

The influencing role of Performance Appraisal and Promotion Opportunity on Employee Turnover Intention in Public Healthcare sector of Pakistan

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Abstract:

Background: Shortage of nurses is a crucial issue encountered by several countries throughout the world and turnover is the primary contributor. Likewise, Pakistan is no more different and also facing the issue of nurses turnover in public hospitals. It is because of inadequate retention policies and spending of 0.5% to 0.8% GDP on the health sector in last ten years making it much difficult to retain qualified nursing staff. This study aims to investigate the relationships between performance appraisal and promotion opportunity and nurse's turnover intention in the public healthcare settings of Pakistan.

Materials and Methods: A structured questionnaire comprising of 230 charge nurses working in different public hospitals of Punjab, Pakistan were used for the data collection procedure. This study was cross-sectional and employed quantitative research techniques. Smart PLS 3.2 was used to analyze the study hypothesis.

Results: The findings of this research demonstrated that use of HRM practices (performance appraisal and promotion opportunity) have a significant impact on nurses commitment with their respective hospitals and their leaving intention. The result of this study advances the literature to non-western context, like Pakistan by extending the literature on nurse's turnover intention.

Conclusion: The empirical results of this study concludes that HRM practices (performance appraisal and promotion opportunity) can enhance nurses commitment with the organization which eventually reduce their leaving intention in the public healthcare settings of Pakistan. The theoretical and practical contributions of this study along with the limitations and recommendations for further research are also addressed on basis of study findings.

Keywords: Turnover intention, Performance appraisal, Promotion opportunity, Organizational commitment, Healthcare sector, Pakistan.

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I. Introduction

In this contemporary world of ever increasing competition, services sector is the largest and rapidly growing sector of world's economy and major contributor of GDP in both developed and developing countries [1, 2]. Globalization, rapid urbanization, increasing customer demands for services and public sector growth are the major reasons behind the growth of services sector [3]. Furthermore, services are usually utilized by individuals in many aspects of their life such as, education, finance, health, food etc. Accordingly, owing to its direct and indirect influence upon various economic activities, the services sector plays an important role in overall GDP growth and efficiency of a country [2]. Within the Pakistani context, healthcare system has proven to be leading services sector. In accordance with the statistics given by World Bank, Pakistan's position is 178th from 182 countries in respect of their spending percentage of GDP on healthcare sector [4]. As reported by Javed and Liu [5] the Government is embarrassingly spending 0.5% to 0.9% of GDP on the health sector from the previous ten years, while, the standard of WHO on healthcare spending is minimum 6% of GDP making it one of the worst countries of the world in respect of healthcare spending [6].

Healthcare delivery system of Pakistan has been categorically divided into public and private sectors. Public sector is owned and controlled by the government, while, private healthcare sector is owned and controlled by local authorities [7]. The picture of public healthcare sector in Pakistan is quite depressing and needs enormous consideration and efforts when compared with private sector [6]. Greater than 60% of the entire demand in healthcare is being extended by the private sector, while less than 40% of demand is given by public healthcare sector [8]. Similarly, Pakistan has been striving hard to fulfill the national targets and international commitments with complicated healthcare system for achieving quality healthcare services [9].

The optimal quality of healthcare services for individual's wellbeing is the entire responsibility of the healthcare system wherein healthcare professionals are titled as the building blocks. In healthcare system, nurses play a significant role in delivery of healthcare services [10]. Furthermore, the dream of universal health coverage can be turned into reality with the assistance of well-equipped and well-functioning systems with more skilled and qualified nurses, as today, customers of healthcare systems are much conscious regarding their rights and have greater expectations from healthcare nurses and claim enhancing standards of healthcare system [11]. Failing to achieve the target "Health for All" caused mainly due to lack to decisive actions, inapplicable policies and lack of resources [11]. All such factors, along with nurse's migration from healthcare sector made the turnover issue of nurses more crucial in Pakistan. This study deals with the problem of nurses quitting intention in the healthcare sector which assists to solve this issue in order to defuse its harmful effects and to provide quality care to patients.

