mabey & Rammirez, 2005). Yet, studies by Cunha, et al (2003) suggest otherwise. Workforces after a particular length of time in the organization might be in need for some training to come across the changing demands.

Businesses of all dimensions (large and small) have identified the importance of training. Due to the fast changes in technology and growing complexity and accomplishment in all features of businesses it is perceived as an investment in organizational well-being. In his research in the Greek manufacturing division, Katou (2009) points out that there is a great and growing body of proof that validates a positive relationship between the developments of human capital.

Moreover, in their study Jehanzbeb, et al (2013) carried out in Saudi Arabia; researchers indicated that training is positively correlated with organizational commitment. A strong negative relationship was also found by the same study between organizational commitment and turnover intentions of an employee. (Smith and Hayton 1999; Abassi and Hollman 2000; Green Felstead, Mayhew and Pack 2000; Barrett and O'Connell 2001; Arago, N. U. Beda 2005; Sieben 2005) revealed that providing training assists in generating positive behaviors to the company amongst workforces, with a satisfactory effect on their commitment, satisfaction and

performance. Simultaneously, there are also several studies which demonstrated the opposite association between job satisfaction and organizational commitment variables and turnover (Hom and Griffeth 1991; Tett and Meyer 1993; Mitchell, Holtom and Lee 2001; Lee and Bruvold 2003; Campbell and Campbell 2003; Herrbach, Mignonac and Gatignon 2004).

Training would consequently act as a primarily effective practice for confirming the loyalty of workforces and avoiding high levels of turnover (Cappelli 2004). In contrast, other scholars such as (Lynch 1991) argued that training could have positive relationship in which it encourages the staffs to leave the organization. However studies about effect of training on turnover of health care professionals is still limited in developing countries context such UAE, thus, This work fills this gap by investigating the nature of the link between training and turnover in UAE health care sector. This study examines the extent to which training can be used as a tool to enhance the organizational commitment and reduce the turnover intentions.

2.1.3 Compensation

Compensation and benefits form the ground work of the constituent of any hiring agreement, which comprise cash incentives, pay, rewards, bonuses, commissions, leaves, recognition programs, flexi work hours base salary, stock options bonus, annual leaves, medical insurance and any other forms of financial and Non-financial privileges, (Chin, Et al 2002 , Sherman et al., 1998).

Satisfactory compensation and benefits can possibly lead to employment satisfaction and commitment to the institute, and reducing turnover accordingly. Thus, Attractive wages have been described to be negatively correlated with employee turnover (Gupta, et al, 1998), and payment more than stability rates have been promoted because high wages maximize an employees' self- interest (Akerlof, 1984) and encouraging advanced level of employee

satisfaction (William & Derher, 1992). Substantial pay and benefits have also shown similar positive outcomes on turnover (Tsai, et al, 1989).

By induction, satisfaction on payment, including salary and all paybacks should play a part in affecting staff turnover intention (Lim, 2010). However it has been argued that the financial rewards are over rated as the prevailing influence affecting staff turnover (Kohn, A. 1998). In addition it has been debated that the money is not the crucial factor for retention, the extent to which the interaction of money and satisfaction on hiring decision stays contestable (Berggern, 1999). Additionally Hudson report on hiring and human resource trends in Singapore shown that financial inducement form the key retaining tool for Singapore companies in 2012, (Tomich, 2012).

In his study Shahzad et al. (2008), revealed a positive relation of payment practices with the performance of university teachers in Pakistan. This is significant especially when countering the other factor of employee turnover intentions ultimately. It is an identified fact that workers want a reimbursement scheme that they perceived as being fair-minded and corresponding with their experiences, knowledge and skills. Hence HRM must take note that salary is the key contemplation because it provides the physical rewards for the personnel for their services as well as a source for gratitude.

In a study including data from 583 contributors in Hong Kong and 121 contributors in China, it was concluded that payment modules are key factors to preserve and provoke employees (Chiu et al., 2002). Academics decide that the way payment is allocated for workforces essentially send messages about the management believes and what is significant in the kinds of actions it inspires. Roberto and Arocas (2007) from the University of Valencia, Spain argued that remuneration approaches and job enhancement tactics were positively related to job satisfaction

and consequently has a negative impact on employees' turnover intentions. In a similar survey conducted on 666 Thai workers, results revealed beside fairness and growth opportunities as job satisfaction for these workers, rewards was also cited as an important criteria for job satisfaction and reduction of employees' turnover intention (Lobburi, 2012). In the same context, in their study of telecommunication industry Batt, Colvin and keefe (2002), concluded that compensation is significant and negatively related to turnover.

On the other hand, in their study of the correlation between payment and CEO turnover, Hasenhuttl and Harrison (2002) argued that CEO compensation has restricted influence on CEO turnover. Similarly, Griffeth, et al (2000) reported uncertain relationship between compensation and employee turnover, whereas Khatri et al (2001) considered pay is not an important factor for turnover. Equally, Everson and Deery (1997) stated that pay has a minor influence on turn over decision in Australia. Moreover, Smart (1990) and Ehrenberg et al (1991) found that compensation is only significant at lower level of faculty members such as assistant professor levels in the academic setting. However, other researchers such as Weiler (1985) presented opposite findings where the researcher argued that pay has been recognized as an important reason for both associate professor and professor in regards to turnover decision. Furthermore, in the field of information technology studies showed that employee's pay is positively related to their commitment to organization, and negatively related to their turnover intentions (Igbaria & Greenhaus, 1992).

Same in United States, Bigliardi, et al (2005) argued that compensation is not statistically weighty cause for workforces leaving the US state government information technology department. However most of the previous studies were done in the western and Asian context, while in the context of middle East countries such as UAE such studies are still very less

especially in the field of health care services, thus, Based on the above, this study attempts to narrow this gap by empirically testing the degree to which compensation reduce turnover intentions in the UAE health care sector.

2.1.4 Performance Appraisal

It is clearly known that organization philosophy that link the business goals with the attitudes and skills of those accountable for its applications and operations is one of the main factors beyond the success or failure of any organization performance management programs. There are several approaches to collect information of staff performance in the appraisal procedure. This information must be used for organizational requirements and conveyed to employees so that it will end up with an extraordinary performance level (Lee, 1996; Thwala, et al 2012; Abdullah, et al 2012).

Performance management program can include performance of an organization, a section, employee, or even the procedures to develop a product or service, as well as other areas. It is agreed that absence of performance appraisal can have opposing influence on workers' enthusiasm and support workers' turnover intentions (Struebing, 1996; Abdullah, et al 2011).

Numerous researches support the idea that employees' perception of justice of performance appraisal is strictly connected to employee's commitment to their organization (Ikramullah, et al 2011; Getnet et al 2014; Bekele, et al 2014). If the employee observe that the decision are impartial, they would respond with great commitment and would be keen to pay more effort towards the achievement of organizational objectives. On the other side if the perception of the performance appraisal is partial, employees commitment will be negatively affected (Salleh, et al, 2013).

An example is the study done in 2004 by the National University of Malaysia, in regards to performance appraisal and worker's perception and intent to quit. It was discovered that when performance appraisal is perceived by workforces to have organization political intentions, this disturb their job satisfaction and disposed to employees' turnover intentions (Poon, 2004; Abdullah, et al 2011).

At the same context, in a study of information gathered from 65 researches done on performance management and employees' turnover intention, researcher concluded that there is strong correlation between workers' job performance management and their intention to leave (Zimmerman, 2009).

On the other hand in 2001, American Psychological Association conducted a research on 130 workers of a medical services organization. The study revealed that in spite of the importance of understanding the circumstances under which high performance staffs are more expected or less expected to leave an organization, the nature of the association between turnover and performance management has been confirmed to be indefinable.

As a result, it can be determined that the employees' perception towards the performance appraisal activities is significant since it decide staff acceptance and the improvement of commitment to the organization (Akhtar & Khattak, 2013).

2.1.5 Career Development

The importance of employee career development as HRM practice that affects workers behavior has extensively been acknowledged (Benson et al., 2004; Craig et al, 2002;Grawitch et al., 2007; Paul and Anantharaman, 2004; Rigg et al., 2007). Career development in any organization must be seen as a very vigorous practice that tries to meet the requirements of managers, employees and the organization. It is the obligation of managers to support employees to be accountable for

their own jobs, paying constant efforts in the form of feedback or individual performance and making existing information from the company about the job opportunities, positions and opportunities that might be of interest to the staffs (Chen et al, 2004). It is highly obvious that in career development practice, the organization must supply sufficient information about its policies, mission and support for self-assessment, training and development. It is significant to know that substantial career growth can take place when employee input linked with organization opportunity. Growth in expertise and the opportunity to manage their job successfully assist in retaining valued employees (Chang et al, 2007; Sherman et al., 1998).

Organizations in the advanced countries have recognized that there is a strong relationship between employees' career development perceptions and his/her intention to quit. This has been proven by providing development opportunities to employees which eventually represent an indication about the organization care for employees' career. As a result, employees respond in positive ways by demonstrating professional attitudes that correspond with the amount of responsibility they feel the organization has for them (Wayne et al., 1997). This indicates that, in order to improve and sustain such positive reciprocity, organizations must struggle to build cultures where sustained employee development plans are extremely invigorated (Malik et al., 2011).

In the same context a research on Information System Auditors in the US discovered that professional development associated with career development was related to turnover intentions, therefore the firms were recommended to have regular career development chances and professional growth for its staff in an attempt to maintain them (Muliawan, 2009). As career development includes planned, dignified, and an organized effort to attain equilibrium between

an employees' career requirements and the organization's employees requirements, it is significant for an organization commitment in the program (Lips & Hall, 2007).

Eisenberger et al. (2001) believe that development opportunities provided by an organization force workforces to behave mutually. McElroy (2001) state that investment in staffs generates a reputation for appreciating and developing the staffs that attracts and preserve the top minds in the market. Maurer et al. (2003) found that Human resource management practices may influence competitive advantage not only through developing workforces into a more capable work force, but also through impacting cost savings by decreasing things such as employees absenteeism and turnover rates (Kaye and Jordan-Evans, 2000; Lam and White, 1998).

2.2 Organization Citizenship Behaviour (OCB)

2.2.1 What is OCB?

Organizational citizenship behavior (OCB) has gone through delicate definitional modifications since the term was created in the late 1980s, but the construct leftovers the same at its core. OCB refers to anything that workers choose to do, unexpectedly and of their own agreement, which often deceits outside of their indicated predetermined commitments. In other words, it is optional. OCB could not always be straight and officially recognized or compensated by the organization, through salary increases or promotions for example, yet of course OCB may be reflected in favorable supervisor and co-worker evaluations, or superior performance appraisals. In this way it can simplify future reward gain ultimately. Finally, and censoriously, OCB must 'promote the effective functioning of the organization' (Organ, 1988, p. 4). Presently, OCB is conceptualized as identical with the conception of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place' (Organ, 1997, p. 95).

Though this reflects the elastic nature of employees' roles in the contemporary workplace, and recognizes the fact that workers do get recognized and rewarded for getting involved in OCB (Van Scotter, Motowidlo & Cross, 2000; Werner, 1994), the idiomatic understanding of OCB as going 'the extra mile' or 'above and beyond' to assist others at work is an idea that many are aware of, and these ideas remain to be a prevalent way of conceptualizing OCB. Distinctive examples of OCB include proposing to help a new joining staff become aware with his/her role and the office, a coworker who could be struggling with targets deadlines, or agreeing to change shifts. Prominently, OCB also encompasses organizational-related acts such as working overtime without (expectation of) remuneration, or volunteering to organize office-wide

2.2.2 Dimensions of OCB

McClelland (1961) debated that OCB could be understood when OCB is seen as motivation based behaviors. McClelland's work recommended that all individuals have some degree of affiliation, power motives and achievement. The achievement motive drives individuals to carry out in terms of a standard of excellence, looking for the completion of a task, competition, or challenge. The affiliation motive drives individuals on the way to creating, sustaining, and restoring relations with others. The power motive drives individuals to a position and conditions in which they can control the effort or activities of others.

In the definition of OCB, Organ (1988) highlights five specific types of discretionary behavior and describes how each assists to develop effectiveness in the organization. Altruism (e.g., assisting new coworkers and generously giving time to others) is normally focused toward other people but participates in group efficiency by increasing individuals' performance. Conscientiousness (e.g., effective consumption of time and going further than minimum anticipations) enriches the productivity of both an employee and the group. Sportsmanship (e.g.,

avoids complaining and whining) improves the amount of time consumed on useful activities in the organization. Courtesy (e.g., reminders, advance notices, and communicating proper information) assist in avoiding problems and simplifies practical use of time. Civic Virtue (e.g., serving on committees and voluntarily attending functions) promotes the interests of the organization.

2.2.3 Antecedents of OCB

Early studies on the subject of the antecedents of OCB concentrated on staff attitudes, leader supportiveness and dispositions. More recently, several different variables have been tested in order to define the antecedents of OCB. Unusually considered antecedents of OCB are perceptions of organizational justice, job satisfaction, task characteristics, personality characteristics, organizational commitment and leadership behavior. These antecedents have been studied at both individual and the overall OCB levels. One of the most spontaneous OCB antecedents is job satisfaction. Organ and Ryan (1995) completed a meta-analysis of 28 researches and revealed a modest correlation between OCB and job satisfaction. This correlation was stronger than the correlation between in-role performance and job satisfaction.

Other attitudinal measures, perceived fairness, organizational commitment, and leader supportiveness are found to correlate with OCB at about the same rate as satisfaction (Organ & Ryan, 1995).

In regards to personality characteristics, agreeableness, conscientiousness, and positive and negative affectivity garner the utmost support as antecedents of OCB (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Conscientiousness, in specific, was found to have a solid correlation with the general compliance element of OCB (Organ et al., 2006). Yet, it has also been found

that measures of personality are weaker forecasters of OCB when compared to attitudinal forecasters (Organ & Ryan, 1995).

Task characteristics such as routinization, feedback, and intrinsic satisfaction are found to be expressively correlated with courtesy, sportsmanship, altruism, conscientiousness and civic virtue. Positive relations were discovered between both intrinsic satisfaction and task feedback and OCB, whereas a negative correlation was discovered between OCB and task routinization. Although task characteristics were found to foretell OCB, some argument exists as to whether this is a direct influence or a correlation mediated by job satisfaction (Todd & Kent, 2006). Leadership behaviors have also been revealed to be significant indicator of OCB. These leadership behaviors fall into four types: transactional leadership behavior, transformational leadership behavior, behaviors associated with the leader-member exchange theory and behaviors associated with the path-goal theory of leadership. Transformational leadership behaviors, including recognition of group goals, pronouncing a vision, extraordinary performance expectations providing correct model, and intellectual inspiration, have substantial positive relations with Organ's dimensions of OCB. The two types of transactional leadership style, non-contingent punishment behavior and contingent reward behavior, have a major relations with Organ's dimensions of OCB. Furthermore, both the leader role clarification aspects of the path-goal theory of leadership and supportive leadership are positively correlated with OCB. Podsakoff et al (2000), revealed that leader-member exchange was positively correlated with altruism and an overall composite measure of OCB.

2.2.4 Benefits of OCB

OCB has been shown to have a positive influence on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organization (Organ, 1988). There is an

observed indication for the widely-held belief that satisfied employees perform superior, however this is correlational, not causal. Yet, certain kinds of performance – mainly those related to citizenship behavior – will be influenced by job satisfaction. Think of employees who are helpful with their managers and coworkers, eager to make conciliations and sacrifices and are ‘easier to work with’, employees who ‘help out with the extra little things’ without complaining (or even proposing to do so without being requested) – these behaviors are all incorporated within OCB (Organ, 1988).

The effects of OCB on the performance of the employees can be summarized in three folds. Firstly, employees who involve in OCB have a tendency to get better performance scores by their managers (Podsakoff et al., 2009). This might be because workers who participate in OCB are basically liked more and perceived more positively (this has become known as the ‘halo effect’), or it could be due to more work-related causes such as the manager’s confidence that OCB plays an important role in the overall success of the organization, or perception of OCB as a type of worker obligation due to its optional nature (Organ et al., 2006). The second influence is that a better performance score is related to getting rewards (Podsakoff et al., 2009) – such as bonuses, promotions, increments or work-related profits. Thirdly, because these workers have superior performance scores and obtain better rewards, when the company is downsizing e.g. during financial collapse, these employees will have a lesser chance of being made dismissed (Organ et al, 2006).

In addition, OCB is associated with lower rates of workers' absenteeism and turnover, whereas on the level of organizational, improved productivity, effectiveness, customer satisfaction and on top of that reduced costs have also been observed (Podsakoff et al, 2009).

2.3 Person organization fit (P-O-Fit)

2.3.1 Definition of P-O- Fit

P-O fit is a sub-component of the wider conception of P-E fit (Vilela et al., 2008). Person-organization P-O fit is considered as a subject of excessive attention in the disciplines of human resource management and organizational behavior. In other words P-O fit could be defined as measure of fit between employees and the organizations (Silverthorne, 2004). In a comprehensive outlook, P-O fit can be defined as corresponding between distinctive characteristics of the worker and the organization in which that worker is employed. P-O fit is a concept that has several conceptualizations (Westerman & Cyr, 2004b).

The P-O fit has often been intellectualized in regards to value analogy and goal analogy (Kristof-Brown, 1996). Value analogy refers to the match of values of both the worker and the organization (Hoffman & Woehr, 2006; Kristof-Brown, 1996). Furthermore, P-O fit is assessed by corresponding the personality of the individual with his or her organization (Cable & Judge, 1996). P-O fit is the compatibility of characteristics of the worker and that of organization (Chan, 1996). Individual characteristics comprise individual's principles, ideas, interests and dispositional characteristics whereas organizational characteristics includes organizational policy, traditions norms and the overall organizational environment. P-O fit is the level of compatibility that occurs between employee and organizations when at the lowest level one organization holds accountable for providing what the other need and desires (Kristof, 1996). This compatibility is of two kinds, one is complementary fit and the other is supplementary fit (Kristof, 1996). Supplementary fit means that organizational characteristics are consistent with that of the personal characteristics of the worker. Whereas if the employees psychological requirements are satisfied by the circumstances of the place of work, then complementary fit is

achieved. If the worker is well fitted in the organization through partaking complementary or supplementary fit then the worker will turn into a satisfied worker (Bright, 2007; Kristof, 1996). Supplementary fit occurs when an employee supplements, embellishes, or possesses characteristics which are similar to other individuals in an environment and complementary fit takes place when a person's characteristics make entire the environment or add to it what is absent.

2.3.2 Person organization fit and job satisfaction

P-O fit has a major influence on Job satisfaction. (Smith et al -1969) stated that several studies put forward that, over-all, Job satisfaction is strongly motivated by individuals' assessment of the job and tasks they perform, which are the vital constituents of Person job (P-J) fit. Academics concluded in their studies that p-O fit and P-J fit must co-relate to assess job satisfaction (Schneider & Nygren 1970; Chatman et al, 1994). Since person organization fit and person job fit have significant influence on job satisfaction, enlighten of job satisfaction often put emphasis to measure it in individual are according to organization factors or job nature (Mortimer-1979). Nevertheless, when payment or prizes are organized, job values will indirectly relate to the job satisfaction. Individuals who have extraordinary value guaranteed, then they feel further dissatisfied with job. Then, those do not think the characteristics more important. Therefore, it is concluded that there is no only definite job characteristics but also the perceptions of employee, which is, connected with the satisfaction levels.

2.3.3 Person organization fit and organization performance

P-organization fit has an overall contradictionary with Job performance, so a happy employee is a Good Employee (<http://ezine.com/activites>). The practical aspect status of the argument that the inter relationship of job performance among job satisfaction particularly better for superior

self-esteem employees than for individuals who have low self-esteem; the relationship between performance and job satisfaction is enlightened directly by different academics Farooqui & Nagendra (2014).

Satisfaction is in some way vital that the responsibilities and tasks allocated to the workers should match his or her capabilities. The responsibilities which are not suitable to the competencies of workers shall lead to job dissatisfaction. With the prizes and profits that decide the level of job satisfaction, job fit is also significant variable that leads toward job satisfaction. Job satisfaction is consequently drives to the job performance. When an individual is having tasks that best match his capabilities, he will accomplish the reasonably and displays the better outcomes or greater performance. So Human Resource executives need to be mindful of this fact, they should consider worker's competences during drafting the job descriptions of their workers, Farooqui & Nagendra (2014).

A high level of similarity between values of the staffs and the organizational values might develop values and culture with which the workers will feel happy, and when the product values that the organization desires to transfer to the clients replicate the organizational values and culture, the workers will recognize these values as consistent with the organization's values and will be more prepared to transfer them to the clients. This keenness of workers is encouraged by a high POF, while a high POF means a higher commitment and willingness to do extra work for the organization. Consequently, the clients will recognize the brand values equally to the way the workers recognize them; as a result the product positioning will be reinforced, Farooqui & Nagendra (2014).

2.4 Employee turnover

Employee turnover is agreed by human resources experts to be the rate at which an organization's work force fires employment and call for substitutes Kreitner (2003). Most organizations have been effective because of the organization's capability to maintain employees and retaining staff rather than dropping them. Effective institutes in this area are the ones that are whose managing chiefs have recognized and develop tools such as training, reward and development and other kinds of stimulus so as to motivate the staffs to work hard and remain in the organization for a lengthier period of time. This helps to confirm stability in the productivity of work.

On the other hand, organizations which are unable to recognize the exertion of their workforces and prize them as such end up in leaving them to other competitors. This goes a long way to impact organization output, development and upsurges the organization's cost of employing new employees; and developing and training the new staff to be able to occupy such positions. Therefore, High level of turnover, obviously impact organization performance Kreitner (2003). Furthermore, Nugent (2009) determined that worker turnover can be defined as a percentage figure which displays the rate at which workers transfer in and out of the institute. Yet, this figure most probable indicates both uncontrollable turnover (uncontrollable by the organization) and controllable turnover.

Uncontrollable turnover is "involuntary" (For instance, death, retirement, or transfer of spouse). Controllable turnover is "voluntary" by the employee. In addition turnover might be functional, where the worker's leavings produce an advantage for the organization, or dysfunctional, where the leaving worker is somebody the institute would like to maintain. Extraordinary performers who are hardly to substitute signify dysfunctional turnovers; while low performers who are easy to substitute signify functional turnovers. Consequently, it is the performance and ability to

replace those who are quitting against those who are remaining is the critical issue in analyzing turnover, not how many employees are leaving. Kreitner and Kinicki (2007) also confirmed that as a business executive, workforce turnover is one area to keep an eye on all over the year.

2.4.1 Turnover intention

Employee turnover is generally referred to as the “departure of an employee from the formally defined organization” (March & Simon, 1958, p. 99). Turnover intention which is the individual’s willingness or perceived probability of voluntary permanent departure from an organization (Price, 2001) has extensively been found to be positively linked with actual turnover (Bluedorn, 1982).

Until the mid to late 1970s, most attitude-based turnover models postulated straight relations between worker attitudes, such as staff satisfaction, and the action of leaving (Brayfield and Crockett, 1955; Vroom, 1964). Yet, organizational academics typically found only uncertain relations between these attitudinal variables and turnover. For instance Locke (1976), in his study of nature and consequences of job satisfaction, concluded that relationships between job satisfaction and turnover were frequently found to be modest at best. In contrast, in their literature review of absenteeism and turnover, Porter and Steers (1973) recommended that a more emphasis should be located on understanding the process of turnover decision. Particularly, they recommended that “Intent to leave” is a probable mediator to the attitude-behavior correlation and denotes the latest step before quitting. In 1975, Fishbein and Ajzen suggested a theoretical foundation for concentrating on behavioral intentions. Their philosophy of attitudes assumes that “the best single predictor on an individual’s behavior will be a measure of his intention to perform that behavior” (Fishbein and Ajzen, 1975, p. 369).

Lastly, Mobley (1977) suggested a model of the intermediary relationships between turnover and job satisfaction, which defined numerous intellectual decisions made by worker amongst feeling job dissatisfaction and departure the organization. These steps comprise thinking of leaving, assessment of the probability of searching for a new job and the cost of leaving, intent to search, looking for substitutions, evaluation of choices, comparison of substitutes with the existing job, and intent to leave. One significant question that Mobley's 1977 model raised up was if all the decisions made in the model had practical validity.

Numerous primary researches conducted to examine Mobley's model concluded that several model relationships were not significant, had small influence, or had indicators that confront the projected relationship (e.g. Hom et al., 1984; Miller et al., 1979). In their meta-analytic study of the structural model of turnover, Hom et al. (1992) concluded that within a model that involved thoughts of leaving, intention to search, and leaving intent as mediators in the job satisfaction-turnover association, only leaving intent completely mediated the turnover -satisfaction. Additional, in their meta-analytic analysis study, Tett and Meyer (1993) concluded that the greatest fitting turnover model had intention to leave as fully mediating the link between staff satisfaction and turnover. As presented by these experimental outcomes, though there are several turnover thoughts related to turnover, their practicality over and above intentions to leave is challenging.

In addition, many studies confirmed that the turnover intention is the strongest predictor of the actual turnover (Tett and Mayer 1993; Bigliardi, Petroni, & Dormio, 2005). Furthermore in their meta-Analysis study Steel and Ovalle (1984) concluded that not only there is strong positive relationship between the intention to leave and the actual turnover but also they have assured that

intention to leave is better predictor of actual turnover than some other variables such as the job satisfaction and organization commitment.

2.4.2 Types of Turnover

2.4.2.1 Voluntary turnover

Voluntary turnover referred to the situation when workers decide to leave their organization at their own preference Need, (2006). It is introduced by the desire of the worker. Similarly Egan, et al, (2004) states that employee voluntary turnover, replicates an employee's choice to leave an institute, while an circumstance of employee involuntary turnover reflects employer choice to fire the employee, Chiu, et al, (2002). Luecke (2002), argued that the case of an owner's choice to fire is psychological, legislative and expensive, relationship. Moreover voluntary turnover, could be influenced by absence of work satisfaction, career stress as well as substitute chances (Mano-Negrin, & Tzafrir, 2004). Therefore it is very essential to consider attractions such as substitutes when viewing staff intention to leave. Yet, voluntary turnover might be projected and, then, be controlled.

