



**The Human Resource Practices and Self-Efficacy on
Turnover Intention: Career Commitment as a
Moderator**

by

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
BCG	Boston Consulting Group
CA	Cronbach's Alpha
CB-SEM	Covariance Based Structural Equation Modelling
CC	Career Commitment
CGS	Centre for Graduate Studies
CMV	Common Method Variance
CR	Composite Reliability
CVR	Cross-Validated Redundancy
CVC	Cross-Validated Communalities
EPHI	The Establishment of Public Health Institutions
GDP	Gross Domestic Product
GoF	Goodness-of-Fit
GoM	Goodness-of-Measure
COVID-19	Corona Virus Disease 2019
HCM	Hierarchical Component Models
HR	Human Resource
HRM	Human Resource Management
HTMT	Heterotrait-Monotrait
JD	Job Design
LOC	Lower Order Construct
MENA	Middle East and North Africa
MoH	Ministry of Health
OS	Organisational Safety
PILH	Public Institution of Local Health
PIH	Public Institutions Hospitals
PLS SEM	Partial Least Squares-Structural Equation Modelling
RHBs	Regional Health Boards
UHC	University Hospital Center
UK	United Kingdom
UniMAP	Universiti Malaysia Perlis
US	United State
SCCT	Social Cognitive Career Theory
SE	Self-Efficacy

SET	Social Exchange Theory
SHI	Specialty Hospital Institution
SEM	Structural Equation Modelling
SPSS	Statistical Package of Social Sciences
T	Training
TI	Turnover Intention
VIF	Variance Inflation Factor

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LIST OF SYMBOLS

β	Beta
f^2	Effect Size
p	p-value
Q^2	Construct Cross-Validate Redundancy
R^2	Coefficient of Determination
t	t-value

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Amalan Sumber Manusia dan Efikasi Kendiri ke atas Niat Pusing Ganti: Komitmen Kerjaya sebagai Moderator

ABSTRAK

Kesihatan keseluruhan masyarakat dipengaruhi oleh sistem penjagaan kesihatan di setiap negara. Ini bermakna sistem penjagaan kesihatan yang mantap dan adil akan meningkatkan kualiti hidup masyarakat, serta mendorong kepada pertumbuhan ekonomi. Sejalan dengan itu, hospital awam berperanan sebagai asas kepada sistem penjagaan kesihatan di semua negara, termasuk di Algeria. Walau bagaimanapun, salah satu isu yang paling serius dan sering dihadapi oleh sistem penjagaan kesihatan di Algeria adalah kes yang melibatkan kadar pusing ganti doktor yang tinggi. Oleh itu, adalah penting untuk kita tangani isu pusing ganti doktor di Algeria ini. Ketidakpuasan hati doktor terhadap amalan sumber manusia (HR) sedia ada, seperti tiadanya peruntukan untuk mereka bentuk kerja, keselamatan dan latihan dalam organisasi, serta tahap efikasi sendiri yang rendah boleh membawa kepada berlakunya pusing ganti dalam kalangan doktor. Oleh itu, fokus kajian ini adalah untuk menyiasat kesan amalan HR, dengan memberi fokus secara khusus untuk mengkaji kesan reka bentuk kerja, keselamatan organisasi, latihan, dan efikasi sendiri ke atas niat pusing ganti doktor. Kajian ini menyepadukan dua teori, iaitu, Teori Kerjaya Kognitif Sosial, dan Teori Pertukaran Sosial, untuk menyokong kesan pembolehubah (reka bentuk kerja, keselamatan organisasi, latihan, efikasi sendiri, dan komitmen kerjaya) ke atas niat pusing ganti doktor. Sebanyak 563 soal selidik telah dikembalikan, namun hanya 562 yang boleh digunakan. Analisis data dilakukan dengan menggunakan kaedah *Structural Equation Modeling (SEM)-Partial Least Squares (PLS)*. Hasil kajian mendedahkan bahawa terdapat kesan negatif yang signifikan terhadap reka bentuk kerja, keselamatan organisasi, latihan, dan efikasi sendiri ke atas niat pusing ganti doktor. Kajian juga menunjukkan bahawa pengaruh komitmen kerjaya sebagai moderator adalah signifikan dan secara negatif dapat menguatkan kesan reka bentuk kerja, latihan, efikasi sendiri ke atas niat pusing ganti doktor. Menariknya, komitmen kerjaya tidak dapat menguatkan kesan keselamatan organisasi ke atas niat pusing ganti. Oleh itu, dapatan kajian ini dapat membantu penyelidik, pengamal dan penggubal dasar di hospital awam Algeria untuk lebih memahami kesan reka bentuk kerja, latihan, dan efikasi sendiri bagi menangani perkara yang berkaitan dengan niat pusing ganti doktor. Penyelidikan juga membincangkan sumbangan teori dan praktikal. Oleh itu, Kementerian Kesihatan di Algeria harus menambah baik peraturan yang berkaitan dengan mereka bentuk huraian kerja doktor dan menyediakan latihan yang mencukupi bagi mengurangkan niat doktor untuk meninggalkan kerjaya doktor di Algeria. Pada masa yang sama, pengurusan hospital adalah digalakkan untuk memberi motivasi kepada doktor untuk meningkatkan tahap komitmen kerjaya dan efikasi sendiri mereka semasa menjadi doktor di dalam kementerian. Kajian ini juga menekankan batasan dan cadangan penyelidikan masa depan.