Turnover Intention

Turnover intention describes the relative strength of an employee's intent or purpose towards the voluntary permanent withdrawal from the organization. It is generally a motive which drives an individual to quit from his/her current workplace. Similarly, Abbasi and Hollman [12] explain employee turnover as the workers rotation between the state of employment and unemployment, occupations and jobs and around the firms and labor market. In most of the cases, turnover intention can takes place either voluntarily where the employee decides to willingly quit the organization [13] or involuntarily replacing the employee from his job position without the employee's willingness [14]

Moreover, the turnover rate varies from organization to organization [15]. Sometimes the employee turnover is beneficial for the organizations in positive ways. Likewise, it is observed that the poor performer is changed by a better educated and skilled individual and also replaced a retired employee by the young one. In accordance with Kadiresan, Selamat [16], turnover occurs for different reasons is also costly as there are several types of costs that an organization will bear in case of their skilled employees turnover. To conclude, following Wayne, Shore [17] and Lum, Kervin [18] within this study's context, the present study conceptualized nurse's turnover intention as the estimated likelihood of permanently leaving the organization in some future period of time.

II. Hypothesis Development

Performance Appraisal

Mincer [19], defined performance appraisal as the "evaluation of the employee's performance period to improve the utilization of human resources within the organization". One of the key reasons to include performance appraisal in this study is due to the fact that it is considered as one of the major HRM practices to calculate the efficiency and effectiveness of employee performance [20]. The study has revealed that, employee's perceptions about the fair evaluation of their job performance periodically negatively influence their leaving intention [21]. A study on services sector also confirmed and justified the relationship, which reported the dissatisfaction of performance appraisal as the major reason of employees quitting intention Guchait and Cho [22]. Additionally, the absence of just and fair assessment of employee's performance appraisal is the major reason for their quitting intention. Somewhat surprisingly, limited numbers of studies have been conducted in the health sector of Pakistan specifically in nursing context to comprehend the relationship of performance appraisal with turnover intention [23]. Therefore, fair and just performance appraisal procedures are highly needed by health sector of Pakistan in order to neglect those aspects which would lead toward negative effects like voluntary turnover of employees. Hence, the researcher proposed the following hypothesis.

Hypothesis 1: Performance appraisal negatively influences the employee turnover intention.

Promotion Opportunity

Allen, Shore [24], defined promotion opportunity as "the extent to which employee's gets chances of professional upward movement within the organization". According to Tsai and Wu [25] a negative relationship exists between promotion opportunity and employee turnover intention. They further argued that timely advancement opportunities within the organization enhance employee's satisfaction and they are more likely to stay longer. This is also supported by Rubel and Kee [23] where professional upward movement is being considered as the most important factor within the organization to retain employees. In another study, Holtom, Mitchell [26] indicated that promotional opportunity acts as an important mechanism for enhancing the sense of commitment and belongingness with the organization that results in long term affiliation with the organization. For this reason it is significant for an employer to comprehend the factors which assists to retain and attract them. Promotional opportunity is a mechanism ensuring the employee to raise his/her position in the organization on the basis of effort and performance [27]. Scholars have traditionally concentrated on different HRM practices, while recently both scholars and practitioners have recommended and highlighted the value of

concentrating on promotion opportunity in reducing employee's turnover intention in the health context of Pakistan. Therefore, the researcher presents the following hypothesis:

Hypothesis 2: Promotional opportunity negatively influences the employee turnover intention.

III. Research Methodology

The proposed hypotheses were analyzed by utilizing the quantitative approach. This type of method helps in the statistical verification of theoretical study model and its related constructs. A survey technique which is most widely accepted and commonly used in the studies of social sciences was pursued [28]. The cross-sectional research technique was employed to determine the respondent's perceptions. Nurses working in public hospitals of Punjab (Pakistan) were the unit of analysis in this study. The data was analyzed by employing SPSS 20 and SmartPLS 3.2 for descriptive and inferential statistics respectively. A total of 316 questionnaires were distributed and 230 questionnaires were received with response rate of 72.78 %. A total of 230 questionnaires were finally used for data analysis after outlier's detection and incomplete questionnaires. Data of the respondents reveal that there were 95.3% females and remaining 4.7% were males. 74% of the study respondents were married while 26% were unmarried. Since this study was related to charge nurses from the health department so the 76.3% of nurses have graduation, 14.6% have under-graduate and 9.1% have post-graduation degrees in nursing. Nurses were working in different medical specialties such as, Medical ward, Surgical ward, Pediatrics ward, Cardiac ward, Emergency ward, Operation theater, ICU/CCU and Gynecology ward. Thus, according to specializations the largest numbers of nurses were working in medical ward with 18.3%. Furthermore, most of the nurses have work experience in between 1-5 years, which represents 43.4% of respondents.

Measurement Scales

In the present study, turnover intention was measured by five (5) items scale adapted from Wayne, Shore [17] and [18]. The scale of performance appraisal was adapted from Chang [29] which contain three (3) items. In this study, promotion opportunity was adapted from Curry, Wakefield [30] which contains five (5) items. A seven-point Likert scale ranging from (1) strongly disagree to (7) strongly agree was used to measure all of the items of study variables.