2.4.2.2 Involuntary turnover

involuntary turnover could be defined as the case of discharge that reflect the desire of the employer finish the employment relationship with the employee M,athieu & Zajac, (1990). Involuntary turnover comprises retirement, passing away and release, Allen, et al (2003). However some academics went further to consider voluntary turnover to escort husband or wife or to look after sick family member as involuntary turnover, Boxall and Purcell, (2003). Additionally , involuntary turnover was described to contain releasing staff for cut costs, reform or downsizing due to factors other than employees themselves, Bratton, & Gold, 2003. It seems that the difference between voluntary and involuntary turnover is essential but not

direct, Chiu, & Francesco, (2003). Causes of turnover could be misunderstood. Individuals leaving an institute might hope not to release the actual causes for departure as they are reliant on the institute for future reference and this would obviously only come to light throughout the exit meetings.

2.4.3 Causes of turnover

2.4.3.1 Work related factor

Many academics (Kalliath and Beck, 2001; Kramer et al., 1995; Peters et al., 1981; Saks, 1996) tried to find out reasons that enhance employees' intention to leave by exploring potential antecedents of workers' intentions to leave. So far, there has been slight uniformity in results, which is relatively due to the variety of employed encompassed by the academics and the absence of reliability in their outcomes. Consequently, there are numerous causes why individuals leave one establishment to another or why individuals leave organisation. Absence of commitment in the organisation, work related stress and job dissatisfaction drive individuals to quit Firth et al. (2004). Manu et al. (2004) debated that individuals leave their organization due to financial causes. Great establishments can provide workers with greater opportunities for progress and greater pays and hereafter make sure organizational attachment (Idson and Feaster 1990). Trevor (2001) debates that local redundancy rates interrelate with job satisfaction to expect turnover in the market. Similarly Role stressors initiate workers' turnover. Role uncertainty refers to the variance between what individuals think of us on the work and what we feel we must do. This leads to ambiguity about what our role would be. It could be an outcome of misinterpretation what is estimated, how to meet the anticipations, or the worker thinking the work would be dissimilar Kahn et al. Muchinsky, 1990. Inadequate data on how to complete the job sufficiently, uncertain anticipations of peers and superiors, vagueness of performance appraisal approaches,

extra work pressures, and absence of agreement on work functions or obligations might drive workers to feel less engaged and dissatisfied with their works and professions, less dedicated to their establishments, and finally show a tendency to leave the establishment (Tor et al., 1997). If responsibilities of workers are not obviously explained by administration, this might speed up the amount of workers leaving their works due to absence of role transparency.

2.4.3.2 Organizational factors

It has been proven that organization which has high level of uncertainty have high level of employees' turnover. Academics stated that employees are eager to stay in the organization that have a clear and transparent work environment and vice versa (Zuber, 2001). Similarly the organization that have high level of disorganization found to have extraordinary level of employees' turnover, (Alexander et al., 1994).

In circumstances where organizations are inefficient, staffs have a tendency to leave and search for constant companies since they can anticipate their career development easily in the effective organizations. Previous studies revealed that using the quantitative approach to manage staff could drive the individuals to leave their organization. Hence managers must not use quantitative scheme in dealing with their employees. For instance embracing the cost oriented methodology in recruitment costs, increases workforce turnover Simon et al. (2007). All these tactics hadn't better be used if executives would like to reduce individuals' turnover and upsurge organisational attractiveness in this global environment. Individuals have a robust desire to be knowledgeable. Organisation with robust communication schemes experience minor turnover of employees (Labov, 1997). Workers feel happy to remain longer, in work environments where they are engaged in the process of organizational decision-making (Magner et al. (1996). On the other hand, in the absence of knowledge sharing in the organization, retaining employees is highly

negligible. Costly et al. (1987) indicated that a high level of staff turnover might be due to low level of human resource policies, poor employment strategies, poor managerial tactics, poor complaint techniques, or absence of inspiration. All these reasons could lead to high staff turnover in the feeling that there is no good organisation practices and strategies on employees matters, therefore staffs are not employed systematically, employees development and promotions are not built on spelled out rules, no complaint processes in place and consequently individuals decides to leave.

Griffeth et al. (2000) stated that wage and salary-related benefits have an uncertain influence on employee turnover. In the same study researcher found that if the organization doesn't reward their high performers, they will leave. Similarly if when organization pay their employees then they are less likely to leave the organizations and vice versa. Similarly, poor recruiting and employment practices, leadership style, absence of recognition, absence of competitive wages and unhealthy work place circumstances are considered as some of other factors that significantly impact the employee turnover Abassi et al. (2000).

2.4.4 Impact of turnover on organizations

Employees' turnover can have both negative and positive influences on an organization. When the turnover is of a workers that are a low performer or that are struggling in their job, voluntary turnover could be a positive action for the institute. Nevertheless, when an organization loses an employees that are high performing via their resignation, the costs to the institute can be countless. Monetary costs experienced due to turnover will be as much as twice over their yearly payment on average (Kaye & Jordan-Evans, 2005). Other costs are not essentially monetary in nature. These can be defined as secondary costs and embrace effects such as lost business to competitors, compromised customers service, decrease employee morale and increased turnover

by other staffs, and possible loss of future leadership (Griffith & Hom, 2001). This is true in regard to health care professional as well. Rousan and Henderson, (1996) indicated that when high professional workers leave their positions, a disruption in the work processes is expected to happen. Even if the worker is replaced rapidly, the replacement employee will request time to be familiar with the in house environment.

In addition, Dess and Shaw (2001) indicated that, when social capital – which occur when positive relationship between employees is developed in their work place – is broken due to employees' turnover, then organizational performance can be adversely affected. Those negative effects can be a result of broken teams, lost skills, and broken relationships with customers and stakeholders.

2.4.5 Cost of turnover

Labor is one of the prized and pricy components in any organization, and loosing such human capital via pointless turnover can significantly influence the performance of the organization (Walsh & Taylor 2007, Walters & Raybould 2007). The influence of workers' turnover on organizations have been expressively considered by the organizations top management, senior HR workforces and industrial psychologist. It has been considered as one of the most pricy and stubborn human resource challenges provoking organizations globally (Walsh and Taylor, 2007).

Over years and years, diverse tactics and strategies have been used to resolve the issue of workforces' turnover worldwide. HRM practices such as recruitment and selection, training, organization support, proposing better job opportunities and increase employees' reimbursement have been recommended as one of the possible way out of employee turnover (Cheng and Brown, 1998; Forrier and Sels, 2003).

Cost of Workers' turnover could be tangible (direct), characterized by paying money such as recruiting (including advertising), induction, training, growth and skill growth (Hinkin and Tracey, 2006), or intangible or “hidden” represented by cost associated with loss of expertise, inefficiency and replacement costs (Lashley and Chaplain, 1999). Moreover Lashley (2000) deliberated the lost investment in training and lost staff skills as specific examples of turnover costs. Some academics found out other intangible costs of staff turnover associated with organizational behavior and associated with “hygiene factors” such as work routinization, role conflict, poor job satisfaction, low morale, poor commitment, corrosive supervision/leadership and a lack of career development that influence on worker efficiency and productivity, (O’Connell and Kung, 2007). Furthermore, empirical studies revealed that lost productivity subsequent from workforce turnover might be the cause of more than two-thirds of the total turnover cost (Hinkin and Tracey, 2008). As turnover rises, service quality might drop as it takes time and funds to “back fill” leaving employees (Lynn, 2002).

2.4.6 Turnover in UAE Organization

United Arab Emirates is quick growing country which is strongly dependent on expatriate health care professionals who come from across the world countries. It has been estimated that around 82% of the health care workers in UAE are foreigners whereas the nationals form around 18% of the total health care workers (El-Jardali, F., Jamal, D., Jaafar, M., Rahal, Z. 2008). According to the recent labor report released by the UAE ministry of labor, expatriates makes up more than 90 percent of private sector workforce at about 3,113,000 foreign workers employed by 260,000 firms with turnover rate of 21 percent (staff turnover, 2008).in another recent study it revealed that the average of the salary in the UAE is 10,120 dirhams (\$ 2,750) and the average length of time holding job in the UAE is 4.7 years. In addition turnover rate among the health care workers

in Abu Dhabi Public health organization has shown significant increase in the last three years (Figure 1). As a result it is expected that the healthcare workers turnover will be one of the significant challenges facing the UAE health care leaders.

Consequently it has been estimated that 2.7 billion is the annual cost to business market in UAE for lost employees (El-Jardali, F., Jamal, D., Jaafar, M., Rahal, Z. 2008). The study of staff turnover (2008) added: "Mobility of skilled professionals remains a challenge to UAE businesses. This is costing businesses a substantial deal of wasted resources and weakening their competitive positions against those which are having a stable workforce with lesser turnover rate.

2.4.7 Turnover in UAE health care sector.

Retaining health care professionals including physicians and nurses is highly important to stabilizing the emirate's healthcare system. Many health care organizations in the UAE have struggled to preserve employee and consequently there is a high turnover rate among doctors and nurses across the UAE. Table 2.1 shows that the turnover rate among physicians who work for the UAE ministry of health reach up to 7.2 % in 2014, while the medical technicians reported 7.6 % at the same year, however dentists turnover rate reach almost double rate of physicians, this might be due to the significant investment of private sector in the dentistry services manufacturing and to the high wages they have been offered by the services owners.

Moreover figure (1) shows the turnover rate over the last three years in the emirate of Abu Dhabi public health care sector exclusively. Statistical graph shows significant positive trend in the turnover rate among the health care workers. In 2013 the report shows turnover rate of 6.9%, 7.4 % in 2014 whereas it reached up to 8.5 % in 2015. this regular increase in the turnover rate in UAE health care sector need to be highlighted and taken in consideration by the UAE health care

top management and human resource executives in order to develop the proper strategies and HRM practices that could increase employees retention rate.

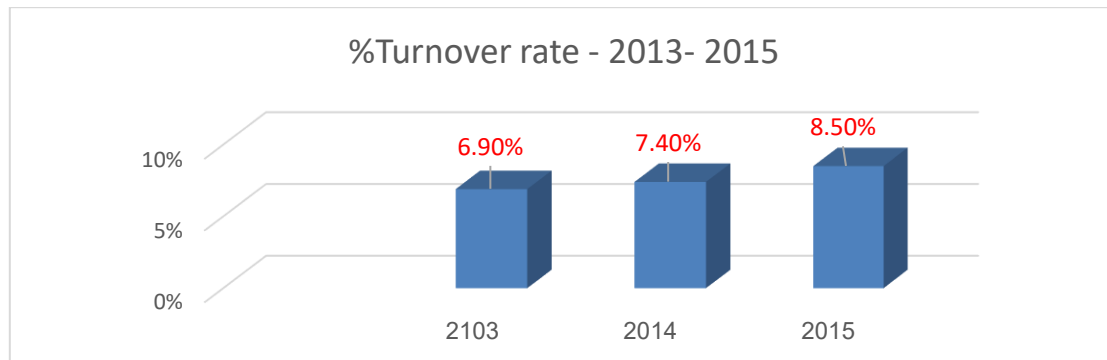


Figure 1: Turnover rate among Abu Dhabi public health organizations employees
Source: AHS – HR Department

Table 2.1: Turnover rate in UAE Ministry of health-2014

Job title	Turnover rate
Physician	7.2%
Dentist	14.2%
Medical Technicians	7.6%

Source: federal authority for Government human resources

Chapter 3: Theory

This chapter covers the review of the best related empirical results that support human resource management practices, person organization fit, organization citizenship behavior and its relationships with and employees' turnover intention theories from around the world regardless being completed in a health care services or in a context similar to UAE such as middle east , GCC or Arab world. At the end of current chapter, and as result of theoretical and empirical researches discussed in this field, the research hypothesis which will be tested through current study are listed thereafter.

3.1 Relationship between study variables

Human resource management practices such as (recruitment, promotion, career development) play significant role in impacting the behaviors and attitudes of employees, moreover it can negatively affect the retention of employees in any organization (Huselid,1995). HRM can be used as unique advantage of competition among organizations as HRM practices might be difficult to imitate (Becker and Gerhart, 1996). Budhwar and Debrah (2009) stated that developed countries had significant improvement in human resource management practices studies and researches in the last few years but very little were written about developing countries.

HRM practices invest in improving service capacity through employee selection policies, training practices , integrated performance management system, competitive rewards and empowering employees in decision making which will support the employees to provide their best to satisfy customers and effectively perform their jobs (Tang And Tang, 2012). According to Noah and Yong-Pin (2002) agree that properly selecting employees is in fact a huge aspect of employee turnover. Jackofsky, (1984) point out that 60% of undesirable turnover is due to bad hiring decisions on the part of the employer, similarly negative relationship was also found between

training and turnover intentions of an employee. Yet, some researchers such as (lynch1991) found that training might have positive correlation in which it enhance the employees to leave the organization.

On the pther hand, multiple studies proved the inverse relationship between job satisfaction and organizational commitment variables and turnover (Hom and Griffeth 1991; Tett and Meyer 1993; Mitchell, Holtom and Lee 2001; Lee and Bruvold 2003; Campbell and Campbell 2003; Herrbach, Mignonac and Gatignon 2004). In the same context compensation was found to be negatively correlated with employees intention to leave (Grace & Khalsa, 2003; Cotton & Tuttle, 1986), moreover in their stud y of telecommunication industry Batt,Colvin and keefe (2002), concluded that compensation is significant and negatively realted to turnover. However other strudies reported different findings. For example , Griffith et al (2000) reported modest correlation between compensation and turnover. It is acknowledged that a lack of performance appraisal can have adverse effect on employees' motivation and contribute to employees' turnover intentions (Struebing, 1996; Abdullah et al., 2011), moreover in a study of data collected from 65 studies conducted on performance management and turnover intention, results revealed that there is a relationship between employees' job performance management and their intention to quit (Zimmerman, 2009).

In the same context a study on Information System Auditors in the United States revealed that professional growth related to career progression was related to turnover intentions and thus the companies were advised to have regular career advancement opportunities and professional growth for its staff in a bid to retain them (Muliawan, 2009). Furthermore Eisenberger et al. (2001) believe that development opportunities provided by an organization oblige employees to behave reciprocally.

In addition to the impact of the HRM practices on employees turnover , previous literatures showed that some employees attitudinal characteristics mediates the relationship between HRM practices and individual outcomes (Nurita Juhdi et al, 2013; Priyanka and Soeonghee, 2010; Mahmoud Manafi, 2012). For example , (Boselie and WWiele Van Der, 2002, Shore, Bark Sdale and Shore 1995), argued that managers use Orgnization Citizenship Behavior (OCB) as a signal of the extent in which an employee feels he or she belongs to the organization. Ian Coyne and Tanya Ong, 2007; Nathan Podsakoff et al, 2009; Parveen Kumar, 2011; Pascal Paille, 2013; Yafang and Shih, 2010 particularly showed that OCB is negatively related to employee turnover. Further more , employees who had stronger intention to leave their organizations were less likely to show OCBs at work. In the same context Previous studies have demonstrated a negative association between the person organization fit (P-O fit) and turnover intention. (Verquer et al., 2003), for example, who conducted a meta-analysis of 21 studies, found that the P-O fit was negatively associated with the intention to quit.

It is vital for HRM to overcome workers' intention to leave. Previous researches (e.g., Shaw et al, 1998; Way, 2002; Allen & Griffeth, 2003; Huselid, 1995) have revealed that high-involvement HR practices improve employee retaining. Support theory holds that helpful actions focused at workers should force workforces to respond in a positive way. HR practices symbolize such organizational activities that may strengthen the workforces' beliefs that the organization appreciate their participation and cares about their well-being, which in turn decreases turnover intentions amongst workforces (Eisenberger et al, 1990.; Wayne et al, 1997). Additionally, investments in high-involvement HR practices may foster the emergence of a positive work climate that, in turn, may result in lower turnover (Rogg et al, 2001; Way, 2002). Jeet and Sayeeduzzafar (2014) studied five HR practices (employee training, performance appraisal,

teamwork, employee participation and compensation) and they found that there is an expressively positive association amongst the HR practices and organizational commitment. Career development could fit workers' needs by creating opportunities for new job and enhancing their skills (Riaz, Idrees, & Imran, 2013). Consequently, in consistent with the above literature, the current study predicted that the five HRM practices are related to employees' turnover intention:

H1: There is a negative relationship between recruitment and selection process and employees' turnover intention.

H2: There is a negative relationship between performance appraisal and employees' turnover intentions.

H3: There is a negative relationship between career development and employees' turnover intentions.

H4: There is a negative relationship between compensation and employees' turnover intentions.

H5: There is a negative relationship between the training and employees' turnover intention.

3.2 Mediating role of OCB

Organizational citizenship behavior was defined by several academics such as Bateman and Organ (1983) as individual behavior that is optional, not directly or explicitly acknowledged by the official reward system, and in total, supports effective and efficient organization operations. Organizational citizenship behavior is divided into two categories: citizenship that benefits the organization indirectly (OCBO), and citizenship that benefits the individual directly (OCBI). This is visible within the organization when an individual who is unable to come to work will have his or her responsibilities picked up by other persons already working, due to the positive interest in other employees.

(Podsakoff et al. 200) considered helping behaviors as the main practice of citizenship behavior, which encompasses voluntarily assisting others with work-related problems. The first section of this description (helping others with work-related problems) embraces Organ's humanity, cheerleading and peacemaking dimensions (Organ 1988, 1990); interpersonal assisting (Graham 1989); organizational citizenship behavior –individual - OCB-I (William and Anderson 1991); and the assisting others constructs from George and Brief (1992). The second section of the description captures Organ's (1988, 1990) notion of courteousness, which contains assisting others by taking steps to avoid the causing of problems for colleagues. Past experimental studies has mostly approved that all of these several methods of assisting behavior load on one element (e.g., MacKenzie et al. 1993).

Several studies assured the relationship between the OCB and employees' turnover intention, for instance (Podsakoff and Mackenzie, 1997) concluded that OCBs may improve the ability of organization to keep employees, this was supported by (Chen et al, 1998) who concluded that that minor OCB levels relates to uncertainty on the part of the worker to be included and stay in the organization. Moreover in their study, Chen et al (1998) stated that there is a negative correlation between OCB and employee turnover intention whereas an even robust negative relationship amongst OCB and turnover was reported by MacKenzie et al. (1998).

Current researches have supported the previous literature in terms of confirming the negative relationship between the OCB and turnover intention and approve that employees who had stronger intention to leave their organizations were less likely to show OCBs at work (Ian & Tanya, 2007; Podsakoff et al, 2009; Praveen Kumar, Yafang and Shih, 2010 2011; Pascal Paille, 2013. Moreover, Nurita, et al, 2013; Priyanka and Soeonghee, 2010; Mahmoud Manafi, 2012, had shown that some employees attitude characteristics including OCB mediates the relationship

between HRM practices and individual outcomes. Thus OCB was proposed to be one of the mediators to be tested in this study.

Depending on the current literature, it is presumed that organization citizenship behavior mediates the relationship between HRM practices and employees' turnover intention:

H6: OCB mediates the negative relationship between recruitment and selection process and employees' turnover intentions.

H7: OCB mediates the negative relationship between performance appraisal and employees' turnover intentions.

H8: OCB mediates the negative relationship between career development and employees' turnover intentions.

H9: OCB mediates the negative relationship between compensation and employees' turnover intentions.

H10: OCB mediates the negative relationship between training and employees' turnover intentions

H16: There is negative relationship between OCB and Employees' turnover intentions.

3.3 Mediating role of P.O Fit

Characteristics of both the employee and the organization are the main two factors that decide the different form of P-O fit concept (Muchinsky and Monahan, 1987). P-O fit describes the association amongst employee and organizational objectives; employee favorites or requirements and organizational structures; and employee personality and organizational climate (Kristof, 1996). P-O fit is a sub-element of the wider notion of Person environment fit (P-E Fit) (Vilela et al., 2008).

Several studies revealed a negative association between the P-O fit and turnover intention. For instance in his meta-analysis of 21 studies (Verquer et al., 2003) found that the P-O fit was negatively associated with the employees' intention to quit. In addition, another meta-analysis of 121 studies (1967-2003) by (Hoffman and Woehr, 2006) revealed that the P-O fit was related to turnover. A similar result was found in a research of deluxe hotels in Korea by (Jung & Yoon, 2013). Overall, these results have constantly revealed that employees with a P-O fit tend to stay longer in an organization. Yet, other researches such as Memon, Salleh & Baharom, (2014) concluded in their Meta-analysis study that generally, the relationship between person organization fit and turnover intention is weak.

Depending on the current literature, it is presumed that organization citizenship behavior mediates the relationship between HRM practices and employees' turnover intention:

H11: POF mediates the negative relationship between recruitment and selection process and employees' turnover intentions.

H12: POF mediates the negative relationship between performance appraisal and employees' turnover intentions.

H13: POF mediates the negative relationship between Career development and employees' turnover intentions.

H14: POF mediates the negative relationship between compensation and employees' turnover intentions.

H15: POF mediates the negative relationship between training and employees' turnover intention.

H17: There is negative relationship between the POF and employees' turnover intentions.

3.4 Research Model

Depending on the above literature review , researcher was able to come up with the below research model (figure2).

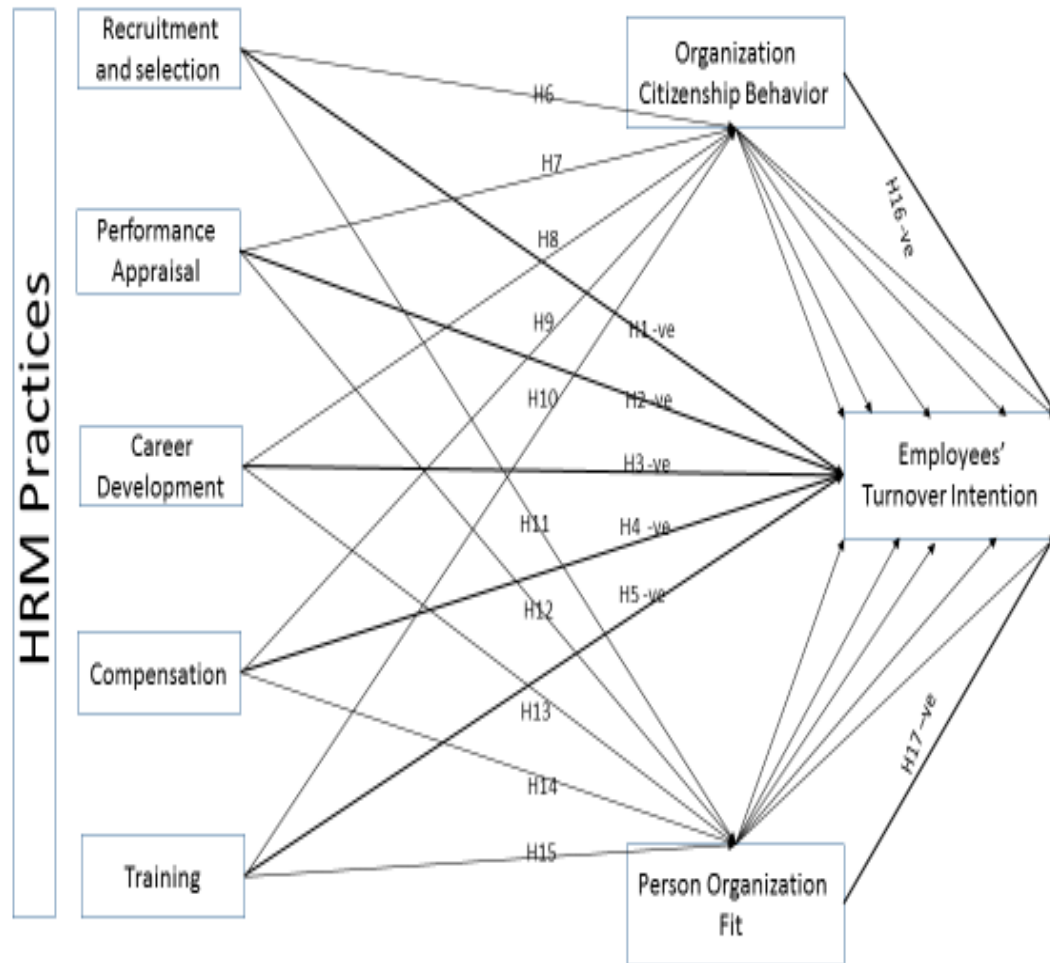


Figure 2: Research model

Chapter 4: Data & Methodology

This chapter aims to discuss the study methodology used to explore the relationships among research constructs; HRM practices, organization citizenship behavior, person organization fit and turnover intention. This chapter discuss the research designs, research sampling, sample size, target population, questionnaire, variables measures, scales, pilot testing, variables validity, reliability, correlations, confirmatory factor analysis and structure equation modeling.

4.1 Research Design

Research design is a logical and systematic method in planning and directing a piece of research (Zikmund, Babin, & Carr, 2009). It is the overall plan of how the researcher intends to implement their projects in practice (Draper, 2004). It is also stated as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose in procedure (Hafeezrm, 2011).

Burns and Grove (2003:195) define a research design as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”.

Consequently the selection of an appropriate research methodology is crucial to the effectiveness of a research project. An appropriate research design is essential to determine the type of data, data collection technique, and sampling methodology. Therefore, these research designs are considered very important in achieving the research objectives (Burns & Bush, 2002). This study aims to utilize a quantitative research design to investigate the predictors of actual human resources practices and its impact on employees' turnover intention in United Arab Emirates health care sector. Quantitative research design is used because it helps the researcher to examine thoroughly the big sample of respondent's opinions about the suggested phenomenon, and

consequently the researcher can take a specific perspective of human behavior (Lakshman et al., 2000).

Neuman (2006) points out that the purpose of quantitative research is to test the cause and effect relationship it can also test the generalization of these results. Given that, the researcher used a survey to collect primary data. Sukamolson, 2005 & Babblie, 2013, mentioned different advantages of using quantitative research such as:

- Providing estimates of populations at large.
- Indicating the extensiveness of attitudes held by people.
- Providing results which can be condensed to statistics.
- Allowing for statistical comparison between various groups.
- Having precision is definitive and standardized.
- Measuring level of occurrence, actions, trends, etc.
- Answering such questions as "How many?" and "How often?".
- It makes the observation more explicit by support of numbers.
- It makes it easy to compare, cumulative, analyze and summarize data.

4.2 Sampling methods

This section provides a discussion on the population, sampling frame, sample size and distribution of questionnaire to respondents as follows:

4.2.1 Population

The population of this research consist of all clinical and non-clinical employees who work in the public health care organizations. Yet this study excluded the employees who have been working for the same organization for less than one year. As this study would like to target those

employees who have enough experience in their organization to give us the clear picture about the human resource practices in their organizations.

4.2.2 Sampling frame

Sampling frame is a list of items in the field of population research (Sekaran, 2003). The sampling frame for this study consists of clinical and non-clinical employees who work for the health care services in the emirate of Abu Dhabi. In this study the sample included 1200 health care worker in United Arab Emirates. These employees were distributed across 50 health care facility.

4.2.3 Sample size

According to Sekaran (2003) it is appropriate for a quantitative research to have a sample size that is larger than 30. According to Scheaffer et al. (1979; 1986), to determine the size of any study sample some information is required concerning the size of population, the desired error level (e.g., 5%), and the desired level of confidence (e.g., 95%) as shown in Table (3.1).

The sample size could also be determinant using confidence level (Vokell and Asher, 1995). Based on this assumption, 384 sample size is suggested at 95% confidence level and 5% margin of error as shown in Table (3.2). The next step is to determine the number of questionnaires to be distributed to obtain at least 384 sampling. This will be based on the number of samples used in the past studies which indicate a response rate of 45% (Wilkins, 2005; Hede and Thyne, 2007). Thus, based on this percentage, 850 respondents (health care workers) are needed. However, in order to achieve the best possible percentage of respondents, researcher targeted more than one thousand employees form different public health care organization in UAE.

Table: 3.1: Determining sample size of a given population

N	Sample
20,000	377
30,000	379
40,000	380
50,000	381
75,000	382
> 100,000	384

N = is population size S = is sample size

Source: Sekaran (1992 & 2003)

Table 3.2: Determining of Sample Size Based on Confidence Level Interval and Margin of Error (Accuracy)

Accuracy of Margin Error (%)	Confidence Level		
	90%	95%	99%
±10	68	96	165
±09	84	118	204
±08	106	150	258
±07	139	196	3,32
±06	189	267	4,59
±05	272	384	6,60
±04	452	600	1,032
±03	756	1,068	1,835
±02	1,072	2,401	4,128
±01	6,808	9,604	16,512

Source: Vokell and Asher (1995.p, 241)

4.2.4 Sample size requirements for (SEM)

The minimum requirement of sample size may vary depending on statistical techniques employed. The statistical techniques with minimum sample size requirements are presented in Table 3.3.

Table 3.3: Statistical Techniques with Minimum Sample Size Requirements

Statistical Analysis			Minimum Sample Size
Structure	Equation	Model	(
SEM)			
			Sample size as small as 50 can provide valid results (Hair et al., 2006).
			Recommended minimum sample sizes of 100-150 to ensure stable Maximum likelihood estimation (MLE) solution (Hair et al., 2006).
			Sample size in a range of 150 - 400 is recommended (Hair et al., 2006).

Source: Hair et al. (2006)

4.2.5 Distribution of questionnaire to respondents

The researcher systematically selected a random sample in which 1200 respondents were systematically identified from 50 health care facility across the emirate of Abu Dhabi which include Abu Dhabi island, Middle region, Western region and the Eastern region through facilities data base of the employees outlook emails (intranet). Consequently 24 respondents ($1200/50 = 24$ health care worker) were chosen from each health care facility. The total number of employees in each of the 50 facilities were estimated around 120 employee in each facility. The respondents were pre-selected using the data base of the facility outlook emails every 5th employee ($120/24 = 5$ worker) in each respective health care facility.

Initially the official permission to complete the questionnaire was attained from CEO of the health care facilities. Thereafter an e-mail contact was made by the researcher to the participants in each facility with guidelines about the on-line survey and a link to an electronic version of questionnaire in English language –English language is the official language in the targeted health care facilities- via survey monkey and the link of the questionnaire with cover letter explaining the purpose and the research objectives and importance has been sent to

approximately 1200 employee distributed over 50 health care facility across the targeted areas to be completed over one month period starting on Feb 1st - 2016 and ending up on Feb 28th - 2016 .

The on-line survey set-up was selected because of the availability of participants' access to the internet, for efficiency in data collection and also for the convenience of the respondents. The e-mail included information about the research, the importance of the study, confidentiality, consent for the study, how the data would be utilized, and the targeted response timeframe.

In addition, in order to ensure a good response rate; two weeks after forwarding the survey to the targeted population, a second contact email was sent to all participants, thanking those who had responded and reminding those who had not responded to do so in the next two weeks.

Finally After completing the full month, the researcher sent an email to the manager of each facility thanking them for participation in the research study and offering to send the reported findings of the study to them upon completion.

4.3 Questionnaire design

The questionnaire (Appendix I) was designed in line with the research objectives, problem and hypotheses to measure the effects of independent variables (HRM practices) on employees' turnover intention (dependent variable). The questionnaire compose of four main sections. The first section included the independent variables which consist of the HRM practices (recruitment and selection, training, performance appraisal, compensation, and career growth). Recruitment and selection is measured by three questions, training is measured by four questions, compensation is measured by four questions, performance appraisal is measured by three questions and the career development is measured by four questions.

The second section of the questionnaire covered the two mediators (Person - Organization Fit and the Organization Citizenship Behavior). Person organization fit is measured by four questions and the organization citizenship behavior is measured by four questions. The third section reflected the dependent variable (turnover intention) which is measured by three questions while the fourth section consists of the demographic variables such as gender, nationality, age, job title, level of education tenure and total years of experience.

4.3.1 Questionnaire scale (Measures)

Researcher used Likert scale to measure the responses since this scale is widely used in human behaviors research and has been extensively tested in social science (Garland, 1991). However, there is no clear rule that indicates the suitable number that should be used (one to five-point Likert scales or one to seven-point Likert scales). However, researchers indicate that a five-point scale is just as good as any other scale (Fornell, 1992; Solnet, 2006) that it may reduce confusion to the respondents.

Therefore, to ensure consistency among the variables and to avoid confusion among respondents, all items were measured using one to five point Likert scale. The researcher used five-point Likert scales for measuring all variables in this study from (1) Strongly disagree, (2) Disagree, (3) Neither, (4) Agree, (5) Strongly Agree (Table 3.4). Many researchers used and applied this five point numerical scale for data collection (e.g. Gurjeet Kaur, S. R. Mahajan, 2014; Choi, S. Long & Panniruky, P, 2014; Erich et al 2009; Chou-Kang et al 2005).

Table 3.4: Five Point Numerical Scale

Scale	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Item	1	2	3	4	5

4.3.2 Measurement of variables

A survey instrument, which included all the variables of interest, was developed .The survey measures included HRM practices, Turnover intention, person organization fit and organization citizenship behavior. All variables are adopted from previous studies. This study's framework comprises of dependent variables which represent one dependent variable namely turnover intention. Mediator variables include person organization fit and organization citizenship behavior. A set of independent variables were also measured: recruitment and selection, training, compensation, performance appraisal and career development.

In accordance with the theoretical framework, relevant measurements for each of the operational variables are identified as follows:

Recruitment and selection. A three items scale adopted from Yang and Lin (2009) was used to assess the approach of recruitment and selection in UAE health care facilities (i.e. " The recruitment and selection system of our organization enables us to hire good employees').the three items were averaged to form the measure of recruitment and selection.

Training. Training was measured by using four items adopted from Lee, et al (2010) questionnaire (i.e. " Formal training programs are offered to employees in order to increase their promoability at your organization").The four items were averaged to form the measure of training.

Compensation. Four item scale adopted from Lee, et al (2010), was used to measure the compensation construct (i.e. Incentive system at your organization encourages people to reach company goals"). The four items were averaged in order to form the measure of training.

Performance appraisal. Three items scale adopted from Yang and Lin (2009), was used to measure the performance appraisal construct (i.e. "Our organization completes employees' performance appraisals in a timely fashion"). The three items were averaged to form the measure of performance appraisal.

Career Development. Four items scale was adopted from Akhtar, et al (2008) to measure the career development construct, (i.e. " Employees have clear career paths within the organization"). The four items were averaged to measure career development construct.

Turnover intention. Turnover intention was measure by three items scale adopted from Landau& Hammer, (1986), (i.e. " As soon as I can find a better job, I'll leave"). The three items were averaged to form the construct of employee turnover intention.

Person organization fit. Person organization fit was measured by four items adopted from Neterman, et al (1997), (i.e. I feel that my personal values are good fit with this organization), the four variables were averaged to get the construct of person organization fit.

Organization citizenship behavior. OCB was measured by four items adopted from (Cardona, et al, 2004), (i.e., Even when it is not required, I try to guide the new members of my department), the four variables were averaged to form the construct of OCB.

4.3.3 Pilot Testing

Pilot testing is essential to check questionnaire reliability, questionnaire items and language used in the items. There are numerous advantages of performing pilot testing before carrying out actual survey such as, test the questionnaire wording, check structure of items, attaining

familiarity with respondent, estimating response rate of the targeted sample and examine the potential problem of the research method or the design prior the main research (Ticehurst & Veal, 2000).

According to Saunders et al. (2003), it is always useful to carry out a pilot study before data collection. In addition, Sekaran, (2000) stated that a pilot study is performed to correct any inadequacies in the instrument prior to data collection. Moreover (Yin, 1994) stated that pilot study is used mainly to help the researcher in constructing pertinent lines of questioning, and to achieve a faultless questionnaire so that it would be possible for the researcher to take all the necessary modifications accordingly. This should be done by testing and checking the questionnaire on a small sample of the population through the pilot study.

Therefore , Before deciding on the actual instrument to be utilized in this study, a pilot study was conducted using a convenient sample (100 employees).The researcher emailed the respondents and request them to report any confusion they felt while they were completing the questionnaire to identify difficulties in wording and context. The reliability test for each instrument was calculated using the pilot study data.

Consequently, 100 employees were randomly selected from different public health care facilities and the link of online survey has been emailed to them with a cover letter to explain the study, its objectives, confidentiality of answers, demographics, associated risk and ensure that the participation in the survey is totally voluntary. The duration of the data collection for the pilot study extended for 5 working days (15th – Jan-2016 to 19th –Jan-2016). Minor changes in wording in the questionnaire were made in terms of adjusting questionnaire and its language accuracy. The data was analyzed using SPSS for reliability. Table 3.5 below shows the reliability coefficient (Cronbach's Alpha) for multiple used items in the pilot study.

Table 3.5: Reliability Coefficient for Multiple Items in Pilot Study (n = 100)

Variable	Cronbach's Alpha	Items	SD	M
Recruitment & Selection	0.84	3	.69	3.7
Performance appraisal	0.83	3	.69	3.7
Career Development	0.83	4	.97	2.5
Training	0.84	4	.90	3.4
Compensation	0.83	4	1.0	2.9
Person Organization Fit	0.83	4	.72	3.6
Organization Citizenship behavior	0.85	4	.45	3.6
Turnover Intention	0.87	3	1.0	3.2

As shown in Table 3.5 above, each construct shows Cronbach's alpha readings of acceptable values above .60 (Hair et al., 2006). A reliability value for all constructs range from 0.83 to 0.87. This indicates that all constructs have internal acceptable consistency.

4.4 Data analysis procedure:

Data analysis involved steps such as coding the responses, screening the data and selecting the appropriate data analysis strategy (Churchill & Iacobucci, 2004; Sekaran, 2000). Data screening was performed to identify data entry errors and examine how appropriately data meets the statistical assumptions which involve descriptive statistics of variables, missing data, and treatment of outlier response bias, normality, homoscedasticity, multicollinearity, and reliability. For the purpose of data analysis and hypotheses testing, several statistical tools and methods were employed from SPSS software version 20. Lastly, the third stage was analyzing data by Structural Equation Modeling (SEM) using Analysis of Moment Structures (AMOS) 18 software package which also includes construct validity.

4.4.1 Data editing and coding

After collecting the data, coding was required so that it could be stored systematically (Zikmund, 2003). This was done by using SPSS software version 20. Data was coded by assigning character symbols (mostly numerical symbols), and data was edited before it was entered into SPSS.

4.4.2 Data screening

Data screening involved a number of steps in order to make sure that the effect of characteristics of data may not negatively affect the results. The data screening is significant as earlier steps influence decisions to be taken in following steps.

4.4.2.1 Missing data

There are many ways to treat missing data in previous studies, such as delete them, distribution of missing data, and replace them (Kline, 1998; Tsikriktsis, 2005). The first important step in data screening process is identifying the missing data. Respondents may reject to answer personal questions pertaining to their income, age or others. Likewise, some respondents may not be competent to respond because of lack of knowledge towards a particular topic.

4.4.2.2 Assessment of outlier

The next step after treating the missing responses is examining outliers. There are some reasons that cause outliers such as incorrect data entry. In this research, a few cases of these errors were noted and corrected. The other reason is that observations within the intended population are extreme in their combination of values across the variables (Hair et al., 2006).

Few cases of outliers were identified in this research, and their treatment is discussed next. An examination to detect univariate outliers was performed. Detecting univariate outliers was done on the observations of each variable through Amos 18 in hypothesis model (Hair et al., 1998). In this study there were 29 items that were entered in SPSS 20, and so any individual with a Mahalanobis Distance (D^2) score which is greater than Chi-square value of 29 items ($\chi^2 = 58$) would be considered a multivariate outlier (Hair et al., 2006). Thus, to make sure that there are no outliers in data, this study used Mahalanobis (D^2) score compare to χ^2 value. If $D^2 > \chi^2$, then this case will be considered as an outlier and will be deleted from the dataset.

4.4.3 Descriptive statistics

Descriptive statistics offers an intellectual description of the main statistics. This analysis was used to determine characteristics' of the employees who work in UAE health care facilities. Descriptive analysis refers to the transformation of raw data into a form that would provide information to define a set of factors in a situation that will make them easy to understand and interpret (Kassim, 2001; Sekaran, 2000). This analysis gives a clear meaning of data through frequency distribution, mean, and standard deviation, which are useful to identify differences among groups, for all the variables of interest. The main descriptive statistics for health care workers included mean, and standard deviation.

4.4.4 Response bias

Response bias assists the researcher to detect if respondents answered questions based on the researcher idea in which it may affect the findings as a type of cognitive bias. T-test was conducted to examine if there was any significant difference between the early and the late response (Pallant, 2001). In this study the researcher used t-test to see if there was a statistically significant difference in the mean scores for two groups of respondents.

4.4.5 Assessment of normality

Data should follow a normal distribution for most analyses to work properly; normality will lead to a stronger assessment (Hair et al., 2006). According to Tabachnick and Fidell (2001), skewness and kurtosis can be used to assess normality. Skewness refers to the irregularity of a distribution, which means the variables mean is not in the center of the distribution. On the other hand, kurtosis relates to the peakedness of a distribution. A distribution is claimed to be normal when the values of skewness and kurtosis are equal to zero (Tabachnick & Fidell, 2001). There are few clear guidelines about how much non-normality is problematic. Many authors such as

Chou & Bentler (1995), Hu et al. (1992) suggested that absolute values of univariate skewness indices greater than ± 3.0 seem to describe extremely skewed data sets.

The non-normal items detected through z-skewness using descriptive function" standardized values as variables". After the detection of non-normal in each observed variables, transformation was conducted through Cdfnorm function on values $\geq \pm 3$ (Hair et al., 2006).

4.4.6 Linearity and homoscedasticity test

The reason for testing linearity is that correlation represents only the linear association between variables, and nonlinear effects will not be represented in the correlation value (Hair et al., 2006). Hence, scatter plot is the representation of the relation between two metric variables portraying the joint value of each observation in the two dimensional groups. Therefore, a scatter plot must show the dotted line that is linear line.

According to Ghazali et al. (2005) when the error terms variance (e) shows constancy throughout a variety of predictor variables, the collected data is claimed to be homoscedasticity. In other words, it draws attention to the dependent variables that show equal variance transversely level within the predictor variables range. It presents a cloud of dots, in case non- homoscedasticity model can be discussed accurately by a pattern such as a funnel shape, indicating greater error as the dependent variables increase.

4.4.7 Multicollinearity

Multicollinearity refers to the condition in which the dependent variables are extremely correlated (Pallant, 2001). According to Hair et al. (2006) correlation values of any research should be less than the recommended value < 0.80 . Whilst, any correlation values that is more than 0.80 is considered as multicollinearity.

In services research, there are two common measures for testing multicollinearity, one by tolerance (R^2) value and the variance inflation factor (VIF) value, the recommendation value of tolerance is 0.10 and for VIF is 10. Additionally, through correlation matrix between each two variables in this study through Amos 18, value of correlation between each two variables should be less than .80(Hair et al., 2006). The study will show the two tables of correlation matrix and Assessment of Tolerance and VIF Values in chapter five.

4.4.8 Correlation

Pallant (2001) mentioned out that analysis of correlation is a statistical technique used to explain the strength and direction of the linear relationship between two variables. The correlation's degree is concerned to assess the strength and significance of a relationship between the variables. The ideal correlation of 1 or -1 indicates that the value of one variable can be determined accurately by knowing the value of other variable. Moreover, the correlation value of 0 indicates the absence of the relationship between these two variables. Cohen (1988) offers a rule to clarify the strength of the relationship between two variables (r) as shown in Table 3.6

Table 3.6: Cohen's Guideline of Correlation Strength

r values	Strength of relationship
$r = +.10$ to $.29$ or $r = -.10$ to $-.29$	Small
$r = +.30$ to $.49$ or $r = -.30$ to $-.49$	Medium
$r = +.50$ to 1.0 or $r = -.50$ to -1.0	Large

4.5 Reliability of constructs

According to Nunnally (1978) reliability is "the consistency of your measurement or the degree to which an instrument measures in the same way each time it is used under the same condition with the same subjects". This study used the SPSS 20.0 software to determine the internal consistency and the study constructs reliability. Hence, researcher piloted the study on a sample

of 100 health care workers in UAE in order to validate and confirm the reliability of the research instrument.

To achieve the reliability of the instrument employed in this research, the researcher tested the instrument applying Cronbach's Alpha through the SPSS 20.0 model. The reliability cut point was estimated above 0.60 (Hair et al., 2006). Another test for reliability is composite reliability developed by Werts et al. (1974), which measures the reliability of a construct in the measurement model. The composite reliability is calculated by use of the following equation:

$$\text{Composite reliability} = \frac{(\sum \text{standardized loading})^2}{(\sum \text{standardized loading})^2 + \sum \varepsilon_j}$$

(Source: Hair et al. 1998:624)

In addition, a composite reliability index that exceeds 0.70 indicates satisfactory internal consistency (Hair et al., 1998).

4.5.1 Validity test

Validity refers to the degree in which a research instrument measures the construct under exploration. According to Hair et al. (2006), the research instrument deployed in the survey may be reliable but not valid. Likewise it cannot be valid if it is not reliable. According to Gay (1987), validity is the degree to which a test measures what it is intended to measure. There are two types of validity to be measured; content and construct validity.

4.5.1.1 Content validity

Content validity relates to the subjective agreement amongst professionals that a scale rationally emerges to reflect precisely what is supposed to be measured. However, establishing the content validity of the items of the questionnaire is done by a number of competent and experienced conciliators who judged and measured the reliability of the questionnaire (Hair et al (2006). The modification made in the questionnaire will be in accordance with their recommendations and

constructive comments. Therefore, in this research, content validity was strengthened through an extensive review of the literature.

The validity of the instrument used for this study was checked by an experts in the field of Human resource management in Abu Dhabi University in UAE during October 2015. They judged the suitability and appropriateness of each items, their comments mainly revolved around some spelling and grammatical errors.

4.5.1.2 Construct validity

Construct validity or factorial validity testifies how well the results have been achieved by employing the measure fit related to the theories in which the test was designed (Malhotra, 1998). This means that, the researcher checked the construct validity of the research and tapped the theorized concept. In this regard, the more construct validity employed, the more validity can be constructed (Malhotra and Stanton 2004). According to Campbell and Fiske (1959) there are also another two types of construct validity: convergent and discriminant validity. This research deployed both types.

4.5.1.3 Convergent validity

Convergent validity is an important aspect that every researcher should consider when conducting his/her research. It refers to the specific construct that covers or share a high proportion of variance (Hair et al., 2006). In other words, it validates the degree to which two measures which have the same concept are associated. Convergent validity can be checked through confirmatory factor analysis (CFA), to make sure that the factor loading of constructs more than .30 (Hair et al., 2006).

4.5.1.4 Discriminant validity

Discriminant validity refers to observed constructs that should not be related to each other (Campbell & Fiske, 1959). It represents the degree to which items are differentiated amongst constructs or measure distinct concepts. Discriminant validity is assessed by examining the correlations square between the observed of potentially overlapping constructs.

Observed construct should be loaded more strongly on their own construct but not loaded on other constructs. To substantiate discriminant validity, variance extracted (VE) is "amount of (shared) or common variance among the indicators or manifest variables for a construct" (Hair et al., 2006, p. 584). VE should be more than .50, average variance extracted (AVE) is compared to correlation square of the interrelated variables of concerned (Fornell and Larcker, 1981).

The Average Variance Extracted (AVE) relates to the quantity of variance confined by the construct versus the amount due to the error of measurement (Hair et al., 2006). According to Malhotra and Stanton (2004), AVE should be greater than 0.50 to validate employing a construct.

The AVE derived from the calculation of variance extracted using the following equation:

$$\text{Variance Extracted} = \frac{\sum (\text{standardizedSMC})^2}{\sum (\text{standardizedSMC})^2 + \sum \epsilon_j}$$

(Source: Hair et al., 1998:624)

4.6 Structural equation modelling (SEM)

Structural equation modeling (SEM) is considered a family of statistic models that used for explaining the relationship amongst multiple variables (Hair et al., 2006). Structural equation modeling process includes two main steps as follows;

- i) Validating the measurement model and
- ii) Fitting the structural model (Kenis & Knoke, 2002).

The former is accomplished primarily through path analysis with latent variables. SEM is based on causal relationships (Hair et al., 1998, p. 592). These causal relationships explain how changes in variables (exogenous constructs) will result in changes in other variables (endogenous constructs). The causation among variables can be asserted through theoretical determination. Additionally, in SEM the theoretical based models are the structural model and the measurement model.

The SEM has developed to be one of the well-known aspects in selecting a research methodology for investigating issues related to social and behavioural sciences (Baumgartner et al., 1996). Therefore, this methodology contains two major issues: i) the measurement (i.e. what are the things that need to be measured; how to measure them; and how are the reliability and validity conditions met) and ii) causal relationship among variables and the explanation because the variable is complex and unobserved. This is a function of SEM (Hair et al., 2006).

4.6.1 Why SEM? Why not multiple regression?

According to previous literature there are many reasons for selecting SEM as an instrument of analysis in a research study. First of all, SEM analysis techniques are employed when the researcher includes a variety of factors or variables. Secondly, it is felt favourable and a choice of analysis instrument when a questionnaire is constructed to facilitate interval scales (Hair, et al., 2006; 1995).

Additionally, if the component that is needed to be measured and evaluated is extremely hypothetical and conceptual such as social science research (perceptive measures such as satisfaction, happiness, and tiredness), SEM is highly recommended. This contrasts with multiple regressions that are designed to measure metric scales (such as price, cost, and temperature).

Thirdly, the SEM consists of two models: measurement model and structural model (Hair, et al., 2006; 1995). The measurement model deals with the relationships between measured and latent variables, which specify indicators/items/scales for each construct and the assessment of construct validity. SEM is related to two kinds of errors as the result of the measurement and structural model known as measurement error and structural error, respectively. Structural error will be considered and added to the structural model because independent/dependent latent variables cannot predict the dependent variables perfectly.

Use of confirmatory factor analysis (CFA) will reduce the error effect that each latent having multiple indicators, and take all the constructs that are contained in the model as stimulus testing rather than individual coefficients. Also, CFA is useful to test models with multiple dependents (to model mediating variables and to deal with complicated data (such as non-normal data and incomplete data).

Linear regression analysis assumes that variables are evaluated with no errors. SEM includes multiple regression and factor analyses. According to Hair et al. (1995; 1998), SEM is an effective estimation instrument for a number of separate multiple regression equations evaluated simultaneously.

4.7 Confirmatory factor analysis (CFA)

Confirmatory Factor Analysis CFA is employed to reduce the measurement of instrument error but SEM techniques are deployed to perform the CFA. To be clear, SEM employs a set of measures to achieve the model fit.

This study used CFA to test convergent validity since CFA is stronger than EFA (Exploratory Factor Analysis). This is supported by some previous studies such as Gerbing and Anderson (1988) who argued that CFA can supply a stricter explanation of unidimensionality than other

techniques like coefficient alpha, correlation, and EFA. Additionally, EFA is mainly an explanatory technique since no control over which variables are indicators of the latent variables. In contrary to EFA technique, CFA or measurement model in SEM provides an ability to have a complete control over specification for each construct's indicators (McDonals & Ho, 2002). On the other hand, the statistical test of the goodness of fitness for the anticipated confirmatory factor solution (which is not achievable with using EFA technique) can be done by using CFA through SEM (McDonald & Ho, 2002).

Structural equation modeling process includes two main steps: validating the measurement model and structural model (Hair et al., 2006). CFA measurement model estimation is the first step of structural equation modeling (SEM). The purpose of the measurement model estimation is to specify the pattern by which each measure (indicator or item) loads on a particular factor (construct or variable) in original model in this study, and to assure the reliability and validity of measures and constructs.