IV. Partial Least Squares (PLS) Structural Equation Modeling Approach

The partial least square structural equation modeling (PLS-SEM) has draw much attention from different scholars in various areas of business research [28]. It is basically a two step process, the measurement model and the structural model. The measurement model also known as outer model explained the relationship among latent variables and their relevant items. The measurement model assessment implies investigating individual items reliability, internal consistency reliability, convergent validity, discriminant validity and VIF [31]. Furthermore, the structural model usually comprises of the coefficient of determination (R^2), effect size of coefficient of determination (f^2) and the predictive relevance (Q^2) of study model. All steps of measurement and structural model are pursued and interrupted below.

Individual Items Reliability

An indicator's reliability or individual item reliability is determined by examining the outer loadings of each item of variables [32]. The general approach is to retain items with loadings >0.70 [31]. In the present study, the reliability of each item of latent constructs attained the satisfactory level.

Internal Consistency Reliability

Internal consistency reliability indicates the level to which, all the items of a particular scale/subscales measuring the similar concept. In accordance with Nunnally [33] the composite reliability (CR) score of 0.70 or greater is considered acceptable. The table 1 has revealed that the CR value of each construct reaches the satisfactory level.

Convergent Validity

Convergent validity is referred as, "the extent to which a measure correlates positively with alternative measures of the same construct" [34]. This study has calculated the convergent validity of latent constructs through the Average Variance Extracted (AVE). Further, Chin [35] has suggested that AVE value should be 0.50 or greater to ensure adequate convergent validity.

Collinearity Statistics (VIF)

Keeping the suggestions of Sarstedt, Hair Jr [36], the present study has demonstrated that the VIF attaining the satisfactory range of > 3 and < 5 [37, 38]. The table no 1 has shown the results of measurement model.

Table no 1: Results of the Measurement Model

Constructs	Indicators	Loadings	CR	AVE	VIF
Performance Appraisal	PA1	0.892	0.883	0.717	1.957
	PA2	0.814			1.828
	PA3	0.831			1.575
Promotion Opportunity	PO1	0.877	0.898	0.638	2.452
	PO2	0.772			1.736
	PO3	0.783			1.855
	PO4	0.786			1.709
	PO5	0.772			1.794
Turnover Intention	TI1	0.842	0.896	0.634	2.266
	TI2	0.724			1.502
	TI3	0.836			2.202
	TI4	0.815			2.132
	TI5	0.762			1.737

Discriminant Validity

The Discriminant validity is described as, “the extent to which a construct is truly distinct from other constructs by empirical standards” [34]. In this study the discriminant validity is determined by employing the suggested criteria by Fornell and Larcker [39] and the bold values are square root of AVE. The study findings of the Fornell and Larcker were demonstrated in table no 2.

Table no 2: Results of the Discriminant Validity

Constructs	PA	PO	TI
PA	0.847		
PO	0.232	0.799	
TI	-0.387	-0.545	0.796

Assessing the Significance of Structural (Inner) Path Model

After the evaluation of measurement model, the present study evaluated the structural model also known as inner path model. With a purpose to obtain path coefficient, standard error and the t-values, this study employed bootstrapping technique with 5000 subsamples according to the guidelines of [34]. The present study demonstrated two relationships with dependent variable, which described the coefficients of two hypotheses and their t-values for decision making whether the proposed relationships are empirically significant or not.

Table no 3: Structural Model Results

Path Coefficient	beta values	SD	t-values	p- values	Decision
PA -> TI	-0.275	0.039	7.055	0.000	Accepted
PO -> TI	-0.481	0.035	13.666	0.000	Accepted

With respect to the Hypothesis H1, the results revealed that the relationship between performance appraisal and employee turnover intention was significant ($\beta=-0.275$, $t=7.055$), thus supported H1. Furthermore, the findings, as reported in table no 3 indicated that the link between promotion opportunity and employee turnover intention was significant ($\beta=-0.481$, $t=13.666$). Therefore, H2 was supported.

V. Assessment of Variance Explained in the Endogenous Latent Variable

The value of R² shows the total percentage of variance explained by exogenous variables on the endogenous variable [40]. The recommended R² values by Chin [35] are 0.67 (substantial), 0.33 (moderate) and 0.19 (weak) respectively while employing PLS-SEM path modeling technique. Cross-validated redundancy can be used to determine the predictive quality of research model, denoted as Q² [34]. Its value should be greater than zero, this study reported Q² values of employee turnover intention, therefore, signifying the model’s predictive relevance according to the recommendations of [41]. In this study all values shows the satisfactory level.