The measurement model represents the degree to which the indicator (item) variables capture the essence of the latent factor. Moreover, a valid measurement model is the model which meets the requirements of psychometric soundness both reliability and validity of measures and constructs. The purpose of testing reliability and validity of measurement is to assure multiple items measure the hypothesized latent variables but not others. It is accomplished primarily through CFA (Byrne, 2001).

The current study used SPSS 20 and AMOS 18 to analyze the data. Following Anderson and Gerbing's (1988) two-step approach, a measurement model was first estimated using Confirmatory Factor Analysis (CFA). After the assessment of the adequacy of the measurement model, Structural Equation Modeling (SEM) was utilized to find the best-fitting model and to

test causal relationships. SEM, multivariate technique, combines aspects of multiple regression and factor analysis to assess a series of dependent relationships simultaneously, which is not possible using other multivariate techniques (e.g., multivariate analysis of variance, multiple regression, discriminant analysis, factor analysis, etc.) (Hair et al., 1998). This multivariate technique is particularly useful for modeling tests including several independent/dependent variables and mediators/moderators (Hair et al, 1998).

Modification indices are "the values calculated for each an estimated relationship possible in a specified model" (Hair et al., 2006, p. 581). Arbuckle (2005) emphasizes that the indices of each model modified fits pretty badly so we might look at modification indices (MI), for achieving P-value. Additional fit statistics from Amos recommended the model's fit be able to be enhanced by using MI. Firstly, we should determine the MI for each item, and then delete the highest, after deletion the highest value we have to examine the text output for the second model. Thus, change the model and repeat the analysis, the model fit Chi-square will be decreased to achieve p-value and to fit the model. In addition, GFI, CFI will be increased and RMSEA will be dropped down. There are three types of CFA for testing the model which are individual, measurement, and structural model. Firstly, CFA for individual measures of each construct such as (recruitment and selection, career development, compensation and turnover intention). Secondly, CFA for exogenous variables (compensation, career development, training, recruitment and selection, performance appraisal), endogenous variables (employee turnover intention), and mediating effect with dependent variable (person organization fit and organization citizenship behavior). Thirdly, CFA for three structural models are hypothesis model (all exogenous and endogenous variables), underpinning theory (compensation, career development, training, recruitment and

selection, performance appraisal, person organization fit and organization citizenship behavior), and generating model (all exogenous and endogenous variables).

4.8 SEM procedure

The SEM is a very popular multivariate approach. The first step is the model conceptualization, which handles constructed hypothesis (based on theory) as the main aspect for the relationships amongst latent variables, and other indicators. During this step, the model is developed in accordance to theory and empirical findings. The model should reflect the latent variables through any measured indicator (Hair et al, 2006).

The path diagram development is the second step. It is deployed to achieve uncomplicated hypothesis visualization resulting from model conceptualization. Thus, model specification (generating model) is the third step in which it deals with the development of the measurement and structural design of the research problem. Causal relationship found in the latent variables should be discussed during the specification of the structural model (Hair et al, 2006).

The fourth step relates to model identification. The data is entirely tested to ensure that information collected is with quality and contains effective parameters for the model. The goal is to validate the specification model is not under-identified, or just-identified or over-identified (Hair et al, 2006).

The fifth step of SEM refers to the parameter estimation. It mainly handles the process of achieving evaluation for each parameter in the specified model. The reason is to achieve model-based covariance matrix that matches with the targeted covariance matrix. In order to determine the significance of the final parameter is significantly varied from zero, a significance test is used. Out of the available estimation models based on past literature review, maximum likelihood (ML) by Weighted Least Squares (WLS) is the most popular one (Hair et al, 2006).

The sixth step discusses the goal of model fit testing. In this regard, the purpose of the model fit testing is to investigate the appropriateness (Goodness-of-fit or GOF) between the information collected and model. A GOF criterion relates to whether or not a model-based covariance matrix is similar to the observed covariance matrix. The GOF as a particular construct validity is an essential component in SEM process since it determines validity of the measurement model (Hair et al, 2006).

Model modification is the seventh phase of SEM. The reason is to do model modification in order to achieve better GOF. Re-specification relies mainly on the given modeling strategy. This is due to the fact that, in these outstanding features, SEM was taken into account to check the research model against the collected data so that it can assist in creating the model in the present research. There are three main strategic frameworks for testing structural equation models (Jöreskog and Sorbom, 1993):

1. Hypothesis model
2. Alternate model
3. Measurement Model

Consequently, the theoretical model as displayed in Figure (2), was transformed into a hypothesized model of SEM as shown in Figure 3. According to Hair et al. (2006; 1995), this is mainly done to identify the model into more formal terms through a series of equations that are useful in specifying research ideas about the relationships among variables. The newly-developed hypothesized model of SEM (comprising structural and measurement models) is presented in Figure (3).

As exhibited in Figure 1(see page 26), eight constructs can be found. These are: (1) recruitment and selection ; (2) performance appraisal; (3) career development ; (4) Compensation; (5) Training ; (6) person organization fit ; (7) organization citizenship behavior; and (8) turnover

intention;. The structural model is the linkage of all unobserved (latent) variables to each other as in the dotted box. The structural model is also a set of one or more dependent relationship linkages to the hypothesized models construct (Hair et al, 1998)

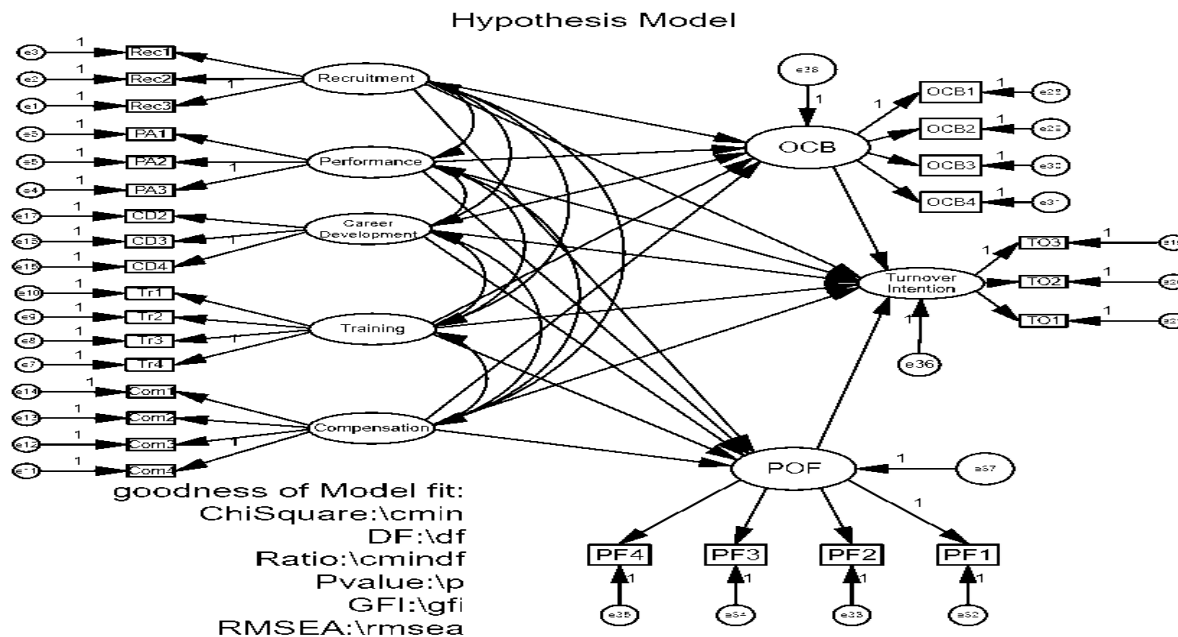


Figure 3: Hypothesis model

Thus, the concept of the present research is in accordance with the third step that refers to measurement model. Out of the three discussed scenarios measurement model is considered as the most popular. This is because, the researcher proposes and rejects a theoretically derived model based on the poorness of fit to the selected sample data in which it may be proceed in an exploratory (rather than confirmatory) model to modify and re-estimate the model.

The researcher proposes a single model based on theory and collects the appropriate data, and then tests the fit of the hypothesized model to the sample data in order to develop a confirmatory approach.

SPSS version 20 was deployed to conduct and test preliminary analyses of data together with SEM software package (AMOS version 18).

4.9 Goodness of fit index

Goodness of fit is "the degree to which the actual or observed input matrix (Covariances or correlations) is predicted by the estimated model" (Hair et al., 2006, p. 580). According to Bollen (1989), the χ^2 likelihood ratio test, the Standardized Root Mean Residual (SRMR), the Goodness-of-Fit Index (GFI, CFI, and IFI) are the most frequently achieved measures.

The χ^2 likelihood ratio test, which is highly important a "badness-of-fit" test, is the most identified and apparent measure correlated with CFA. The proposed model does not meet the requirements of the collected data very precisely if the p-value of χ^2 is significant (i.e., <0.05), whereas it meets the demands of the collected data if p-value is >0.05 is achieved.

Measuring data through using SEM usually takes place by, deploying goodness-of-fit (GOF) measures. The CFA contains important functions that may be deployed. These functions involve the following:

- Examining the loading factors in every dimension/constructs in forming a variance,
- Confirming that the instrument themselves, how linked the instrument to the latent variables,
- Estimating the measurement error in the framework, and
- Validating and generate framework.

Therefore, CFA is most often deployed to determine whether the set of factors and the loading of construct items confirm the expected requirements that are needed to measure what is really measures the scale itself.

The researcher used Amos version 18 in this study. For measuring the exogenous variables and endogenous variables, there are many key terms of SEM such as Absolute fit index, Incremental Fit Level and Parsimonious Fit Level as shown in Table 3.7

Table 3.7: Recommendation Values of Measurement all Exogenous and Endogenous Variables

Measures	Threshold Value
Absolute Fit level	
RMSEA	≤ 0.08
GFI	≥ 0.90
P – Value	≥ 0.05
Incremental Fit Level	
AGFI	≥ 0.90
CFI	≥ 0.90
TLI	≥ 0.90
NFI	≥ 0.90
Parsimonious Fit Level	
CMIN/df	Less than 2
SMC(R²)	Bigger better

Source: Hair et al. (2006)

According to (Byrne, 2001), structural equation modeling can be divided into two sections: measurement model and structural model, the measurement model can measure the relationship between observed and unobserved variables. Likewise, structural model can measure the relationship between unobserved variables.

According to Hair et al. (2006, p. 753), and as shown in the above (Table 3.7), the recommendation values of fit model are as follows:

- Absolute Fit Index (AFI) assess whether a specific model leaves significant unexplained variance. Alkhaldi and AL-Faoury (2007), Indicates that Chi-square (X^2) accompanied by the model's degree of freedom and its probability such as goodness of fit index (GFI), and the root mean square error of approximation (RMSEA) are usually utilized here. However in order to have goodness of fit model the values of the model fit indices should be as (RMSEA < 0.08, GFI > 0.90, P-value > 0.05).
- Incremental Fit Index (IFI) compares the estimated model (Generating Model) to possible baseline or null models estimated using the same data, one that assumes all variables are uncorrelated. Indices such as Tucker-Lewis index (TLI), comparative fit index (CFI), while, CFI > 0.90, TLI > 0.90.
- Parsimonious Fit Index (PFI) this group of indices is designed mainly to provide information about which model among a set of competing models. It is also called as adjusted measure, taking into account the degree of freedom used in the model specification. Indices such as Normed fit index (the adjusted chi –square by the degree of freedom) can be used CMIN/df < 3, SMC (R^2) > 0.00 (Hair et al, 2006).

4.10 Hypothesis testing

This study is meant to test the seven direct hypotheses, and ten indirect hypotheses through mediating effect as mentioned earlier.

4.10.1 Direct effect

Direct effects are the relationship between two constructs with a single path (Hair et al., 2006).

In other words, a direct effect is the influence that one variables has on one another in a direct

relationship, in this study there are seven direct effects as mentioned earlier. In order to make sure whether that all paths in the model are supported or rejected we should be confident with the recommended values of (C.R and P value). Critical ratio (C.R) refers to the parameter estimate divided by an estimate of its standard error. C.R should be more than 1.96 to achieve recommendation value (Hair et al., 2006). This means that if C.R is more than 1.96, it supports this path, but if C.R is less than 1.96 that means it does not support the path (rejects the hypothesis).

However, probability level (P value) provides a cut-off point which we emphasize that the findings are 'statistically significant' (by convention, this is $p < 0.05$). Furthermore, "smaller p -values ($p < 0.01$) are sometimes called (highly significant) because they indicate that the observed difference would happen less than once in a hundred times if there was really no true difference" (Davies and Crombie, 2009, p. 4).

4.10.2 Indirect effect

Indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved (Baron and Kenny, 1986). However, this study examines POF and OCB as mediating effect.

According to Brown (1996) to examine the indirect paths there are some steps to follow:

1. Total indirect effect, which consist of all paths from one variable to another that are intervened or mediated by at least one additional variable.
2. Second type is the total effect, which is the sum of the direct and total indirect effects in the model.
3. Third type is the standardized indirect effect, which is the decomposition of the total indirect effect into standardized indirect paths.

After comparing between indirect effect and direct effect, we can confirm if this path is a full mediator or not. The mediating effect only can happen when there are three variables (independent variable (HRM practices), mediator variable (OCB & POF) and dependent variable (Turnover Intention), we can calculate the result of mediating effect during estimate of each variable from output of analysis. Therefore, if the indirect effect (HRM practices $\rightarrow$ OCB $\rightarrow$ TOI) is more than direct effect (HRM practices $\rightarrow$ TOI) and all paths are significant, then it is considered as full mediator. On the other hand, if indirect effect is less than direct effect, it is not considered a mediator.

Chapter 5. Results

5.1 Response rate

Seven hundred (700) respondents out of the total one thousand two hundred (1200) questionnaires which were distributed to health care workers through systemic random approach didn't respond to the questionnaire, and total twenty two (22) questionnaires were incomplete (missing responses). Thus, a total of 478 responses were usable for subsequent analysis, giving a response rate of 39.8 % (Table 6.1).

Table 4.1: Total response rates

Total Questionnaires Delivered	1200
No response	700
Incomplete	22
Completed	478
Response rate %	41.6%

5.2 Descriptive statistics

Sample characteristics include 7 major items in this study: (1) job title, (2) gender, (3) age (4) nationality (5), Tenure, (6) total years of experience, (7) level of education. The results were obtained after analyzing the demographic variables. The percentage for each variable is listed according to the survey categories as shown in Appendix A.

The sample consisted of a diverse group of health care employees including clinical and non-clinical staff (see Appendix A- tables 1 to 7 for demographic details) indicating that the sample is representative. About 13 percent (n = 478) respondents are physicians, 55 percent (n = 478) are nurses, 10 percent (n = 478) are administrative employees, 17 percent (n = 478) are allied health, and 2 percent (n = 478) are working in management positions. More than 66 percent (n

= 478) of the respondents were female and around 34 percent (n = 478) were male participants in the study. More than 79 % of the total respondents are between (25 - 45) years old, and more than 88 percent of the respondents are expatriates and around 12 percent are nationals (n = 478). In addition more than 70 percent of the total respondents reported that their total years of tenure is approximately 1-10 year. Furthermore, more than 91 percent reported that their total experience is more than 6 years and around 60 percent of the respondents hold bachelor degree and more than 18 percent are holding masters and doctoral degree.

5.3 Data screening

Data screening was conducted through an examination of basic descriptive statistics and frequency distributions. Values that were found to be out of range or improperly coded were detected (Kassim, 2001).

5.3.1 Missing data

A frequency test was run for every variable to identify any missing responses. Based on this, 22 of the completed questionnaires were found to be unusable because of missing responses. An inspection of the data set revealed that there were incomplete responses in Demographic Variables, HRM practices variable and turnover variables of the questionnaire. Hence, these missing responses were excluded from data analysis, and finally came up with 478 usable responses. This procedure is known as case wise deletion and was preferred comparing to other methods of analyzing missing responses (Malhotra, 1998). In case-wise deletion only cases with complete records are included.

5.3.2 Outliers

There are some cases that have a high effect on the outcomes of any statistical analysis. Therefore, the use of any multivariate technique calls for the identification and treatment of outliers in the responses (Hair et al., 1995, 1998).

Univariate outliers were identified and after further investigation, it was found that these cases were extreme - either they strongly agree or disagree on the interval scaled statements.

Outlier results are presented in (Appendix B). The results of the χ^2 (Chi-square) and $p = 0.001$ variable for 29 items is 58.30 (see appendix table1). Outlier results show that there were 34 dataset were deleted due to the Mahalanobis Distance (D^2) being greater than 58.30 (χ^2 value = 58.30). The 34 multivariate outliers were deleted from the dataset, leaving a final (478-34 = 444) dataset to be analyzed. It is quite conceivable for outliers to occur and that excluding these extreme cases will affect generalizability for the entire population of this study (Hair et al., 1998; Tabachnick & Fidell, 2001).

5.4 Normality

For most analyses to work correctly, the data should follow a normal distribution. If normality exists, even in conditions that do not necessitate normality, it will make a stronger assessment (Hair et al., 2006). After having conducted the normality test for latent variables another test was used to check the data normality assumption of the regression model, which is a histogram of the distribution of the residuals and box plots as displayed in Appendix C, which shows that the distribution approximated a normal curve, which asserts the normality assumption.

Regarding the Amos 18.0 results, there are many values ($c.r \geq \pm 3$), however after transformation the values with c.r more than ± 3 , they are now less than ± 3 ($c.r \leq 3$). These results were

conducted through the hypothesis model, as shown in Appendix C. All the values of skewness $< \pm .3$, which means the data has been approximated for a normal curve for all variables.

5.5 Linearity and homoscedasticity status

Testing whether the basic assumption of linearity and homoscedasticity status are met or not is an essential component of simple linear regression analysis (Hair et al., 2006). Results of linearity through scatter plot diagrams, after conducting normality tests for all latent variables (Appendix D) showed that there is no sign of nonlinear patterns in the present data. Similarly, results of the homoscedasticity tests through scatter plot diagram (Appendix D) of standardized residuals seem to propose that the variance of dependent variables (DV) is the same for all values of the independent variables (IV) as no diverse pattern in the data point was revealed. Consequently, the data has achieved linearity and homoscedasticity for the regression analysis. Similarly, Appendix D demonstrates the results of the homoscedasticity test. The findings of the homoscedasticity test through scatter plot diagrams of standardized residuals show that homoscedasticity exists in the set of independent variables and the variance of the dependent variable. Additionally, a visual inspection of the distribution of residuals proposed an absence of heteroscedasticity as shown in (Appendix D). Finally, the researcher did the normality, linearity and homoscedasticity only for the dependent variable as shown in Appendix D.

5.6 Multicollinearity

Multicollinearity occurs when any single predictor variable is highly correlated with another set of predictor variables (Mayer, 1999). The researcher did two types of testing for multicollinearity between the variables; tolerance value and variance inflation factor (VIF) by using SPSS version 20.0 and a correlation test by using Amos.

Firstly, the common cutoff threshold is a tolerance value of .10, which corresponds to a VIF value of less than 10 (Hair et al., 2006). According to the multiple regression analysis, data presented in appendix E, the results of this study showed that the VIF value was more than 0.10, and the variance inflation factor (VIF) value was all less than 10. Consequently, it can be concluded that multicollinearity among the variables is not a problem.

Additionally, the second, test for multicollinearity was by using correlation values between variables, and using output from Amos version 18 as shown in Table 4.2, correlations between the variables have values less than .80 (Hair et al ,2006), which means there is no multicollinearity between all variable.

Table 4.2: Correlation for dependent and independent variables.

		Recruitment & Selection	Performance Appraisal	Career Development	Training	Compensation	POF	OCB	Turnover Intention
Recruitment& Slection	Pearson correlation	1							
	Sig.(2.Tailed								
	N	478							
Performance Appraisal	Pearson correlation	.572**	1						
	Sig.(2.Tailed	0.00							
	N	478	478						
Career Development	Pearson correlation	.538**	.562**	1					
	Sig.(2.Tailed	0.00	0.00						
	N	478	478	478					
Training	Pearson correlation	.492**	.518**	.525**	1				
	Sig.(2.Tailed	0.00	0.00	0.00					
	N	478	478	478	478				
Compensation	Pearson correlation	.444**	.473**	.613**	.529**	1			
	Sig.(2.Tailed	0.00	0.00	0.00	0.00				
	N	478	478	478	478	478			
Person Org Fit	Pearson correlation	.561**	.591**	.605**	.529**	.604**	1		
	Sig.(2.Tailed	0.00	0.00	0.00	0.00	0.00			
	N	478	478	478	478	478	478		
OCB	Pearson correlation	.232**	.264**	.121**	.271**	.188**	.277**	1	
	Sig.(2.Tailed	0.00	0.00	0.00	0.00	0.00	0.00		
	N	478	478	478	478	478	478	478	
Turnover Intention	Pearson correlation	-.409**	-.366**	-.485**	-.325**	-.358**	-.453**	-.014**	1
	Sig.(2.Tailed	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	N	478	478	478	478	478	478	478	

5.7 Correlation of constructs

Table 4.2 above illustrates the correlation coefficients of the constructs that were used in this study; we can conclude that the correlation coefficient for all latent variables were under the threshold of 0.80 (Hair et al., 2006). For example, it is clear that OCB and Turnover are considered as the lowest correlation coefficient of 0.014. ($P = 0.000$ and a significance level of 0.01), whereas the higher correlation coefficient are between person organization fit and the compensation and career development, which showed a correlation coefficient of 0.604 and 0.605 respectively ($P = 0.000$ with a significance level of 0.01).

5.8 Reliability test

According to Nunnally (1978) reliability is "the consistency of your measurement or the degree to which an instrument measures in the same way each time, it is used under the same condition with the same subjects". This study used the SPSS 20 software for determining the internal consistency. However, as display in next section two types of reliability will discuss, which are Cronbach's alpha and composite reliability.

5.8.1 Cronbach's alpha

Cronbach's alpha has been widely used to test internal consistency of variables measuring the construct in a summated scale (Hair et al., 2006). Table 4.3 shows that Cronbach's alpha readings for each construct is of acceptable values above .60 (Hair et al, 2006). Reliability values for all constructs range from 0.84 to 0.88. These show that all constructs have acceptable internal consistency.

5.8.2 Composite reliability

The second test is the composite reliability of each measure (see Table 4.3). This was assessed using guideline by Nunnally (1978) for assessing reliability coefficients. The summary of the composite reliability based on the standardized factor loadings obtained from the final revised structural model shows that all constructs have an acceptable value above 0.60 (Nunnally, 1970). Composite reliability results indicate that the measurements of all observed variables can be considered as reliable and acceptable as most of the constructs have a value more than 0.86. This result provides strong support for the construct components. Table 4.3 provides comprehensive reliability results for each of the study constructs.

Table 4.3: Reliability Results of Study Constructs after Transformation

Variable Name	Original items	Cronbach's Alpha after Transformation	Items after CFA	Cronbach's Alpha After CFA	Composite Reliability
Recruitment and selection	3	0.85	2	0.72	0.87
Performance appraisal	3	0.85	2	0.71	0.88
Training	4	0.85	2	0.72	0.87
Compensation	4	0.84	2	0.71	0.91
Career development	4	0.85	2	0.71	0.90
Organization citizenship behavior	4	0.86	2	0.71	0.89
Person organization fit	4	0.84	2	0.72	0.86
Turnover intention	3	0.88	2	0.79	0.93

5.9 Validity

The next section in the analysis was to test the validity of constructs, which is reported in detail in the following sections for construct validity, which are convergent and discriminant validity. In this study, there were a total of eight variables or constructs in the proposed model and multiple items or indicators were used to examine each construct. In total, 29 items comprised

eight constructs (recruitment and selection, performance appraisal, career development, training, compensation, person organization fit, organization citizenship behavior and turnover intention).

5.9.1 Convergent validity

From the confirmatory factor analysis (CFA), the researcher ensured that each construct has the correct observed variables. In simple words, items of constructs that theoretically should be closed to each other, but in regards to the factor loading, the observed variables loading was greater than 0.30 on each item, and the percentage of variance explained by each item. In this study, the "cut-off" point chosen for significant loading is 0.30, the minimum level required for a sample size of 350 and above as suggested by (Hair et al., 2006, p 128).

A confirmatory factor analysis (CFA) is used to confirm the factor loadings of the eight constructs (recruitment and selection, performance appraisal, training, career development, compensation, person organization fit, organization citizenship behavior and turnover intention). As shown in table (4.4), Results of confirmatory factor analysis (CFA) showed that the regression estimates or factor loading of all observed variables or items ranged from 0.61 to 0.91 which assure that it is adequate according to the sampling size. The factor loading for each observed variable or item should be above 0.30 (Hair et al., 2006). Hence this results indicates that each of the constructs conforms to the construct convergent validity test.

Table 4.4: Factor loading results of constructs

Variables	Code	Attributes	Factor loading
Recruitment and selection	Rec2	The recruitment and selection process of our organization is effective.	0.65
	Rec3	The employees we hire achieve a good person–job fit.	0.80
Performance appraisal	PA1	Our organization completes employees' performance appraisals in a timely fashion.	0.72
	PA2	Our supervisors always provide performance appraisal feedback to their subordinates.	0.90
Career Development	CD2	Employees have clear career paths within the organization.	0.68
	CD4	Employees' career aspirations within the company are known by their immediate supervisors.	0.82
Training	Tr2	Employees in their jobs will normally go through training programs every few years at your organization.	0.61
	Tr3	Formal training programs are offered to employees in order to increase their promotability at your organization.	0.68
Compensation	Com1	Incentive system at your firm encourages employees to pursue company objective	0.87
	Com4	Incentive system at your organization really recognizes people who contribute the most to the organization.	0.91
Person Organization Fit	PF1	I feel that my personal values are good fit with this organization	0.70
	PF3	this organization has the same values as I do with regards to honesty	0.69
Organization citizenship behaviour	OCB2	I frequently suggest new ideas to improve my department	0.70
	OCB4	Even when it is not required , I try to guide the new members of my department	0.75
Turnover intention	TO1	As soon as I can find a better job, I'll leave	0.85
	TO2	I am seriously thinking about quitting my job	0.75

5.9.2 Discriminant validity

Discriminant validity was deliberated using numerous tests. Initially, it could be tested in the measurement model by examining the shared average variance extracted (AVE) of the latent constructs. The correlations between the study constructs could be used to evaluate discriminant validity by testing if there was any great outsized correlations among them which would indicate that the model has an issue of discriminant validity. If the AVE for each construct goes beyond the square correlation between that construct and any other constructs then discriminant validity is confirmed (Fronell and Larcker, 1981). Consequently, As shown in Table (4.5), this study showed that the AVEs of all the constructs were above the suggested level of 0.50, implying that

all the constructs that ranged from 0.56 to 0.81 were accountable for more than 50 percent of the variance in their measurement items, which met the recommendation that AVE values should be at least 0.50 for each construct (Bagozzi and Yi, 1988; Holmes- Smith, 2001). Additionally, discriminant validity was confirmed as shown in Table (4.6), as the AVE values were greater than the squared correlations for each set of constructs. Therefore, all measures significantly discriminate among the constructs.

Table 4.5: Average Variance Extracted for Latent Variables (AVE)

Observed Variables	SMC	(SMC) ²	Measurement Error	Average Variance Extracted(AVE)
Rec2	.418	0.175	0.0003	
Rec3	.644	0.415	0.0003	
Recruitment &selectin	1.062	0.590	0.0006	0.56
PA1	.516	0.266	0.0000	
PA2	.813	0.661	0.0001	
Performance Appraisal	1.329	0.927	0.0001	0.66
CD2	.462	0.213	0.0000	
CD4	.666	0.444	0.0005	
Career Development	1.128	0.657	0.0005	0.56
T2	.367	0.135	0.0004	
T3	.464	0.215	0.0000	
Training	.831	0.350	0.0004	0.62
Com1	.759	0.576	0.0000	
Com4	.862	0.743	0.0000	
Compensation	1.621	1.319	0.0000	0.81
PF1	.494	0.244	0.0000	
PF3	.477	0.228	0.0005	
Person O.Fit	.971	0.472	0.0005	0.69
OCB2	.491	0.241	0.0000	
OCB4	.566	0.321	0.0007	
Organization Citizenship	1.057	0.562	0.0007	0.72
TO1	.719	0.517	0.0001	
TO2	.556	0.309	0.0000	
Turnover intention	1.375	0.826	0.0001	0.77

Table4.6: AVE and squared multiple correlations between constructs

Variable name	R&S	PA	CD	TR	Comp	POF	OCB	TOI
R&S	0.56							
PA	0.492	0.66						
CD	0.496	0.545	0.56					
TR	0.482	0.485	0.519	0.62				
Comp	0.404	0.357	0.375	0.509	0.81			
POF	0.315	0.349	0.366	0.279	0.364	0.69		
OCB	0.053	0.069	0.014	0.073	0.0135	0.076	0.72	
TOI	0.167	0.113	0.235	0.106	0.128	0.205	0.001	0.77

5.10 Confirmatory factor analysis (CFA)

The CFA measurement model estimation is the first step of Structural Equation Modelling (SEM). The CFA determines whether the number of factors and the loadings of items on them conform to what is expected based on the pre-established theory of scale assessment. The SEM techniques were used to perform the CFA. The AMOS software 18 was used to calculate whether or not the proposed factor solutions and the model fit the data.

As mentioned earlier in Chapter three, structural equation modeling (SEM) is considered a family of statistic models that looks for details concerning with the relationships among multiple variables (Hair et al., 2006). A confirmatory factor analysis (CFA) is first used to confirm the factor loadings of the eight constructs (Recruitment and selection, performance appraisal, career development, training, compensation, person organization fit, organization citizenship behavior and turnover intention) (refer to Appendix G).

As a general rule of thumb, Hair et al. (2006) provides a guideline to interpret the factor loading, where factor loadings with a value of +.50 or greater are considered very significant; a loading of +.40 is considered most important; a loading of +.30 is considered significant. In this study, all items have a factor loading of more than .60, suggesting that the items correlate very significantly to the factor itself.

Confirmatory factor analysis of recruitment and selection (3 items) is shown in Appendix G. In this study, after the researcher ran CFA for recruitment and selection, out of the three items one was deleted during the CFA (REC1) while two items has remained (Rec2, Rec3) and have factor loading more than (0.50), suggesting that these two items significantly correlate with the factor itself with loading factors (0.65 ,0.80) respectively. This analysis confirms that the two items measure recruitment and selection accurately. The two items of recruitment and selection were clustered together into the same construct.

Performance appraisal was measured by three items (PA1, PA2 and PA3), however after running the CFA in this study, one item (PA3) was deleted and two items (PA1, PA2) remained to measure the performance appraisal with factor loading (0.72, 0.90) respectively, which shows obviously that these two items measures the performance appraisal precisely. These two items were clustered together to measure the performance appraisal.

Career development was measured by four items (CD1, CD2, CD3, CD4). After the confirmatory factor analysis, both (CD1, CD3) were deleted and two items (CD2, CD4) remained to continue the analysis process. Both variables (CD2, CD4) shows high significant correlation with the construct of career development with factor loading values (0.68, 0.82 $\geq$ 0.50) Hair, et al (2006).

The construct of training was also measure using four items (Tr1, Tr2, Tr3, Tr4), but after running the confirmatory factor analysis two items (Tr1, Tr4) were deleted and two variables (Tr2, Tr3) remained to measure the construct of the training. Both variables shows significant correlation with the construct of training with factor loading values (0.61, 0.68 $\geq$ 0.50) Hair, Et al (2006). So both variable were clustered to measure the construct of training during the rest of the analysis.

The construct of compensation was measured by four variables (Com1, Com2, Com3, Com4) however (Com2, Com3) were deleted after running CFA and both (Com1, Com4) remained to measure the construct of the compensation. Both Com1 and Com4 showed significant correlation with the construct with factor loading value (0.86, 0.93) respectively. Moreover turnover intention was measured by three variables (TO1, TO2, TO3), one variable (TO3) was removed after running CFA and both TO1 and TO2 showed high significant of correlation with the construct of turnover intention with factor loading values of (0.85, 0.75) respectively, thus they were used to measure the construct of turnover intention.

The two mediators were also measured by number of variables, Person organization fit was measured using four variables (POF1, POF2, POF3, POF4), however two items (POF2, POF4) were removed after running the CFA and two items (POF1, POF3) showed significant correlation with the construct of turnover intention. (Factor loading, 0.70, and 0.69), so both were kept to be used to measure the turnover intention. The second mediator (organization citizenship behavior) was measured by using four variables (OCB1, OCB2, OCB3, OCB4), after running the CFA two items were deleted (OCB1, OCB3) were deleted and the other two (OCB2, OCB4) showed significant correlation with the construct of organization citizenship behavior (factor loading = 0.70, 0.75). , so they have been used to measure the construct in the rest of the analysis process.

5.11 Hypothesized model

Research hypothesized model (figure 6.3) shows that there are seven direct hypotheses, these are as follows: 1) recruitment and selection and turn over intention, 2) performance appraisal and turnover intention, 3) career development and turnover intention, 4) training and turnover intention, 5) compensation and turnover intention, 6) Organization citizenship behavior and turnover intention and 7) person organization fit and turnover intention. In addition, there are

mediating effect of person organization fit against the relationship between the HRMS practices and the turnover intention practices. There is also five indirect hypothesis reflecting the mediating effect of Organization Citizenship Behavior between the relationship between the HRM practices and the turnover intention, as well as five indirect hypothesis reflecting the mediating effect of Person Organization Fit between the relationship between HRM practices and Turnover intention.

5.11.1 Goodness-of-indices of hypothesized model (SC)

Analysis of Moment Structures (AMOS) 18 software package was used to run the structural model and test the hypothesized relationship between constructs. Maximum likelihood (ML) estimation was employed to compare structure coefficients between latent variables. Examinations of the goodness of fit indices (GOF) are shown in (Figure 4). ML is based on the assumption that the observed variables are normally distributed. This assumption has been shown to be met by the data in the previous section.

The hypothesized model in Figure (4), yields a χ^2 (chi-square) of 844.077, degree of freedom = 350, GFI 0.89, RMSEA =.055and P -value = 0.000 which is not significant at the level of 0.05, these findings indicates that the model does not properly fits the data as the P -value is not more than 0.05 (Hair et al 2006). However, because the chi-square statistic is very sensitive to the sample size it is more appropriate to look at other fit measures.

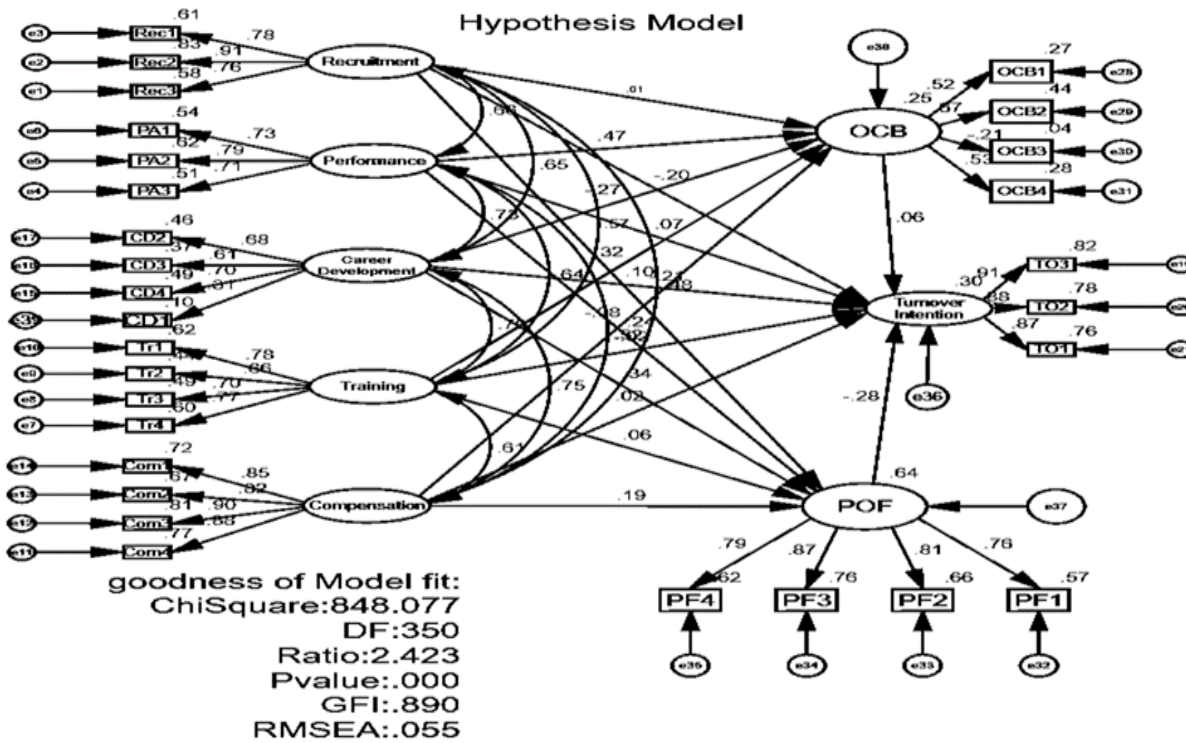


Figure 4: Hypothesized Model with Standardized Estimates

So, as shown in Table 4.7 the other fit measures values (CMIN/DF = 2.423, RMSEA = 0.055, TLI = 0.923, CFI = 0.890, NFI = 0.893, CFI = 0.93, AGFI = 0.86) are not all indicating acceptable values of model fitness as recommended by (Hair et al., 2006).

Table 4.7: Hypothesized Model (Goodness-Of-Fit indices)

Measures	Fit Indices	Threshold Values
Absolute Fit Level		
RMSEA	0.055	Less than 0.08
GFI	0.89	0.90 and above
P-Value	0.000	$P\text{-Value} \geq 0.05$
Incremental Fit Level		
AGFI	.863	0.90 and above
CFI	.890	0.90 and above
TLI	.923	0.90 and above
NFI	.89	0.90 and above
Parsimonious Fit Level		
CMIN/DF	2.4	Less than 2.0

5.12 *Measurement Model*

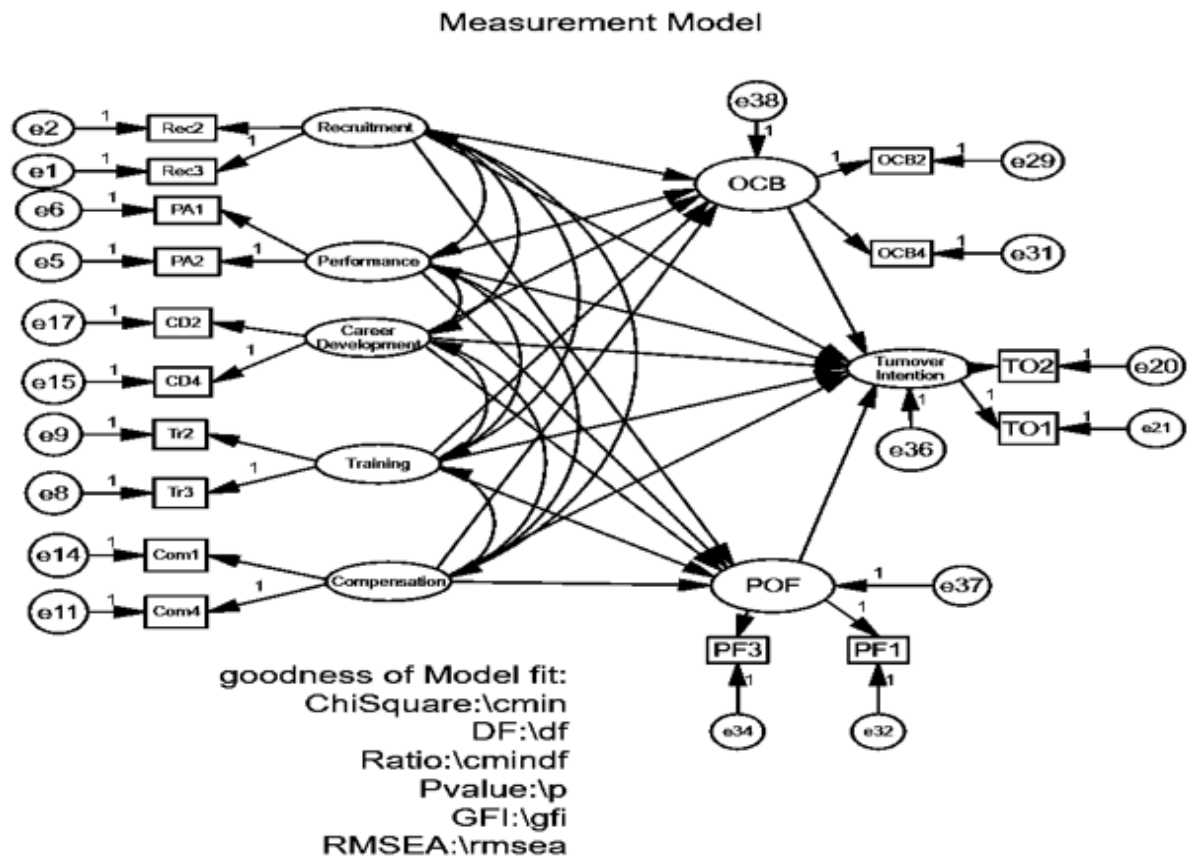
Jöreskog and Sorbom (1993) pointed out that the re-specification (measurement model) may be either theory or data driven; the ultimate objective is to find a model that is both practically meaningful and statistically well-fitting. From the hypothesized model, deletions of modification indices (MI) were used to achieve goodness of fit of the Measurement model. The steps taken for this deletion of modification indices are found in Appendix H.

5.12.1 *Goodness of fit indices of measurement model*

The results of goodness-of-fit for the generating model is shown in Table 4.8 and Figure 5. The value of chi-square is 98.254 with 77 degrees of freedom, and a p -value of 0.052. The GFI is 0.975, the AGFI is 0.955, TLI is 0.987, NFI is 0.962, CFI is 0.991, RMSEA is 0.024, and the CMIN/DF of $1.267 < 2$. The results of goodness-of-fit for generating model are acceptable as being above recommended values (Hair et al., 2006).

Table 4.8: Model Generating (Goodness-Of-Fit indices)

Measures	Fit Indices	Threshold Values
Absolute Fit Level		
RMSEA	0.024	Less than 0.08
GFI	0.975	0.90 and above
P-Value	0.052	$P\text{-Value} \geq 0.05$
Incremental Fit Level		
AGFI	0.955	0.90 and above
CFI	0.991	0.90 and above
TLI	0.987	0.90 and above
NFI	0.962	0.90 and above
Parsimonious Fit Level		
CMIN/DF	1.276	Less than 2.0

**Figure 5:** Measurement Model

5.13 Structural Model

The primary objective of the structural model analysis is to investigate the practical validity of the projected paths as well as to decide the goodness of fit of the whole model. Path analysis in SEM is an influential analytical tool that is well-suited to the assessment of complex models. Maximum Likelihood Estimation is a full-information assessment method that assess parameters of all relations in the model concurrently as well as the implication testing of hypotheses (Kline, 2010). The results of the path analysis of human resource management, organization citizenship behavior, person organization fit, and turnover intention showed in Figure 6 and table 4.9.

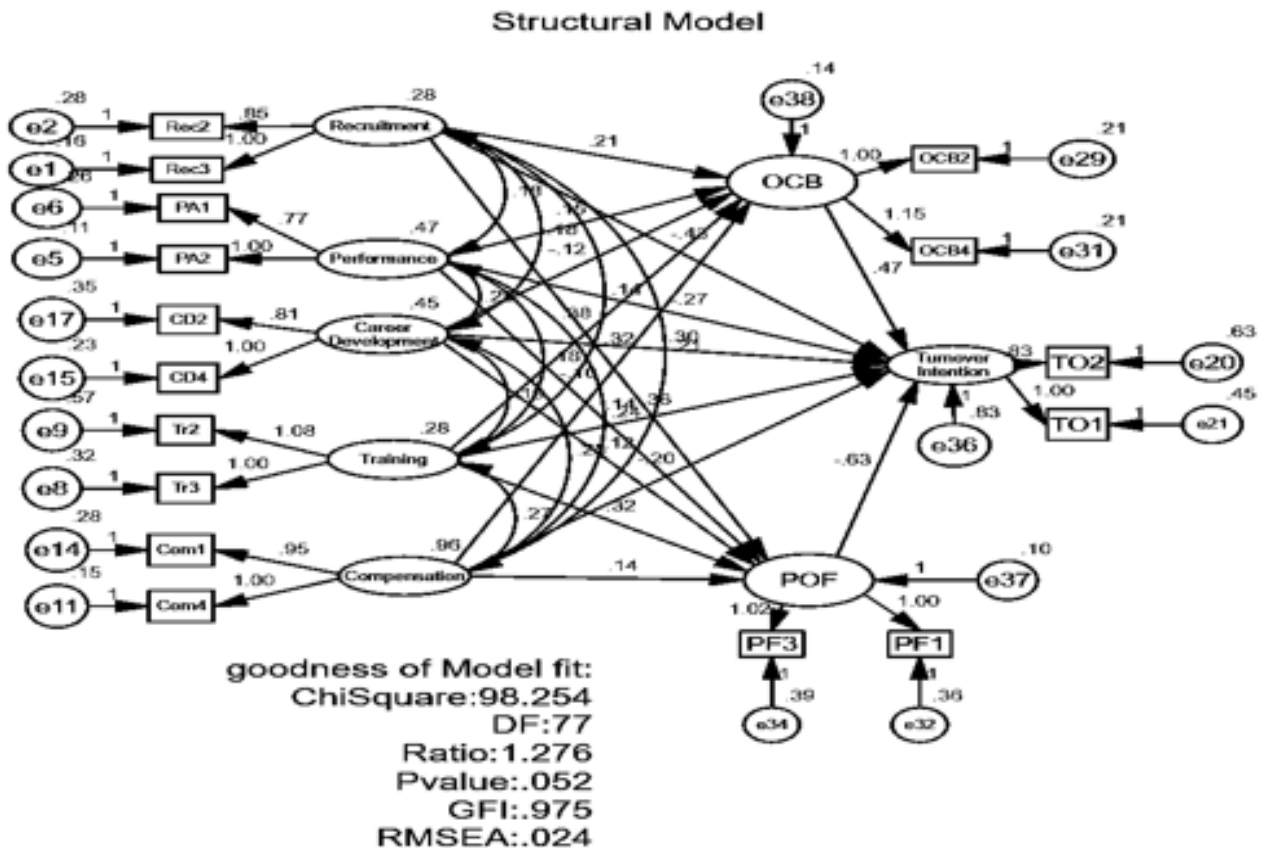


Figure 6: structural Model with Standardized Estimates

5.13.1 Hypothesis testing

A direct effect represents the effect of an independent variable (exogenous) on a dependent variable (endogenous). From Table 4.9, it shows that the hypotheses test, in determining the significance of each path coefficient, estimate of regression weight, standard error of regression weight, and critical ratio for regression weight, (C.R= dividing the regression weight estimate by the estimate of its standard error) were used.

Table 4.9 presents each parameter's C.R., Estimate and S.E of the measurement model. Hence, recruitment and selection has a significant negative and direct impact on employee turnover intention (C.R = - 2.090; $P = .037$) or H1 is supported.

Performance appraisal has a significant negative and direct impact on employee turnover intention (C.R = 2.103; $P= 0.035$) or H2 is supported. Career development has a negative significant direct impact on employee turnover intention (C.R = - 2.060; $P= 0.039$) or H3 is also supported. Training has a positive significant direct impact on employee turnover intention (C.R = 2.346; $P= 0.178$) or H4 is not supported. Compensation has a significant negative and direct impact on employee turnover intention (C.R = -2.297; $P= 0.022$) or H5 is supported, Organization Citizenship Behavior has a significant negative and direct impact on employee turnover intention (C.R = -2.305; $P= 0.021$) or H16 is supported, and finally Person Organization Fit has a significant negative and direct impact on employee turnover intention (C.R = -2.069; $P= 0.039$), or H17 is supported.

Table 4.9: Direct Hypotheses Testing Result of structural Model

H.	From	To	Direct Effect	SE	C.R	P	Hypothesis
H1	Rec	TOI	-0.184	.207	-2.090	.037	Support
H2	PA	TOI	-0.171	.126	-2.103	.035	Support
H3	CD	TOI	-0.201	.145	- 2.060	.039	Support
H4	Tr	TOI	0.179	.268	2.346	.178	Not-Support
H5	Com	TOI	-0.223	.086	-2.297	.022	Support
H16	OCB	TOI	- 0.199	.205	- 2.305	.021	Support
H17	POF	TOI	-0.165	.302	-2.069	.039	Support

5.13.2 Testing the mediating Effect

In order to test the mediation effects, the three-step regression procedure suggested by Baron and Kenny (1986) was followed (embedded in Amos) to verify whether OCB and POF are mediating variable in the relationship between HRM practices and turnover intention. According to Baron and Kenny, the existence of mediation effects is determined if the following conditions hold: (1) the independent variable (Human resource management practices) affects the mediating variable (OCB, POF) in the first regression equation; (2) the independent variable (Human resource management practices) affects the dependent variable (Turnover intention) in the second equation; and (3) after including the mediating variable (OCB, POF) into the second regression equation of the previous step, so if the direct relationship between the independent variable ((Human resource management practices) and the dependent variable (Turnover intention) is significantly lower than the indirect relationship between the independent variable ((Human resource management practices) and the dependent variable (Turnover intention), then there is significant mediating effect of the mediator

As shown in Table 4.10, POF mediates the negative relationship between recruitment, compensation, and training and turnover intention (indirect relationship is more than direct relationship). While it shows that POF do not mediate the relationship between both the performance appraisal and career development. And the turnover intention.

At the same time, table 4.10 shows that the OCB mediates the relationship between the (recruitment and selection, performance appraisal, compensation and training), and turnover intention as their indirect effect of all these HRM practices are more than their direct relationships. While it does not mediate the relationship between the career development and the turnover intention.

Table 4.10: Mediating effect of POF and OCB

Hypothesis	From	Mediation	To	Direct effect	Indirect effect	Total Effect	Mediating
H6	REC	OCB	TOI	- 0.184	-0.219	-0.403	Mediating
H7	PA	OCB	TOI	- 0.171	-0.271	-0.442	Mediating
H8	CD	OCB	TOI	- 0.201	-0.094	-0.295	Not Mediating
H9	COM	OCB	TOI	-0.223	-0.312	-0.535	Mediating
H10	TR	OCB	TOI	0.179	0.136	0.525	Mediating
H11	REC	POF	TOI	-0.184	- 0.197	- 0.381	Mediating
H12	PA	POF	TOI	-0.171	-0.114	-0.285	Not Mediating
H13	CD	POF	TOI	-0.201	-0.151	- 0.352	Not Mediating
H14	COM	POF	TOI	-0.223	-0.415	- 0.652	Mediating
H15	TR	POF	TOI	0.179	0.105	-0.534	Mediating

Chapter 6. Discussion

The main objective of this study findings was to assess the relationships between HRM practices and turnover intention within the context of UAE health care sector. Previous studies revealed that there are HRM practices that impact employees' turnover intention (Huselid,1995

Becker and Gerhart, 1996; Tang And Tang, 2012; Abdullah et al., 2011; Zimmerman, 2009; Budhwar and Debrah 2009; Muliawan, 2009; Nurita Juhdi et al, 2013; Mahmoud Manafi, 2012; Pascal Paille, 2013)

After broad literature review, the researchers presumed that the following HR practices are related to employee retention: recruitment and selection, Training, compensation, performance appraisal and career development.

The study showed high level of support to the hypothesis that there is strong negative relationship between recruitment and selection and employee's turnover intentions. The study results showed that more than 18% of the health care professional turnover intention in UAE are due to the recruitment and selection approaches organizations use. In the health sector, HRM departments are often criticized for being responsible for causing of employee turnover, because employees recruitment and selection procedures directly affect the quality of employees that are recruited (Chien & Chen, 2006). The finding of this study goes in align with the finding of the survey carried out on recruitment, retention and turnover in organizations in UK (CIPD, 2005), it has been found that more than 38 % of the respondents recommended the improvement of selection criteria as one of the main techniques that can help in improving employees retention. Thus, it is important to hire the right people and retain them. As suggested by MacHatton et al (1997), it is worth investing extra time and money in the selection process as it can play a key role in employee turnover.