Table no 4: R square (R²) and Predictive Relevance (Q²)

Dependent variable	R ²	Q ²
Turnover Intention	0.369	0.217

VI. Discussion

Generally the main purpose of this study was to examine the relationships of HRM practices like performance appraisal and promotion opportunity with turnover intention of employees. The findings of the present study revealed a significant relationship between performance appraisal and employee turnover intention, thus supporting H1. The result of the current study is also aligned with previous studies [23, 25], which reported that performance appraisal has negative relationship with the leaving intention of nursing staff in public hospitals. It implies that when healthcare personnel perceives their method of performance appraisal with other HR practices to be fair and just, their leaving intention from the organization is minimized. Further, the result also supports the reciprocity concept of social exchange theory (SET). According to SET, the individuals who favor fair performance evaluation and standardize procedure are less likely to leave the organization and stay longer.

Pertaining to the analysis of promotion opportunity and its relationship with employee's turnover intention, the results found a statistical significant relationship. Thus, hypothesis H3 was supported. The finding of current study is aligned with previous studies [23, 42] that promotion opportunity has a significant negative relationship with employee's leaving intention. Hence, in the developing countries context, it also confirms that promotion opportunity is a precursor of quitting intention of employees. Employee's perception of growth and higher position will help them to stay longer in their employing organization. Likewise, SET gives an illustration of research framework to describe how advancement perceptions are related with employees leaving intention. Employees continue to perform work duties given that their employer will similarly reciprocate by extending timely advancement opportunities and other benefits consistent with the social exchange theory [43].

Implications of the study

With theoretical justifications and practical evidence, this study included two major HRM practices (performance appraisal and promotion opportunity) and found significant findings between relationships. The present study has some value addition in the previous literature by addressing the role of HRM practices on employee's turnover intention in public healthcare settings of Pakistan. Similarly, the study results are also aligned with the assertions of social exchange theory, which focus on exchange relationships between an individual and employer for shaping their attitudinal and as well as behavioral outcomes. Hereafter, by covering the major lapses especially in the field of HR, the inclusion of such HRM practices has formed the framework more robust and empirical scalable. Generally, the current study not merely contributes to the existing literature but also extends the idea for future research endeavors to address and consider the issue of employee turnover intention in a responsive manner.

On the practical side, the study findings may have numerous implications, particularly for the services sector with a specific focus on public healthcare sector of Pakistan. It may contribute in terms of better understanding about the issue of nurse's turnover intention on the practical side. The retention of nurses in the public healthcare settings would help to reduce the shortage of nurses and assists in the transfer of skills and knowledge to provide quality healthcare facilities to patients. The results of the present study have remarkable contributions for health sector. Practitioners and policy makers may consider the empirical evidence of the current study while formulating and implementing the suitable HRM practices in the health sector so as to decrease employee's leaving intention. Certainly, HR practitioners are anticipated to play significant role in the formulation of fair policies in order to attract eligible, competent and skilled individuals without any political involvement. As such, individuals who expect fairness, growth and progress in their working career will eventually stay longer within the organization, which implies that intention to leave will become less.

VII. Conclusions, Limitations and Directions for Future Research

In conclusion, this study has provided empirical knowledge regarding the direct impact of proposed exogenous on endogenous relationships in the public healthcare settings of Pakistan. The statistical evidence provided by the present study supported the study propositions. Firstly, the study results solely depend on the public healthcare sector. Accordingly, it seems difficult to generalize the study findings to other service organizations. Therefore, future researchers would conduct similar study in different services sectors of Pakistan, like insurance, banks, hotels and education in order to verify the present study findings. Secondly, this study was cross-sectional in nature and the data was collected at one time with small population. Thus, the future researchers would conduct a longitudinal study to examine and confirm the hypothesized relationships over a longer period of time. Thirdly, the present study collected the data by employing self-reported questionnaires which possibly create the problem of common method bias in the study. Future researchers

therefore review other strategies, like qualitative or mixed method approach in order to analyze from different aspects. Lastly, the current study only considered public healthcare nurses working in Punjab, Pakistan. Future studies may also involve the nurses from other provinces of Pakistan to make the findings more generalized. In addition, it would also be better to conduct and compare the study findings with non profit (NGO's) and private organizations for comprehensive understanding about the prospects of nurse's turnover intention. On the other hand, since the present study was carried out in a developing country context like Pakistan, the results of this study are anticipated to be applied in other developing nations as a means to reduce employee's turnover intention.

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