In addition, the findings of the study revealed that more than 17% of the turnover intention among the health care workers in UAE are caused by the annual performance appraisal completed by their direct managers and supervisors. This means that in case the organization lacks the presence of well structured, reliable and transparent performance appraisal and employees evaluation program, this will negatively reflect on the employees' loyalty to their organization and will eventually lead to increase the intention to leave among health care professional. The study findings basically proves and support the previous studies that there is strong negative relationship between performance appraisal and employees' turnover intention. In other word, if the employee trust the performance appraisal process in the organization he/she will eventually have very few intention to leave. This supports Brown et al., 2010; Abdullah et al., 2011, who emphasized on the significant relationship between performance appraisal process and turnover intention, job satisfaction and many other variables. In health care sector, Armstrong & Baron, 1998, Choudhary & Puranik, 2014) indicated that the consistent performance appraisal program structure could enhance human resource management system and could be considered as a mechanism for improving the quality of clinical care.

Furthermore, this study showed significant negative relationship between Compensation and employees' retention. Results shown that employees' compensation contribute in explaining more than 22% of the employees' turnover intention in UAE health care sector. This cloud be due to the tremendous improvement in the health care market across the UAE especially after the establishment of the health care insurance (Thiqa and Daman in the last decade) as well as improving the health care business across the gulf countries (GCC) and increasing the competition level among health care organizations. This competition level reflected positively on the salaries, bonuses, leaves, housing and all other compensations and benefits.

This study results supports Sherman et al., 1998 who found that compensation plays a significant role in decreasing employee retention and promoting organizational growth in addition to its role in attracting and preserving key workforces (Chew and Chan, 2008). At the same context this study support the findings of (Russell & Van 2007) in their two year study involving 532 RNs who stated that salary, fairness, schedule flexibility, and work environments form key drivers for employees' turnover.

Although this study hypothesis proposed negative relationship between training and employees turnover intention, Current research findings showed the opposite. Findings revealed that around 18% of the employees' turnover intention could be explained by presence of strong and advanced training program in which the health care organization in the public health care sector invest in people by offering them wide range of the training, education and competencies program so the staff will be highly competent and highly expert in their professions, hence they will be targeted by other competitors. This type of positive relationship could be explained by the absence of the career path program as well as proper compensation and salary scale that goes in parallel with the training and competencies programs. In other word when the employees are trained and they are not compensated in the desired way, trained employees switch to other organizations.

Consequently and in line with the earlier studies, this study believe that the health care sector could significantly improve by developing clear career path and well-structured compensation and wages system which in turn will ultimately reduce turnover and result in employee retention (Huselid, 1995; Long & Perumal, 2014)

Additionally, this research showed that there is a significant negative relationship between career development and staff turnover intention. It has been shown that more than 20 % of the employees' turnover intention is explained by the career development programs. Thins mean that

the absence of the proper career development and clear succession plan will indeed result in increase of the turnover rate among health care professional in UAE and vice versa. This findings in fact supports findings from previous studies such as Sherman et al (1998) and Muliawan (2009). As organizations usually involved in HRM planning and development for its large numbers of workers via numerous positions, roles and responsibilities, it is authoritative that it must also identify future staffing needs through expansion, increase in business and productions and includes employees' development needs. Therefore career development programs, with much highlighting on the individual, has a personalized aspect to it whereby it is incorporated with all other HR functions to generate interaction. Obviously, career development has transformed from an insulated tool for particular individual growth to a key strategic advantage for many far-sighted organizations (Merchant, 2015). Consequently, the importance of career development in the institute should be seen as a very dynamic procedure that tries to meet the needs of managers, subordinates and the organization.

The study showed that there is strong negative relationship between organization citizenship behavior and the employee turnover. Results shown that around 20% of the turnover intention can also be explained by the organization citizenship behavior, which means that the organizations that work to enhance the culture of OCB are in fact implementing one of the crucial approaches in employee retention and reduce turnover among professionals. This in fact goes with the previous studies such as (Aquino & Bommer, 2003; Organ 1988) who stated that OCB could develop organizational performance by assisting an organization maintain their workers and improve the social desirability of a work unit. So it is very important for health care services management in UAE to realize that working to enhance the principle and the concept of OCB across the entire health care facilities in which employees feel extremely loyal and perform tasks

voluntarily is very crucial to retain professionals and improve individual and organization performance equally.

Furthermore, the empirical analysis proves the correlation between P-O fit and turnover intention. A significant negative correlation is ascertained between these two variables. Research findings discovered that more than 16% of the turnover in UAE health care facilities could be explained by the lack of person organization fit. This finding is in accordance with the earlier researches (Brown & Yoshioka, 2003; Edwards, et al., 1998; Lee, et al., 1996; Verquer, Beehr, & Wagner, 2003), which implies that employees who are better fitted in their organizations have less intention to leave.

Moreover the study revealed that the organization citizenship behavior mediates the relationship between most of the Human resource management practices (recruitment and selection, compensation, performance appraisal and training) and the employees' turnover intention. Consequently results showed that correct recruitment policies, procedures and approaches might directly contribute in reducing the turnover intention with more than 18%, while same approaches and procedures that lead to recruit those employees might indirectly contribute in reducing the employees' turnover intention with more than 21% if it is paired with OCB approach.

Compensation was found to directly reduce the turnover intention with more than 23%, however results revealed that the effect of compensation will reduce the turnover intention by 32 % when it is supported by enhancing Organization Citizenship behavior across the health care facility.

Performance appraisal was also found to directly reduce employees turnover intention with more than 17 %, while performance appraisal could reduce employees turnover intention by 27% if it is paired with enhancing the culture of organization citizenship behavior across the entire

organizational environment. Same results showed that the training has direct effect on employees' turnover intention with more than 17 % increase in turnover intention among employees, while this could be reduced down to less than 14 % if it is paired with enhancing the culture of organization citizenship behavior across the entire organizational environment.

However, this study showed that the OCB did not mediate the relationship between career development and the turnover intention (direct reduce the turnover with more than 20% while the indirect relationship through OCB reduces the turnover intention with less than 10 %. This results support the previous studies results such as (Paré, G., Tremblay, M., & Lalonde, P. 2001; Podsakoff et al., 2009; Ng and Feldman, 2011; Liu, 2009).

Similarly this study showed that the person organization fit mediates the relationship between most of the HRM practices. Recruitment and selection showed that it can directly reduce the turnover with more than 18% while it could assist in reducing the turnover intention among employees with more than 19% if it is linked with the enhancement of person organization fitness. Compensation showed that it can contribute directly in reducing the turnover with more than 22%, while it could almost double this percentage (more than 41 %) if it goes in parallel with the development of person organization fit culture. Same thing for training as mentioned previously that the training could directly increase the turnover intention with more than 17 % however this percentage could be decreased to less than 11% if the training is paired with the P.O Fit culture across the health care facility.

Nevertheless, study result showed that P.O Fit has no significant mediating effect against the relationship between (Performance appraisal, career development) and the turnover intentions.

These results also support several previous studies (Organ, Podsakoff & MacKenzie, 2006; Sun, Arya & Law, 2007; Snape & Redman, 2010; Husin, Chelladurai & Musa, 2012; Fu, 2013).

Consequently, the UAE health care services chiefs together with HRM Chiefs and senior management need to look at HRM practices, OCB and POF as one of the successful models and crucial concepts that can help significantly in retaining health care professional and reduce the bleeding of experts and high competent health care employees that showed significant increase in the last few years.

Chapter 7. Implications, limitations and future researches

Research output revealed that majority of HRM practices have significant negative relationship with employees' turnover intention. This means that, whenever the HRM practices are convenient for employees, it will be effective tools to reduce employees' turnover intention. As a result, the findings of this study could be considered crucial for the health care management in UAE to understand the health care professionals' turnover intention. The study explored how health care workers perceive significance of HRM practices such as performance appraisal, training and compensation when they make decision to have turnover intention.

Consequently, some of the HRM practices need to be re-assessed and improved as per the requirements of the firms' workforces and the neighboring market. For example, recruitment and selection forceful between employment map and organization policy, hiring efficacy, diverse hiring procedures, reliable and persuasive assortment procedures, as well as the forceful lined by applicants and the organization with which the human resource experts is fearful might contain minor preference than supplementary aspects for example the period of the time needed for employing the right individual , the cooperation ability of new arrival and firmness which may be means anxiety for internal customers.

Furthermore, human resource management practices could be a substantial factor in improving organization efficiency. For example, most of the employees have concerns with compensation and reimbursements, therefore human resource professionals as well as the health care facilities senior management should take their responsibility in getting the required knowledge and competencies in regards to the market analysis, work assessment, pay for performance scheme and aggressive compensation and benefits in the labor market. All these efforts and practices

might expressively affect the workers' behavior and ultimately will lead to improve workers' moral, generate loyal labor force and advance organization efficiency.

In addition, although the current study revealed a significant positive relationship between training and employee turnover intention, yet health care services management board needs to pay a lot of attention to the training needs, skills, and competencies of their employees. It is advised to develop needs assessment tool that need to be distributed to staff at the beginning of each fiscal year in order make sure that employees are updated with the most recent knowledge, skills and competencies which ultimately reflect on the organization performance and enhance employee organization citizenship, especially when employees participate in developing the annual training plan. However, although the training has positive relationship with the turnover intention. Nevertheless, it is crucial for the health care management to recognize that the training plan should be aligned with proper career development plan that make the career path clear for all employees, as those employees who received the proper training and end up being highly competent staff need to be aware about their future opportunities and promotions, otherwise they are going to leave the organization to other competitors, and this will represent huge loss for any organization. In addition, the health care senior management need to look at the career development program that align with the employees qualifications, expertise and competencies as creating the career path and share it with all the concerned staff are vital for the performance of the employee and the overall organizational performance.

In addition, P-O fit can be seen as significant tool for managing personnel processes as they play a significant role in choosing, training and socializing of employees that can turn out to be the foundation of competitive advantage for the institute. So, the executives should emphasis on choosing such workforces whose values and personality are in correspondence with that of the

institute and with their works. Recruiting the right person for the right job will improve organization productivity and will decrease turnover intention. Additionally, organization citizenship behavior was found to work as significant mediators between most of the HRM practices and employee turnover intention, so health organization HRM professionals need to pay good attention on developing the sense of organization citizenship behavior among all its employees, as this will reflect positively on the over whole organization performance. For instance, partaking conscientiousness and assisting others can cause declined inter-group clash and permit managers to emphasis on more insistent difficulties (MacKenzie et al., 2009). Having employees extremely involved in OCB might improve managers' efficiency by permitting them to allocate a greater amount of time to long-range planning matters. Consequently, manager's benefit from positive OCB as well as employees (Turnipseed and Rassuli, 2005).

In addition, when staffs implemented OCB headed for the institute, such activities have significant consequences for organizational efficiency since the civic virtue, conscientiousness, and sportsmanship of workers commonly benefit the institute at a whole. Similarly, there are profits when OCB is focused towards other co-workers. The inspiration is based on worker altruism stressing the psychological processes guiding the behaviors of the workforces, generating a positive working environment for the employees (Organ, 1988; Hodson, 2002), providing socio-emotional provision to workfellows, and making the work of others easier (Yen et al., 2008)

All these efforts and techniques might significantly affect the employees' behavior and eventually will lead to improve employees' moral, create loyal labor force, reduce the turnover intentions and improve organization effectiveness.

In summary, recognizing the significant effects of working conditions, training, performance appraisal, career development and salary on health care professionals' turnover decisions, health care organizations can take actions to improve all the above HRM practices to improve job satisfaction and enhance employees' retention.

Yet, this research was limited to the Public Health Care Sector in UAE – Abu Dhabi in particular, so it is highly recommended to include the Private Sector in the future researches, as it will provide an opportunity to compare HRM practices between the Public and Private Sector. Similarly, it is highly recommended to compare between expatriates and national employees turnover. Moreover, researcher recommends to include health care sector of the other emirates such as Dubai and Sharjah in the future studies. Furthermore it is highly recommended for the future studies to look at the factors that drive both expatriates and national employees to leave their organization. In addition, inclusion of other HRM practices such as employee relations will add value to the future researches.

Chapter 8. Conclusion

It is very important for any organization to understand the turnover intention, as when staffs decide to leave, there are numerous direct and indirect expenses and other costs on organizational efficiency. Consequently an in-depth understanding of turnover intent can allow for suitable and appropriate targeted intervention. The outcomes and discussion have adequately confirmed that compensation and career development appear to have the robust influence on turnover intention. Moreover this study also exposed the complexity of the turnover behavior and showed that there is no one theory to identify that a specific forecaster is the cause of all turnover intentions.

The study has positively added and contributed to the fact that the HRM practices in the health care sector have actually an impact on health care professionals' turnover intention in the UAE. Academically, numerous theories and models have been brought out to be valuable for a superior understanding of the turnover behavior. Though, the recognized models may not be fully exhausted to explain the phenomenon as a whole. An in-depth study requests to be further conducted to solely satisfy the expectation of turnover, and a re-conceptualization of the models may be in order. This may include a re-examination of the factor construction of the prototypical or adding other elements that may have been found to be significant in forecasting turnover intent.

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List of Appendixes

Appendix A: Statistics of the respondents profile (characteristics)

Table 1- Your job title:

Answer Options	Response Percent	Response Count
Physician	13.8%	52
Nurse	55.8%	211
Administrative	10.3%	39
Allied health	17.5%	66
Management	2.6%	10

Table 2: Gender

Answer Options	Response Percent	Response Count
Male	33.8%	127
Female	66.2%	249
<i>answered question</i>		376
<i>skipped question</i>		2

Table Age 3:

Answer Options	Response Percent	Response Count
less than 25 years	0.5%	2
25 - 35 years	42.8%	161
36 - 45 years	37.0%	139
46 - 55 years	12.2%	46
more than 55 years	7.4%	28
<i>answered question</i>		376
<i>skipped question</i>		2

Table 4: Age

Answer Options	Response Percent	Response Count
National	11.1%	41
Expatriate	88.9%	328
<i>answered question</i>		369
<i>skipped question</i>		9

Table5: Total years of experience in the current organization

Answer Options	Response Percent	Response Count
Less than one year	2.4%	9
1 year - 5 years	39.2%	146
6 years – 10years	32.0%	119
11 years - 15	12.4%	46
More than 15 years	14.0%	52
<i>answered question</i>		372
<i>skipped question</i>		6

Table6: Total years of experience

Answer Options	Response Percent	Response Count
Less than one year	0.3%	1
1 year - 5 years	8.3%	31
6 years – 10years	28.4%	106
11 years - 15 year	23.1%	86
More than 15 year	39.9%	149
<i>answered question</i>		373
<i>skipped question</i>		5

Table 7: Level of Education

Answer Options	Response Percent	Response Count
High school	1.9%	7
Diploma	19.5%	73
Bachelor	60.4%	226
Masters	13.6%	51
Doctoral	4.5%	17
<i>answered question</i>		374
<i>skipped question</i>		4

Appendix B1: Outlier results before deleted 34 cases**Observations farthest from the centroid (Mahalanobis distance) (Group number 1)**

Observation number	Mahalanobis d-squared	p1	p2
453	106.073	.000	.000
30	101.131	.000	.000
7	97.312	.000	.000
456	97.065	.000	.000
391	82.502	.000	.000
3	80.174	.000	.000
327	78.338	.000	.000

Observation number	Mahalanobis d-squared	p1	p2
392	77.531	.000	.000
436	77.281	.000	.000
388	74.310	.000	.000
86	72.590	.000	.000
131	72.050	.000	.000
67	71.027	.000	.000
31	70.877	.000	.000
452	70.857	.000	.000
463	70.418	.000	.000
42	67.831	.000	.000
398	66.501	.000	.000
2	65.304	.000	.000
27	64.774	.000	.000
33	64.309	.000	.000
276	63.779	.000	.000
467	63.499	.000	.000
461	62.925	.000	.000
83	61.397	.000	.000
386	60.972	.000	.000
36	60.751	.000	.000
407	60.711	.000	.000
390	60.708	.000	.000
462	60.204	.000	.000
44	58.782	.001	.000
403	58.540	.001	.000
50	58.361	.001	.000
393	58.324	.001	.000
74	57.839	.001	.000

Observation number	Mahalanobis d-squared	p1	p2
39	57.734	.001	.000
395	57.638	.001	.000
445	57.617	.001	.000
417	57.274	.001	.000
51	56.975	.001	.000
396	56.842	.001	.000
273	56.228	.001	.000
291	56.024	.001	.000
32	55.976	.001	.000
4	54.441	.002	.000
289	53.797	.002	.000
336	53.598	.002	.000
464	53.548	.003	.000
56	53.250	.003	.000
423	53.091	.003	.000
78	53.085	.003	.000
433	52.512	.003	.000
430	52.151	.004	.000
460	51.738	.004	.000
424	51.675	.004	.000
24	51.566	.004	.000
111	51.563	.004	.000
80	51.550	.004	.000
280	51.125	.005	.000
439	51.117	.005	.000
303	51.112	.005	.000
5	50.983	.005	.000
114	50.891	.005	.000

Observation number	Mahalanobis d-squared	p1	p2
296	50.836	.005	.000
441	50.627	.006	.000
1	49.886	.007	.000
312	49.736	.007	.000
123	49.289	.008	.000
422	49.072	.008	.000
308	48.952	.008	.000
399	47.956	.011	.000
20	47.282	.013	.000
34	47.032	.014	.000
387	46.636	.015	.000
37	46.330	.016	.000
459	45.714	.019	.000
455	45.619	.019	.000
73	44.917	.022	.000
426	44.815	.023	.000
147	44.687	.024	.000
64	44.555	.024	.000
454	44.361	.026	.000
179	44.216	.026	.000
292	43.524	.031	.000
53	43.486	.031	.000
38	43.479	.031	.000
281	43.442	.032	.000
107	43.316	.032	.000
458	43.279	.033	.000
389	42.704	.037	.000
457	42.639	.038	.000

Observation number	Mahalanobis d-squared	p1	p2
46	42.607	.038	.000
274	42.284	.041	.000
419	42.231	.041	.000
322	42.057	.043	.000
317	41.969	.044	.000
421	41.927	.044	.000
63	41.816	.045	.000
406	41.275	.051	.000
16	41.140	.052	.000

Appendix B2. Outlier results after deleting 34 cases

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
454	57.432	.000	.001
276	51.705	.000	.000
398	49.943	.000	.000
412	49.209	.000	.000
386	49.159	.000	.000
273	48.160	.000	.000
272	46.828	.000	.000
395	46.636	.000	.000

Observation number	Mahalanobis d-squared	p1	p2
451	45.426	.000	.000
458	44.787	.000	.000
452	43.605	.000	.000
420	42.005	.000	.000
450	40.139	.001	.000
456	39.120	.001	.000
384	39.078	.001	.000
421	37.783	.002	.000
397	37.579	.002	.000
457	36.188	.003	.000
453	35.987	.003	.000
41	35.948	.003	.000
460	35.938	.003	.000
406	35.844	.003	.000
405	35.431	.003	.000
271	35.420	.003	.000
107	35.178	.004	.000
396	35.104	.004	.000
290	34.753	.004	.000
32	34.551	.005	.000
21	34.204	.005	.000
49	33.913	.006	.000
289	33.881	.006	.000
419	32.976	.007	.000
413	32.954	.007	.000
5	32.889	.008	.000
55	32.813	.008	.000
313	32.719	.008	.000

Observation number	Mahalanobis d-squared	p1	p2
392	32.461	.009	.000
20	32.217	.009	.000
7	32.212	.009	.000
306	32.160	.010	.000
459	32.054	.010	.000
455	31.845	.010	.000
461	31.694	.011	.000
437	31.244	.013	.000
287	31.222	.013	.000
473	31.165	.013	.000
116	30.756	.014	.000
431	30.647	.015	.000
390	30.551	.015	.000
414	29.821	.019	.000
36	29.810	.019	.000
43	29.733	.019	.000
310	29.710	.020	.000
320	29.376	.022	.000
113	29.313	.022	.000
39	29.247	.022	.000
33	29.104	.023	.000
418	28.981	.024	.000
82	28.873	.025	.000
468	28.669	.026	.000
467	28.024	.031	.000
415	28.005	.032	.000
463	27.783	.034	.000
278	27.775	.034	.000

Observation number	Mahalanobis d-squared	p1	p2
37	27.775	.034	.000
323	27.695	.034	.000
410	27.599	.035	.000
333	27.237	.039	.000
42	27.134	.040	.000
409	26.795	.044	.000
394	26.684	.045	.000
404	26.594	.046	.000
449	26.527	.047	.000
416	26.271	.050	.000
106	26.082	.053	.000
351	26.012	.054	.000
447	26.009	.054	.000
428	25.977	.054	.000
45	25.687	.059	.000
184	25.200	.066	.000
389	25.196	.066	.000
425	24.945	.071	.000
388	24.906	.071	.000
407	24.782	.074	.000
443	24.406	.081	.000
422	24.319	.083	.000
291	24.262	.084	.000
382	24.248	.084	.000
277	24.153	.086	.000
439	23.555	.100	.000
434	23.439	.102	.000
34	23.156	.110	.000

Observation number	Mahalanobis d-squared	p1	p2
462	22.690	.122	.000
400	22.426	.130	.000
325	22.344	.132	.000
35	22.298	.134	.000
356	22.279	.134	.000
87	22.112	.140	.000
209	22.093	.140	.000
274	22.048	.142	.000

Appendix C: Normality Testing

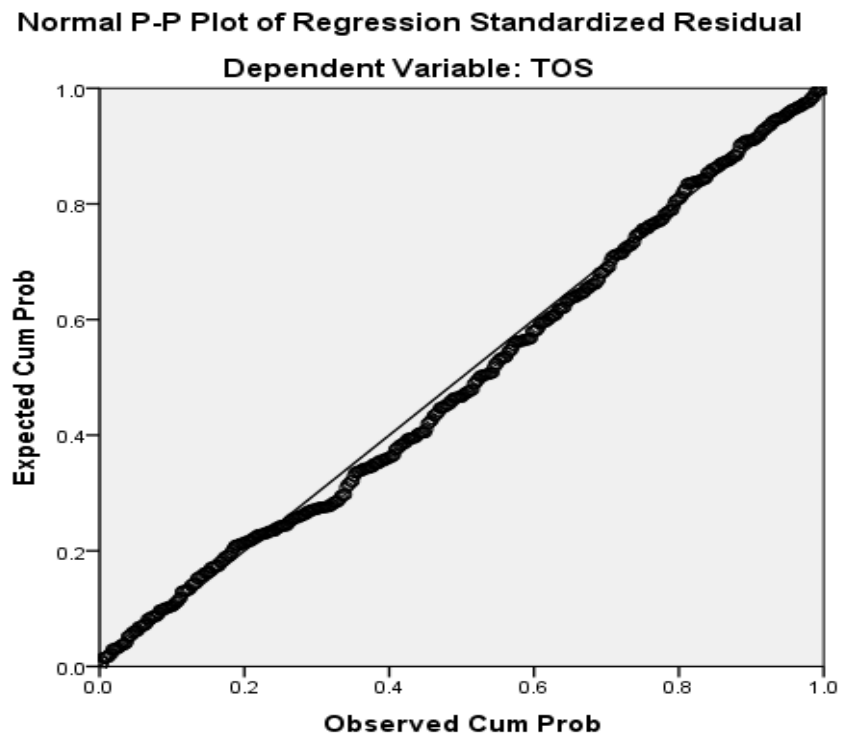
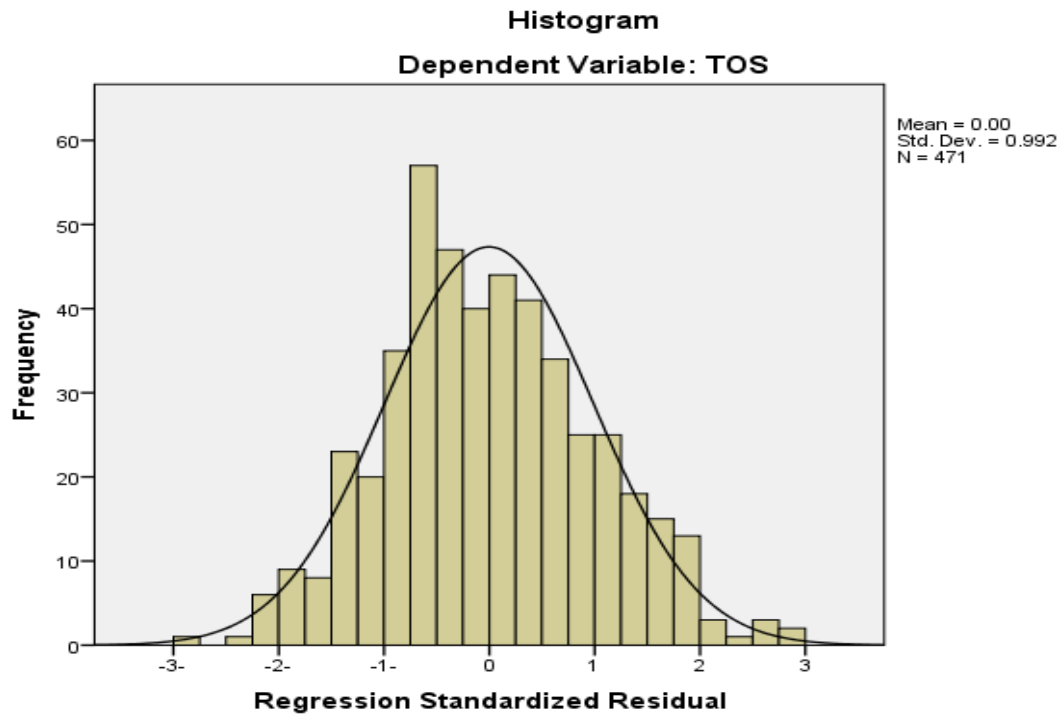
A. Normality before Transformation (Non-normal data)

Variable	min	max	Skew	c.r.	kurtosis	c.r.
PF3	1.000	5.000	-1.087	-9.658	.945	4.200
PF1	1.000	5.000	-.999	-8.883	1.047	4.651
OCB4	1.000	5.000	-.984	-8.747	2.872	12.763
OCB2	1.000	5.000	-.916	-8.146	3.195	14.197
TO1	1.000	5.000	-.144	-1.277	-1.293	-5.745
TO2	1.000	5.000	-.010	-.092	-1.042	-4.631
CD2	1.000	5.000	-1.698	-15.089	3.222	14.318
CD4	1.000	5.000	-.985	-8.755	1.087	4.829
Com1	1.000	5.000	-.521	-4.632	-.591	-2.626
Com4	1.000	5.000	-.400	-3.551	-.621	-2.759
Tr2	1.000	5.000	-.798	-7.095	-.087	-.385
Tr3	1.000	5.000	-.856	-7.605	1.189	5.283
PA1	1.000	5.000	-1.134	-10.084	2.728	12.125
PA2	1.000	5.000	-1.178	-10.468	2.420	10.756

Variable	min	max	Skew	c.r.	kurtosis	c.r.
Rec2	1.000	5.000	-.542	-4.815	.620	2.754
Rec3	2.000	5.000	-1.140	-10.130	2.023	8.988

B. Normality after Transformation (Normal data)

Variable	min	Max	Skew	c.r	Kurtosis	c.r
PF3	1.000	5.000	-1.087	-1.010	.945	4.200
PF1	1.000	5.000	-.999	-2.341	1.047	4.651
OCB4	1.000	5.000	-.984	-.346	2.872	3.763
OCB2	1.000	5.000	-.916	-1.099	3.195	2.197
TO1	1.000	5.000	-.144	-1.445	-1.293	-3.745
TO2	1.000	5.000	-.010	-.098	-1.042	-3.631
CD2	1.000	5.000	-1.698	-1.034	3.222	2.318
CD4	1.000	5.000	-.985	-2.002	1.087	3.829
Com1	1.000	5.000	-.521	-2.340	-.591	-2.626
Com4	1.000	5.000	-.400	-.341	-.621	-2.759
Tr2	1.000	5.000	-.798	-2.100	-.087	-.385
Tr3	1.000	5.000	-.856	-2.567	1.189	1.283
PA1	1.000	5.000	-1.134	-1.223	2.728	2.125
PA2	1.000	5.000	-1.178	-1.234	2.420	3.756
Rec2	1.000	5.000	-.542	.567	.620	2.754
Rec3	2.000	5.000	-1.140	-1.100	2.023	8.988

Appendix D: Normality , Linearity , Homoscedasticity.

Appendix E: Multicollinearity**Coefficients^a**

Model		Collinearity Statistics	
		Tolerance	VIF
1	PAS	.548	1.826
	CDS	.477	2.095
	TrS	.581	1.722
	COMS	.513	1.948
	PFS	.465	2.150
	OCBS	.879	1.138

a. Dependent Variable: RecS

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
2	CDS	.481	2.079
	TrS	.585	1.709
	COMS	.513	1.948
	PFS	.469	2.134
	OCBS	.885	1.129
	RecS	.593	1.686

a. Dependent Variable: PAS

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
3	CDS	.473	2.116
	TrS	.581	1.721
	COMS	.513	1.948
	PFS	.455	2.195
	RecS	.558	1.793
	PAS	.519	1.928

a. Dependent Variable: OCBS

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
4	CDS	.481	2.079
	TrS	.575	1.738
	COMS	.556	1.799
	RecS	.577	1.732
	OCBS	.891	1.122
	PAS	.537	1.862

a. Dependent Variable: PFS

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
5	CDS	.472	2.120
	COMS	.536	1.865
	RecS	.566	1.767
	OCBS	.892	1.121
	PAS	.526	1.900
	PFS	.452	2.214

a. Dependent Variable: TrS

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
6	CDS	.512	1.953
	RecS	.556	1.799
	OCBS	.876	1.141
	PAS	.513	1.948
	PFS	.485	2.062
	TrS	.596	1.678

a. Dependent Variable: COMS

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
7	RecS	.573	1.745
	OCBS	.894	1.118
	PAS	.533	1.877
	PFS	.465	2.150
	TrS	.581	1.721
	COMS	.568	1.762

a. Dependent Variable: CDS

Appendix F: Reliability Testing**Reliability**

[DataSet1] C:\Users\aboabdullah\Desktop\final proposal\final thesis\result1.sav

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Valid	471	98.5
Cases Excluded ^a	7	1.5
Total	478	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.865	29

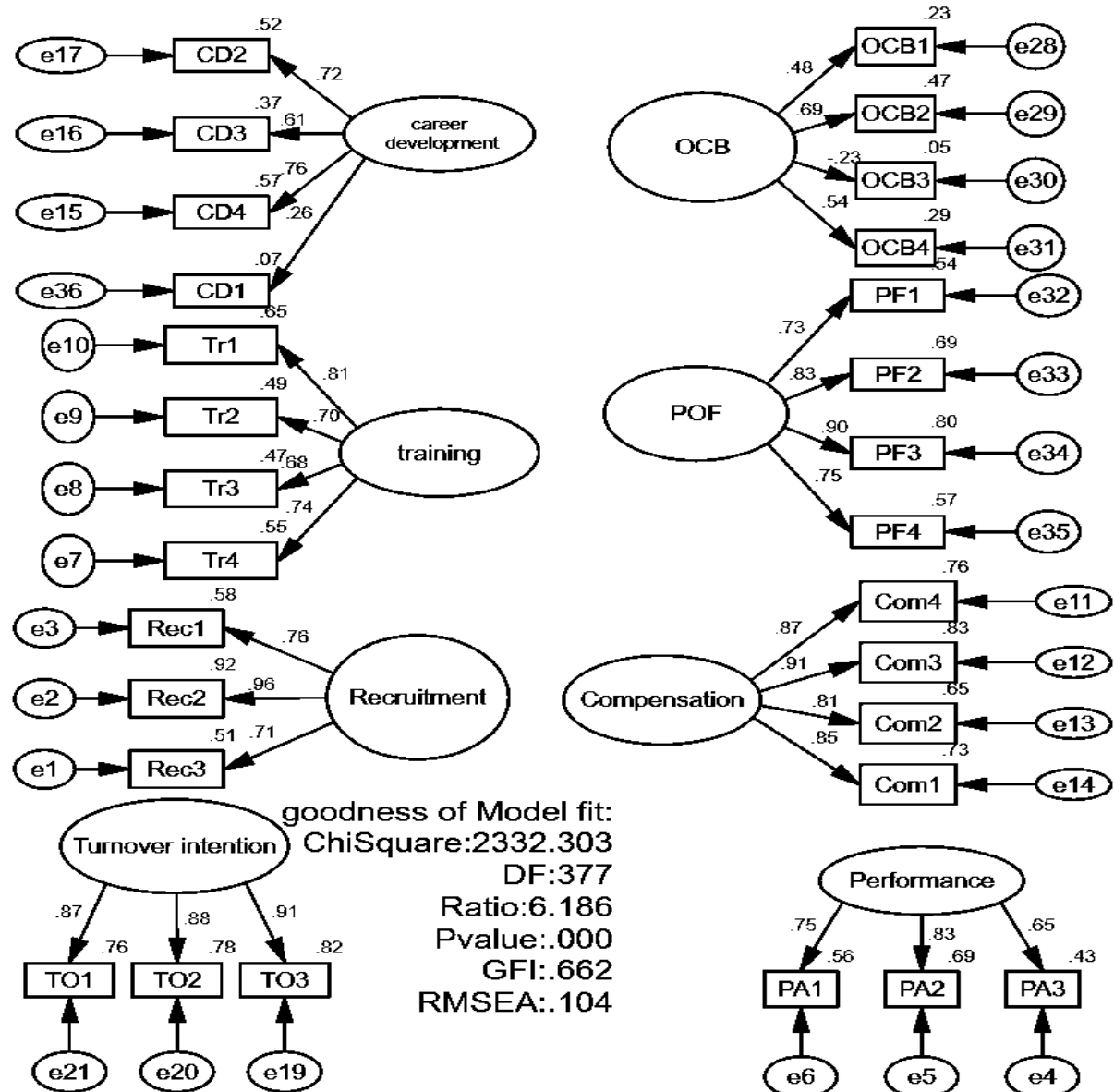
Item-Total Statistics

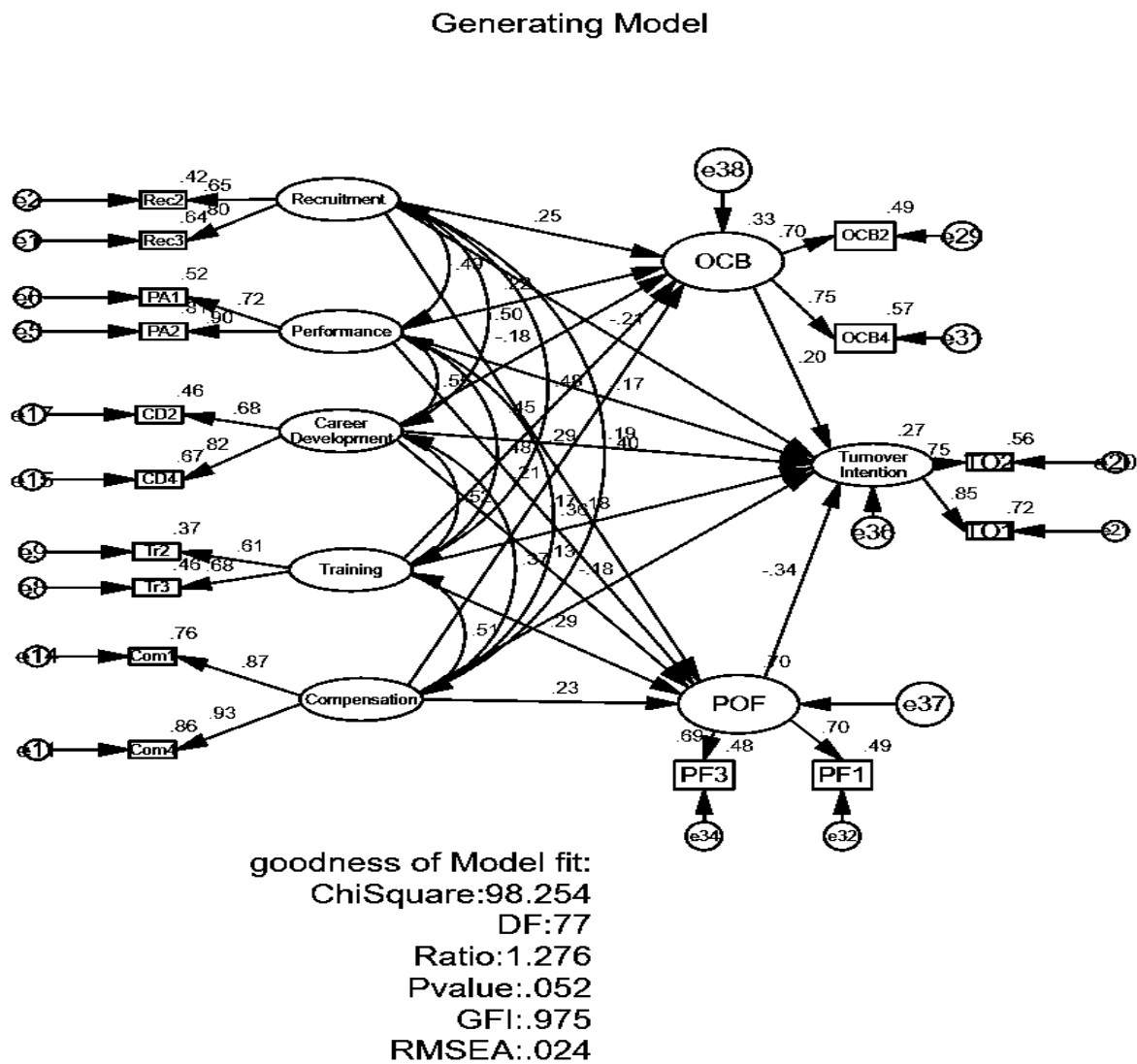
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Recruitment	95.96	149.588	.518	.858
Recruitment	96.00	148.711	.599	.856
Recruitment	96.00	149.647	.573	.857
Performance	95.81	150.493	.538	.858
Performance	95.89	149.287	.563	.857
Performance	96.38	145.061	.611	.855
Career Development	97.01	156.108	.144	.868
Career Development	96.34	145.288	.652	.854
Career Development	96.97	146.567	.495	.858
Career Development	96.37	146.433	.608	.855
Training	96.30	145.562	.591	.855
Training	96.21	149.053	.474	.859
Training	95.94	149.228	.555	.857
Training	96.26	145.450	.629	.854
Compensation	96.57	142.918	.655	.853
Compensation	96.88	142.560	.648	.853
Compensation	96.55	142.776	.663	.853
Compensation	96.75	142.505	.683	.852
Person Fit	95.97	147.278	.631	.855
Person Fit	96.07	148.438	.582	.856
Person Fit	95.97	147.342	.654	.855
Person Fit	96.28	145.309	.662	.854
Organization Citizenship	95.72	154.791	.255	.864
Organization Citizenship	95.83	156.014	.256	.864
Organization Citizenship	97.21	158.158	.051	.871
Organization Citizenship	95.80	157.092	.169	.866
Turnover	96.58	169.360	-.312-	.884
Turnover	96.93	169.057	-.309-	.883
Turnover	96.92	170.147	-.341-	.884

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
99.77	160.877	12.684	29

Appendix G1: CFA before transformation



Appendix G2: CFA after Transformation

APPENDIX H: Modification Indices***A- Modification indices before deletion*****Covariance: (Group number 1 - Default model)**

	M.I.	Par Change
e38 <--> e37	7.934	.031
e39 <--> Recruitment	10.600	.069
e39 <--> e36	55.535	-.330
e17 <--> Compensation	6.346	-.058
e17 <--> Recruitment	6.105	.038
e35 <--> Compensation	7.444	.056
e35 <--> e37	13.859	-.047
e34 <--> e37	5.317	.022
e34 <--> e38	6.003	.028
e33 <--> e37	8.494	.032
e33 <--> e17	4.506	-.037
e33 <--> e35	6.255	-.037
e33 <--> e34	11.937	.038
e32 <--> Performance	4.939	.035
e32 <--> e37	7.134	-.032
e32 <--> e38	5.967	.034
e32 <--> e35	8.605	-.048
e31 <--> Training	6.613	.049
e30 <--> Compensation	6.143	.091
e30 <--> e36	17.649	.209
e30 <--> e39	20.157	-.224
e29 <--> e32	7.009	.042
e28 <--> e37	6.887	.043
e28 <--> e34	4.707	.036

	M.I.	Par Change
e28 <--> e30	6.694	-.101
e21 <--> e39	5.992	-.077
e19 <--> Career_Development	4.320	.032
e19 <--> e39	4.772	-.063
e16 <--> Compensation	11.734	.102
e16 <--> Training	10.064	-.080
e16 <--> e34	5.859	-.048
e16 <--> e21	5.665	-.069
e16 <--> e19	5.391	.062
e15 <--> Recruitment	10.646	-.051
e15 <--> e16	5.786	.071
e14 <--> e37	5.129	-.030
e14 <--> e19	7.059	-.049
e13 <--> Career_Development	4.114	.033
e13 <--> e36	5.235	-.071
e13 <--> e39	6.741	.080
e13 <--> e17	4.323	-.046
e13 <--> e35	15.176	.075
e13 <--> e34	16.472	-.060
e13 <--> e33	6.587	.043
e12 <--> e34	7.243	.032
e12 <--> e14	22.938	.073
e12 <--> e13	14.049	-.063
e11 <--> e14	16.142	-.065
e11 <--> e13	11.416	.060
e10 <--> Career_Development	4.941	.037
e10 <--> Compensation	4.021	-.047
e10 <--> e38	5.263	-.039

	M.I.	Par Change
e10 <--> e29	9.858	-.061
e10 <--> e14	5.379	-.047
e9 <--> e39	6.170	-.084
e9 <--> e10	25.510	.120
e8 <--> Career_Development	7.232	-.040
e8 <--> Performance	9.817	.053
e8 <--> e38	5.546	.035
e8 <--> e35	6.207	-.044
e8 <--> e31	4.553	.042
e8 <--> e29	4.887	.038
e8 <--> e16	8.948	-.077
e8 <--> e10	5.402	-.046
e7 <--> Compensation	13.270	.081
e7 <--> e14	22.788	.093
e7 <--> e9	7.338	-.062
e7 <--> e8	4.553	.040
e6 <--> Compensation	4.613	-.040
e6 <--> e20	4.573	.036
e6 <--> e19	4.658	-.035
e6 <--> e8	4.170	.032
e5 <--> e31	4.083	-.036
e5 <--> e9	7.353	-.053
e5 <--> e6	8.120	.040
e4 <--> Compensation	17.058	.105
e4 <--> Performance	9.136	-.061
e4 <--> e35	6.564	.056
e4 <--> e34	5.924	-.041
e4 <--> e13	12.519	.086

	M.I.	Par Change
e3 <--> e37	5.630	.028
e3 <--> e29	4.788	-.034
e3 <--> e28	6.933	.052
e3 <--> e4	4.717	-.043
e2 <--> e30	6.861	.061
e2 <--> e3	7.642	.030
e1 <--> Performance	11.437	.049
e1 <--> Recruitment	12.539	-.040
e1 <--> e36	4.925	-.053
e1 <--> e13	6.250	.042
e1 <--> e8	7.052	.040
e1 <--> e3	8.933	-.040

B- Modification indices after variables deletion

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e32 <--> e38	4.961	.034
e29 <--> e32	6.983	.044
e17 <--> e21	5.147	-.065
e9 <--> Performance	5.499	-.057
e9 <--> e15	6.560	.062
e8 <--> Performance	4.070	.039
e8 <--> e15	7.204	-.052
e6 <--> e38	4.029	-.025
e6 <--> e20	9.961	.074
e5 <--> e20	8.604	-.066
e5 <--> e9	5.824	-.049
e2 <--> Career_Development	5.048	.040
e2 <--> Performance	5.492	-.040

APPENDIX- I: Questionnaire

Research2
Subject: Academic Survey Dear Health Care Employees: You are cordially invited to participate in a research study titled "Exploring the direct and indirect relationship between Human Resource Practices and Employees Turnover Intention : An Imperical Study in UAE Heath Care Sector". This study is being conducted by (Hussein Melhem) to fulfill the requirements of Doctor Of Business Administration in Abu Dhabi University. The purpose of this study is to develop the proper HRM practices framework that could help the health care decision makers to retain the health care talents and reduce turn over rate at the health care facilities. In this study, you will be asked to complete an electronic survey. Your participation in this study is voluntary and you are free to withdraw your participation from this study at any time. The survey will not take more than 10 minutes to complete. There are no risks associated with participating in this study. The survey collects no identifying information of any respondent. All of the response in the survey will be recorded anonymously. If you have any questions regarding the survey or this research project in general, please contact (Hussein Melhem -050 -7976088. By completing and submitting this survey, you are indicating your consent to participate in the study. Your participation is appreciated. (Hussein Melhem) - Doctoral Candidate, Abu Dhabi University Advisor Dr. (Dr.Hossam Abu Alainain & Dr.Matloob Hussein-ADU

1

Research2
* 1. The recruitment and selection system of our organization enables us to hire good employees. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 2. The recruitment and selection process of our organization is effective. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 3. The employees we hire achieve a good person–job fit. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 4. Our organization completes employees' performance appraisals in a timely fashion. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 5. Our supervisors always provide performance appraisal feedback to their subordinates. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 6. Our employees are satisfied with our performance appraisal system. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 7. Employees have very little future within the organization. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 8. Employees have clear career paths within the organization. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
* 9. Employees who desire promotion have more than one potential position they could be promoted to. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree
10. Employees' career aspirations within the company are known by their immediate supervisors. ☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 11. Extensive training programs are provided for individuals in their jobs at your organization.

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 12. Employees in their jobs will normally go through training programs every few years at your organization.

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 13. There are formal training programs to teach new hires the skills they need to perform their job at your organization .

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 14. Formal training programs are offered to employees in order to increase their promotability at your organization.

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 15. Incentive system at your firm encourages employees to pursue company objective

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 16. Incentive system at your organization is fair at rewarding people who accomplish organization objective.

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 17. Incentive system at your organization encourages people to reach company goals.

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 18. Incentive system at your organization really recognizes people who contribute the most to the organization.

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 19. I feel that my personal values are good fit with this organization

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 20. this organization has the same values as I do with regards to concern of others

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 21. this organization has the same values as I do with regards to honesty

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 22. This organization has the same values as I do with regards to fairness

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 23. When the work load is most intense I work extra hours , by shortning the usual breaks or staying at work later than usual

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 24. I frequently suggest new ideas to improve my department

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 25. I only have to do the job I am paid to

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 26. Even when it is not required , I try to guid the new mebers of my department

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 27. As soon as I can find a better job, I'll leave

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 28. I am seriously thinking about quitting my job

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

* 29. I am actively looking for a job outside

☐ Strongly Disagree ☐ Disagree ☐ Neither ☐ Agree ☐ Strongly Agree

30. Your job title :

☐ Physician ☐ Nurse ☐ Administrative ☐ Allied health ☐ Management

31. Gender

☐ Male ☐ Female

32. Age:

☐ less than 25 years ☐ 25 - 35 years ☐ 36 - 45 years ☐ 46 - 55 years ☐ more than 55 years

33. Nationality:

☐ National ☐ Expatriate

34. Total years of experience in your current organization

☐ Less than one year ☐ 1 year - 5 years ☐ 6 years - 10years ☐ 11 years - 15 ☐ More than 15 years

35. Your total years of experience:

☐ Less than one year ☐ 1 year - 5 years ☐ 6 years - 10years ☐ 11 years - 15 year ☐ More than 15 year

36. Level of education

☐ High school ☐ Diploma ☐ Bachelor ☐ Masters ☐ Doctoral

List of Tables

Table 1: of Chi square distribution

	P										
DF	0.995	0.975	0.20	0.10	0.05	0.025	0.02	0.01	0.005	0.002	0.001
1	0.0000393	0.000982	1.642	2.706	3.841	5.024	5.412	6.635	7.879	9.550	10.828
2	0.0100	0.0506	3.219	4.605	5.991	7.378	7.824	9.210	10.597	12.429	13.816
3	0.0717	0.216	4.642	6.251	7.815	9.348	9.837	11.345	12.838	14.796	16.266
4	0.207	0.484	5.989	7.779	9.488	11.143	11.668	13.277	14.860	16.924	18.467
5	0.412	0.831	7.289	9.236	11.070	12.833	13.388	15.086	16.750	18.907	20.515
6	0.676	1.237	8.558	10.645	12.592	14.449	15.033	16.812	18.548	20.791	22.458
7	0.989	1.690	9.803	12.017	14.067	16.013	16.622	18.475	20.278	22.601	24.322
8	1.344	2.180	11.030	13.362	15.507	17.535	18.168	20.090	21.955	24.352	26.124
9	1.735	2.700	12.242	14.684	16.919	19.023	19.679	21.666	23.589	26.056	27.877
10	2.156	3.247	13.442	15.987	18.307	20.483	21.161	23.209	25.188	27.722	29.588
11	2.603	3.816	14.631	17.275	19.675	21.920	22.618	24.725	26.757	29.354	31.264
12	3.074	4.404	15.812	18.549	21.026	23.337	24.054	26.217	28.300	30.957	32.909
13	3.565	5.009	16.985	19.812	22.362	24.736	25.472	27.688	29.819	32.535	34.528
14	4.075	5.629	18.151	21.064	23.685	26.119	26.873	29.141	31.319	34.091	36.123
15	4.601	6.262	19.311	22.307	24.996	27.488	28.259	30.578	32.801	35.628	37.697
16	5.142	6.908	20.465	23.542	26.296	28.845	29.633	32.000	34.267	37.146	39.252
17	5.697	7.564	21.615	24.769	27.587	30.191	30.995	33.409	35.718	38.648	40.790
18	6.265	8.231	22.760	25.989	28.869	31.526	32.346	34.805	37.156	40.136	42.312
19	6.844	8.907	23.900	27.204	30.144	32.852	33.687	36.191	38.582	41.610	43.820
20	7.434	9.591	25.038	28.412	31.410	34.170	35.020	37.566	39.997	43.072	45.315

21	8.034	10.283	26.171	29.615	32.671	35.479	36.343	38.932	41.401	44.522	46.797
22	8.643	10.982	27.301	30.813	33.924	36.781	37.659	40.289	42.796	45.962	48.268
23	9.260	11.689	28.429	32.007	35.172	38.076	38.968	41.638	44.181	47.391	49.728
24	9.886	12.401	29.553	33.196	36.415	39.364	40.270	42.980	45.559	48.812	51.179
25	10.520	13.120	30.675	34.382	37.652	40.646	41.566	44.314	46.928	50.223	52.620
26	11.160	13.844	31.795	35.563	38.885	41.923	42.856	45.642	48.290	51.627	54.052
27	11.808	14.573	32.912	36.741	40.113	43.195	44.140	46.963	49.645	53.023	55.476
28	12.461	15.308	34.027	37.916	41.337	44.461	45.419	48.278	50.993	54.411	56.892
29	13.121	16.047	35.139	39.087	42.557	45.722	46.693	49.588	52.336	55.792	58.301
30	13.787	16.791	36.250	40.256	43.773	46.979	47.962	50.892	53.672	57.167	59.703
31	14.458	17.539	37.359	41.422	44.985	48.232	49.226	52.191	55.003	58.536	61.098
32	15.134	18.291	38.466	42.585	46.194	49.480	50.487	53.486	56.328	59.899	62.487
33	15.815	19.047	39.572	43.745	47.400	50.725	51.743	54.776	57.648	61.256	63.870
34	16.501	19.806	40.676	44.903	48.602	51.966	52.995	56.061	58.964	62.608	65.247
35	17.192	20.569	41.778	46.059	49.802	53.203	54.244	57.342	60.275	63.955	66.619
36	17.887	21.336	42.879	47.212	50.998	54.437	55.489	58.619	61.581	65.296	67.985
37	18.586	22.106	43.978	48.363	52.192	55.668	56.730	59.893	62.883	66.633	69.346
38	19.289	22.878	45.076	49.513	53.384	56.896	57.969	61.162	64.181	67.966	70.703
39	19.996	23.654	46.173	50.660	54.572	58.120	59.204	62.428	65.476	69.294	72.055
40	20.707	24.433	47.269	51.805	55.758	59.342	60.436	63.691	66.766	70.618	73.402
41	21.421	25.215	48.363	52.949	56.942	60.561	61.665	64.950	68.053	71.938	74.745
42	22.138	25.999	49.456	54.090	58.124	61.777	62.892	66.206	69.336	73.254	76.084
43	22.859	26.785	50.548	55.230	59.304	62.990	64.116	67.459	70.616	74.566	77.419
44	23.584	27.575	51.639	56.369	60.481	64.201	65.337	68.710	71.893	75.874	78.750
45	24.311	28.366	52.729	57.505	61.656	65.410	66.555	69.957	73.166	77.179	80.077

46	25.041	29.160	53.818	58.641	62.830	66.617	67.771	71.201	74.437	78.481	81.400
47	25.775	29.956	54.906	59.774	64.001	67.821	68.985	72.443	75.704	79.780	82.720
48	26.511	30.755	55.993	60.907	65.171	69.023	70.197	73.683	76.969	81.075	84.037
49	27.249	31.555	57.079	62.038	66.339	70.222	71.406	74.919	78.231	82.367	85.351
50	27.991	32.357	58.164	63.167	67.505	71.420	72.613	76.154	79.490	83.657	86.661
51	28.735	33.162	59.248	64.295	68.669	72.616	73.818	77.386	80.747	84.943	87.968
52	29.481	33.968	60.332	65.422	69.832	73.810	75.021	78.616	82.001	86.227	89.272
53	30.230	34.776	61.414	66.548	70.993	75.002	76.223	79.843	83.253	87.507	90.573
54	30.981	35.586	62.496	67.673	72.153	76.192	77.422	81.069	84.502	88.786	91.872
55	31.735	36.398	63.577	68.796	73.311	77.380	78.619	82.292	85.749	90.061	93.168
56	32.490	37.212	64.658	69.919	74.468	78.567	79.815	83.513	86.994	91.335	94.461
57	33.248	38.027	65.737	71.040	75.624	79.752	81.009	84.733	88.236	92.605	95.751
58	34.008	38.844	66.816	72.160	76.778	80.936	82.201	85.950	89.477	93.874	97.039
59	34.770	39.662	67.894	73.279	77.931	82.117	83.391	87.166	90.715	95.140	98.324
60	35.534	40.482	68.972	74.397	79.082	83.298	84.580	88.379	91.952	96.404	99.607
61	36.301	41.303	70.049	75.514	80.232	84.476	85.767	89.591	93.186	97.665	100.888
62	37.068	42.126	71.125	76.630	81.381	85.654	86.953	90.802	94.419	98.925	102.166
63	37.838	42.950	72.201	77.745	82.529	86.830	88.137	92.010	95.649	100.182	103.442
64	38.610	43.776	73.276	78.860	83.675	88.004	89.320	93.217	96.878	101.437	104.716
65	39.383	44.603	74.351	79.973	84.821	89.177	90.501	94.422	98.105	102.691	105.988
66	40.158	45.431	75.424	81.085	85.965	90.349	91.681	95.626	99.330	103.942	107.258
67	40.935	46.261	76.498	82.197	87.108	91.519	92.860	96.828	100.554	105.192	108.526
68	41.713	47.092	77.571	83.308	88.250	92.689	94.037	98.028	101.776	106.440	109.791
69	42.494	47.924	78.643	84.418	89.391	93.856	95.213	99.228	102.996	107.685	111.055
70	43.275	48.758	79.715	85.527	90.531	95.023	96.388	100.425	104.215	108.929	112.317

71	44.058	49.592	80.786	86.635	91.670	96.189	97.561	101.621	105.432	110.172	113.577
72	44.843	50.428	81.857	87.743	92.808	97.353	98.733	102.816	106.648	111.412	114.835
73	45.629	51.265	82.927	88.850	93.945	98.516	99.904	104.010	107.862	112.651	116.092
74	46.417	52.103	83.997	89.956	95.081	99.678	101.074	105.202	109.074	113.889	117.346
75	47.206	52.942	85.066	91.061	96.217	100.839	102.243	106.393	110.286	115.125	118.599
76	47.997	53.782	86.135	92.166	97.351	101.999	103.410	107.583	111.495	116.359	119.850
77	48.788	54.623	87.203	93.270	98.484	103.158	104.576	108.771	112.704	117.591	121.100
78	49.582	55.466	88.271	94.374	99.617	104.316	105.742	109.958	113.911	118.823	122.348
79	50.376	56.309	89.338	95.476	100.749	105.473	106.906	111.144	115.117	120.052	123.594
80	51.172	57.153	90.405	96.578	101.879	106.629	108.069	112.329	116.321	121.280	124.839
81	51.969	57.998	91.472	97.680	103.010	107.783	109.232	113.512	117.524	122.507	126.083
82	52.767	58.845	92.538	98.780	104.139	108.937	110.393	114.695	118.726	123.733	127.324
83	53.567	59.692	93.604	99.880	105.267	110.090	111.553	115.876	119.927	124.957	128.565
84	54.368	60.540	94.669	100.980	106.395	111.242	112.712	117.057	121.126	126.179	129.804
85	55.170	61.389	95.734	102.079	107.522	112.393	113.871	118.236	122.325	127.401	131.041
86	55.973	62.239	96.799	103.177	108.648	113.544	115.028	119.414	123.522	128.621	132.277
87	56.777	63.089	97.863	104.275	109.773	114.693	116.184	120.591	124.718	129.840	133.512
88	57.582	63.941	98.927	105.372	110.898	115.841	117.340	121.767	125.913	131.057	134.745
89	58.389	64.793	99.991	106.469	112.022	116.989	118.495	122.942	127.106	132.273	135.978
90	59.196	65.647	101.054	107.565	113.145	118.136	119.648	124.116	128.299	133.489	137.208
91	60.005	66.501	102.117	108.661	114.268	119.282	120.801	125.289	129.491	134.702	138.438
92	60.815	67.356	103.179	109.756	115.390	120.427	121.954	126.462	130.681	135.915	139.666
93	61.625	68.211	104.241	110.850	116.511	121.571	123.105	127.633	131.871	137.127	140.893
94	62.437	69.068	105.303	111.944	117.632	122.715	124.255	128.803	133.059	138.337	142.119
95	63.250	69.925	106.364	113.038	118.752	123.858	125.405	129.973	134.247	139.546	143.344

96	64.063	70.783	107.425	114.131	119.871	125.000	126.554	131.141	135.433	140.755	144.567
97	64.878	71.642	108.486	115.223	120.990	126.141	127.702	132.309	136.619	141.962	145.789
98	65.694	72.501	109.547	116.315	122.108	127.282	128.849	133.476	137.803	143.168	147.010
99	66.510	73.361	110.607	117.407	123.225	128.422	129.996	134.642	138.987	144.373	148.230
100	67.328	74.222	111.667	118.498	124.342	129.561	131.142	135.807	140.169	145.577	149.449
101	68.146	75.083	112.726	119.589	125.458	130.700	132.287	136.971	141.351	146.780	150.667
102	68.965	75.946	113.786	120.679	126.574	131.838	133.431	138.134	142.532	147.982	151.884
103	69.785	76.809	114.845	121.769	127.689	132.975	134.575	139.297	143.712	149.183	153.099
104	70.606	77.672	115.903	122.858	128.804	134.111	135.718	140.459	144.891	150.383	154.314
105	71.428	78.536	116.962	123.947	129.918	135.247	136.860	141.620	146.070	151.582	155.528
106	72.251	79.401	118.020	125.035	131.031	136.382	138.002	142.780	147.247	152.780	156.740
107	73.075	80.267	119.078	126.123	132.144	137.517	139.143	143.940	148.424	153.977	157.952
108	73.899	81.133	120.135	127.211	133.257	138.651	140.283	145.099	149.599	155.173	159.162
109	74.724	82.000	121.192	128.298	134.369	139.784	141.423	146.257	150.774	156.369	160.372
110	75.550	82.867	122.250	129.385	135.480	140.917	142.562	147.414	151.948	157.563	161.581
111	76.377	83.735	123.306	130.472	136.591	142.049	143.700	148.571	153.122	158.757	162.788
112	77.204	84.604	124.363	131.558	137.701	143.180	144.838	149.727	154.294	159.950	163.995
113	78.033	85.473	125.419	132.643	138.811	144.311	145.975	150.882	155.466	161.141	165.201
114	78.862	86.342	126.475	133.729	139.921	145.441	147.111	152.037	156.637	162.332	166.406
115	79.692	87.213	127.531	134.813	141.030	146.571	148.247	153.191	157.808	163.523	167.610
116	80.522	88.084	128.587	135.898	142.138	147.700	149.383	154.344	158.977	164.712	168.813
117	81.353	88.955	129.642	136.982	143.246	148.829	150.517	155.496	160.146	165.900	170.016
118	82.185	89.827	130.697	138.066	144.354	149.957	151.652	156.648	161.314	167.088	171.217
119	83.018	90.700	131.752	139.149	145.461	151.084	152.785	157.800	162.481	168.275	172.418
120	83.852	91.573	132.806	140.233	146.567	152.211	153.918	158.950	163.648	169.461	173.617

121	84.686	92.446	133.861	141.315	147.674	153.338	155.051	160.100	164.814	170.647	174.816
122	85.520	93.320	134.915	142.398	148.779	154.464	156.183	161.250	165.980	171.831	176.014
123	86.356	94.195	135.969	143.480	149.885	155.589	157.314	162.398	167.144	173.015	177.212
124	87.192	95.070	137.022	144.562	150.989	156.714	158.445	163.546	168.308	174.198	178.408
125	88.029	95.946	138.076	145.643	152.094	157.839	159.575	164.694	169.471	175.380	179.604
126	88.866	96.822	139.129	146.724	153.198	158.962	160.705	165.841	170.634	176.562	180.799
127	89.704	97.698	140.182	147.805	154.302	160.086	161.834	166.987	171.796	177.743	181.993
128	90.543	98.576	141.235	148.885	155.405	161.209	162.963	168.133	172.957	178.923	183.186
129	91.382	99.453	142.288	149.965	156.508	162.331	164.091	169.278	174.118	180.103	184.379
130	92.222	100.331	143.340	151.045	157.610	163.453	165.219	170.423	175.278	181.282	185.571
131	93.063	101.210	144.392	152.125	158.712	164.575	166.346	171.567	176.438	182.460	186.762
132	93.904	102.089	145.444	153.204	159.814	165.696	167.473	172.711	177.597	183.637	187.953
133	94.746	102.968	146.496	154.283	160.915	166.816	168.600	173.854	178.755	184.814	189.142
134	95.588	103.848	147.548	155.361	162.016	167.936	169.725	174.996	179.913	185.990	190.331
135	96.431	104.729	148.599	156.440	163.116	169.056	170.851	176.138	181.070	187.165	191.520
136	97.275	105.609	149.651	157.518	164.216	170.175	171.976	177.280	182.226	188.340	192.707
137	98.119	106.491	150.702	158.595	165.316	171.294	173.100	178.421	183.382	189.514	193.894
138	98.964	107.372	151.753	159.673	166.415	172.412	174.224	179.561	184.538	190.688	195.080
139	99.809	108.254	152.803	160.750	167.514	173.530	175.348	180.701	185.693	191.861	196.266
140	100.655	109.137	153.854	161.827	168.613	174.648	176.471	181.840	186.847	193.033	197.451
141	101.501	110.020	154.904	162.904	169.711	175.765	177.594	182.979	188.001	194.205	198.635
142	102.348	110.903	155.954	163.980	170.809	176.882	178.716	184.118	189.154	195.376	199.819
143	103.196	111.787	157.004	165.056	171.907	177.998	179.838	185.256	190.306	196.546	201.002
144	104.044	112.671	158.054	166.132	173.004	179.114	180.959	186.393	191.458	197.716	202.184
145	104.892	113.556	159.104	167.207	174.101	180.229	182.080	187.530	192.610	198.885	203.366

146	105.741	114.441	160.153	168.283	175.198	181.344	183.200	188.666	193.761	200.054	204.547
147	106.591	115.326	161.202	169.358	176.294	182.459	184.321	189.802	194.912	201.222	205.727
148	107.441	116.212	162.251	170.432	177.390	183.573	185.440	190.938	196.062	202.390	206.907
149	108.291	117.098	163.300	171.507	178.485	184.687	186.560	192.073	197.211	203.557	208.086
150	109.142	117.985	164.349	172.581	179.581	185.800	187.678	193.208	198.360	204.723	209.265
151	109.994	118.871	165.398	173.655	180.676	186.914	188.797	194.342	199.509	205.889	210.443
152	110.846	119.759	166.446	174.729	181.770	188.026	189.915	195.476	200.657	207.054	211.620
153	111.698	120.646	167.495	175.803	182.865	189.139	191.033	196.609	201.804	208.219	212.797
154	112.551	121.534	168.543	176.876	183.959	190.251	192.150	197.742	202.951	209.383	213.973
155	113.405	122.423	169.591	177.949	185.052	191.362	193.267	198.874	204.098	210.547	215.149
156	114.259	123.312	170.639	179.022	186.146	192.474	194.384	200.006	205.244	211.710	216.324
157	115.113	124.201	171.686	180.094	187.239	193.584	195.500	201.138	206.390	212.873	217.499
158	115.968	125.090	172.734	181.167	188.332	194.695	196.616	202.269	207.535	214.035	218.673
159	116.823	125.980	173.781	182.239	189.424	195.805	197.731	203.400	208.680	215.197	219.846
160	117.679	126.870	174.828	183.311	190.516	196.915	198.846	204.530	209.824	216.358	221.019
161	118.536	127.761	175.875	184.382	191.608	198.025	199.961	205.660	210.968	217.518	222.191
162	119.392	128.651	176.922	185.454	192.700	199.134	201.076	206.790	212.111	218.678	223.363
163	120.249	129.543	177.969	186.525	193.791	200.243	202.190	207.919	213.254	219.838	224.535
164	121.107	130.434	179.016	187.596	194.883	201.351	203.303	209.047	214.396	220.997	225.705
165	121.965	131.326	180.062	188.667	195.973	202.459	204.417	210.176	215.539	222.156	226.876
166	122.823	132.218	181.109	189.737	197.064	203.567	205.530	211.304	216.680	223.314	228.045
167	123.682	133.111	182.155	190.808	198.154	204.675	206.642	212.431	217.821	224.472	229.215
168	124.541	134.003	183.201	191.878	199.244	205.782	207.755	213.558	218.962	225.629	230.383
169	125.401	134.897	184.247	192.948	200.334	206.889	208.867	214.685	220.102	226.786	231.552
170	126.261	135.790	185.293	194.017	201.423	207.995	209.978	215.812	221.242	227.942	232.719

171	127.122	136.684	186.338	195.087	202.513	209.102	211.090	216.938	222.382	229.098	233.887
172	127.983	137.578	187.384	196.156	203.602	210.208	212.201	218.063	223.521	230.253	235.053
173	128.844	138.472	188.429	197.225	204.690	211.313	213.311	219.189	224.660	231.408	236.220
174	129.706	139.367	189.475	198.294	205.779	212.419	214.422	220.314	225.798	232.563	237.385
175	130.568	140.262	190.520	199.363	206.867	213.524	215.532	221.438	226.936	233.717	238.551
176	131.430	141.157	191.565	200.432	207.955	214.628	216.641	222.563	228.074	234.870	239.716
177	132.293	142.053	192.610	201.500	209.042	215.733	217.751	223.687	229.211	236.023	240.880
178	133.157	142.949	193.654	202.568	210.130	216.837	218.860	224.810	230.347	237.176	242.044
179	134.020	143.845	194.699	203.636	211.217	217.941	219.969	225.933	231.484	238.328	243.207
180	134.884	144.741	195.743	204.704	212.304	219.044	221.077	227.056	232.620	239.480	244.370
181	135.749	145.638	196.788	205.771	213.391	220.148	222.185	228.179	233.755	240.632	245.533
182	136.614	146.535	197.832	206.839	214.477	221.251	223.293	229.301	234.891	241.783	246.695
183	137.479	147.432	198.876	207.906	215.563	222.353	224.401	230.423	236.026	242.933	247.857
184	138.344	148.330	199.920	208.973	216.649	223.456	225.508	231.544	237.160	244.084	249.018
185	139.210	149.228	200.964	210.040	217.735	224.558	226.615	232.665	238.294	245.234	250.179
186	140.077	150.126	202.008	211.106	218.820	225.660	227.722	233.786	239.428	246.383	251.339
187	140.943	151.024	203.052	212.173	219.906	226.761	228.828	234.907	240.561	247.532	252.499
188	141.810	151.923	204.095	213.239	220.991	227.863	229.935	236.027	241.694	248.681	253.659
189	142.678	152.822	205.139	214.305	222.076	228.964	231.040	237.147	242.827	249.829	254.818
190	143.545	153.721	206.182	215.371	223.160	230.064	232.146	238.266	243.959	250.977	255.976
191	144.413	154.621	207.225	216.437	224.245	231.165	233.251	239.386	245.091	252.124	257.135
192	145.282	155.521	208.268	217.502	225.329	232.265	234.356	240.505	246.223	253.271	258.292
193	146.150	156.421	209.311	218.568	226.413	233.365	235.461	241.623	247.354	254.418	259.450
194	147.020	157.321	210.354	219.633	227.496	234.465	236.566	242.742	248.485	255.564	260.607
195	147.889	158.221	211.397	220.698	228.580	235.564	237.670	243.860	249.616	256.710	261.763

196	148.759	159.122	212.439	221.763	229.663	236.664	238.774	244.977	250.746	257.855	262.920
197	149.629	160.023	213.482	222.828	230.746	237.763	239.877	246.095	251.876	259.001	264.075
198	150.499	160.925	214.524	223.892	231.829	238.861	240.981	247.212	253.006	260.145	265.231
199	151.370	161.826	215.567	224.957	232.912	239.960	242.084	248.329	254.135	261.290	266.386
200	152.241	162.728	216.609	226.021	233.994	241.058	243.187	249.445	255.264	262.434	267.541
201	153.112	163.630	217.651	227.085	235.077	242.156	244.290	250.561	256.393	263.578	268.695
202	153.984	164.532	218.693	228.149	236.159	243.254	245.392	251.677	257.521	264.721	269.849
203	154.856	165.435	219.735	229.213	237.240	244.351	246.494	252.793	258.649	265.864	271.002
204	155.728	166.338	220.777	230.276	238.322	245.448	247.596	253.908	259.777	267.007	272.155
205	156.601	167.241	221.818	231.340	239.403	246.545	248.698	255.023	260.904	268.149	273.308
206	157.474	168.144	222.860	232.403	240.485	247.642	249.799	256.138	262.031	269.291	274.460
207	158.347	169.047	223.901	233.466	241.566	248.739	250.900	257.253	263.158	270.432	275.612
208	159.221	169.951	224.943	234.529	242.647	249.835	252.001	258.367	264.285	271.574	276.764
209	160.095	170.855	225.984	235.592	243.727	250.931	253.102	259.481	265.411	272.715	277.915
210	160.969	171.759	227.025	236.655	244.808	252.027	254.202	260.595	266.537	273.855	279.066
211	161.843	172.664	228.066	237.717	245.888	253.122	255.302	261.708	267.662	274.995	280.217
212	162.718	173.568	229.107	238.780	246.968	254.218	256.402	262.821	268.788	276.135	281.367
213	163.593	174.473	230.148	239.842	248.048	255.313	257.502	263.934	269.912	277.275	282.517
214	164.469	175.378	231.189	240.904	249.128	256.408	258.601	265.047	271.037	278.414	283.666
215	165.344	176.283	232.230	241.966	250.207	257.503	259.701	266.159	272.162	279.553	284.815
216	166.220	177.189	233.270	243.028	251.286	258.597	260.800	267.271	273.286	280.692	285.964
217	167.096	178.095	234.311	244.090	252.365	259.691	261.898	268.383	274.409	281.830	287.112
218	167.973	179.001	235.351	245.151	253.444	260.785	262.997	269.495	275.533	282.968	288.261
219	168.850	179.907	236.391	246.213	254.523	261.879	264.095	270.606	276.656	284.106	289.408
220	169.727	180.813	237.432	247.274	255.602	262.973	265.193	271.717	277.779	285.243	290.556

221	170.604	181.720	238.472	248.335	256.680	264.066	266.291	272.828	278.902	286.380	291.703
222	171.482	182.627	239.512	249.396	257.758	265.159	267.389	273.939	280.024	287.517	292.850
223	172.360	183.534	240.552	250.457	258.837	266.252	268.486	275.049	281.146	288.653	293.996
224	173.238	184.441	241.592	251.517	259.914	267.345	269.584	276.159	282.268	289.789	295.142
225	174.116	185.348	242.631	252.578	260.992	268.438	270.681	277.269	283.390	290.925	296.288
226	174.995	186.256	243.671	253.638	262.070	269.530	271.777	278.379	284.511	292.061	297.433
227	175.874	187.164	244.711	254.699	263.147	270.622	272.874	279.488	285.632	293.196	298.579
228	176.753	188.072	245.750	255.759	264.224	271.714	273.970	280.597	286.753	294.331	299.723
229	177.633	188.980	246.790	256.819	265.301	272.806	275.066	281.706	287.874	295.465	300.868
230	178.512	189.889	247.829	257.879	266.378	273.898	276.162	282.814	288.994	296.600	302.012
231	179.392	190.797	248.868	258.939	267.455	274.989	277.258	283.923	290.114	297.734	303.156
232	180.273	191.706	249.908	259.998	268.531	276.080	278.354	285.031	291.234	298.867	304.299
233	181.153	192.615	250.947	261.058	269.608	277.171	279.449	286.139	292.353	300.001	305.443
234	182.034	193.524	251.986	262.117	270.684	278.262	280.544	287.247	293.472	301.134	306.586
235	182.915	194.434	253.025	263.176	271.760	279.352	281.639	288.354	294.591	302.267	307.728
236	183.796	195.343	254.063	264.235	272.836	280.443	282.734	289.461	295.710	303.400	308.871
237	184.678	196.253	255.102	265.294	273.911	281.533	283.828	290.568	296.828	304.532	310.013
238	185.560	197.163	256.141	266.353	274.987	282.623	284.922	291.675	297.947	305.664	311.154
239	186.442	198.073	257.179	267.412	276.062	283.713	286.016	292.782	299.065	306.796	312.296
240	187.324	198.984	258.218	268.471	277.138	284.802	287.110	293.888	300.182	307.927	313.437
241	188.207	199.894	259.256	269.529	278.213	285.892	288.204	294.994	301.300	309.058	314.578
242	189.090	200.805	260.295	270.588	279.288	286.981	289.298	296.100	302.417	310.189	315.718
243	189.973	201.716	261.333	271.646	280.362	288.070	290.391	297.206	303.534	311.320	316.859
244	190.856	202.627	262.371	272.704	281.437	289.159	291.484	298.311	304.651	312.450	317.999
245	191.739	203.539	263.409	273.762	282.511	290.248	292.577	299.417	305.767	313.580	319.138

246	192.623	204.450	264.447	274.820	283.586	291.336	293.670	300.522	306.883	314.710	320.278
247	193.507	205.362	265.485	275.878	284.660	292.425	294.762	301.626	307.999	315.840	321.417
248	194.391	206.274	266.523	276.935	285.734	293.513	295.855	302.731	309.115	316.969	322.556
249	195.276	207.186	267.561	277.993	286.808	294.601	296.947	303.835	310.231	318.098	323.694
250	196.161	208.098	268.599	279.050	287.882	295.689	298.039	304.940	311.346	319.227	324.832
300	240.663	253.912	320.397	331.789	341.395	349.874	352.425	359.906	366.844	375.369	381.425
350	285.608	300.064	372.051	384.306	394.626	403.723	406.457	414.474	421.900	431.017	437.488
400	330.903	346.482	423.590	436.649	447.632	457.305	460.211	468.724	476.606	486.274	493.132
450	376.483	393.118	475.035	488.849	500.456	510.670	513.736	522.717	531.026	541.212	548.432
500	422.303	439.936	526.401	540.930	553.127	563.852	567.070	576.493	585.207	595.882	603.446
550	468.328	486.910	577.701	592.909	605.667	616.878	620.241	630.084	639.183	650.324	658.215
600	514.529	534.019	628.943	644.800	658.094	669.769	673.270	683.516	692.982	704.568	712.771
650	560.885	581.245	680.134	696.614	710.421	722.542	726.176	736.807	746.625	758.639	767.141
700	607.380	628.577	731.280	748.359	762.661	775.211	778.972	789.974	800.131	812.556	821.347
750	653.997	676.003	782.386	800.043	814.822	827.785	831.670	843.029	853.514	866.336	875.404
800	700.725	723.513	833.456	851.671	866.911	880.275	884.279	895.984	906.786	919.991	929.329
850	747.554	771.099	884.492	903.249	918.937	932.689	936.808	948.848	959.957	973.534	983.133
900	794.475	818.756	935.499	954.782	970.904	985.032	989.263	1001.630	1013.036	1026.974	1036.826
950	841.480	866.477	986.478	1006.272	1022.816	1037.311	1041.651	1054.334	1066.031	1080.320	1090.418
1000	888.564	914.257	1037.431	1057.724	1074.679	1089.531	1093.977	1106.969	1118.948	1133.579	1143.917