The Human Resource Practices and Self-Efficacy on Turnover Intention: Career Commitment as a Moderator

ABSTRACT

The overall health of people is influenced by the healthcare system in every nation. This means that a healthcare system that is both robust and equitable will enhance people's quality of life, leading to economic growth. In line with this, public hospitals serve as the foundation of the healthcare system in all countries, including Algeria. However, one of the most serious issues confronting the Algerian healthcare system is the high rate of doctor turnover. Therefore, it is important to address the issue of doctors' turnover in Algeria. Doctors' dissatisfaction with existing human resource (HR) practices, such as no provision for job design, organisational safety and training, and lack of self-efficacy, could lead to doctors' turnover. Thus, the focus of this study is to investigate the effect of HR practices, focusing specifically on examining the effects of job design, organisational safety, training, and a lack self-efficacy on doctors' turnover intention. This study integrated two theories, namely, the Social Cognitive Career Theory, and the Social Exchange Theory, to support the effects of the variables (job design, organisational safety, training, self-efficacy, and career commitment) on doctors' turnover intention. A total of 563 questionnaires were returned, but only 562 could be used. Data analysis was done using the Structural Equation Modelling (SEM)-Partial Least Squares (PLS) method. The results of the study revealed a negative significant effect of job design, organisational safety, training, and self-efficacy on doctors' turnover intention. The study also showed that the influence of career commitment as a moderator was negatively significant in strengthening the effects of job design, training, self-efficacy, and doctors' turnover intentions. Interestingly, career commitment did not moderate the relationship between organisational safety and turnover intention. Thus, the findings of this study can help researchers, practitioners, and policymakers in Algerian public hospitals to further understand the effects of career commitment, job design, training, and self-efficacy to deal with matters that are related to doctors' turnover intention. At the same time, the hospital management also needs to motivate doctors to enhance their level of career commitment and self-efficacy while being doctors in the ministry. The research also discussed the theoretical and practical contributions. Therefore, the Ministry of Health (MoH) in Algeria should be encouraged to further improve its rules and regulations on designing doctors' job descriptions and providing sufficient training to decrease the intention to leave among doctors in Algeria. The present study also highlighted the limitations and future research recommendations.

CHAPTER 1 : INTRODUCTION

1.1 Introduction

This chapter presents the study background of the issue under investigation. Next, the research problem is explicated followed by the presentation of the research questions, research objectives, study significance, and study scope. Finally, the thesis organisation is presented.

1.2 Background of the Study

Studies on human resource management have given significant attention to the topic of employee turnover. With globalisation, turnover has become a major organisational issue. Many organisations are losing their employees which represents a major resource loss i.e., an issue that they should be aware of. The retention of skillful employees is important not only for ensuring the delivery of continuous quality service, but also for filling future managerial posts (Qazi et al., 2015). Employee turnover has its pros and cons. Advantage-wise, it serves as an opportunity for replacing poorly skilled employees, thus improving organisational ingenuity, flexibility and adaptableness. The disadvantage is that turnover would increase various explicit costs including expenditures for re-recruitment, training, and loss of productivity, as well as implicit costs such as lowered morale, reputational damage, positional chain disruptions, and loss of prospects (Sorensen & Ladd, 2020; Wenhao et al., 2021).

According to global statistics, the rate of employee turnover keeps rising and does not appear to be slowing down. In 2011, Hong Kong and Singapore demonstrated turnover rates of approximately 10% whilst China at a shockingly high 20% (Rumawas,

2022). About 30% of the firms in China and Hong Kong experienced between 11% and 40% turnover rates (Anvari et al., 2014). The turnover rates in developed economies such as that of the United States (US) and Australia are projected to be higher than ever before i.e. involving approximately 161.7 million workers (Andre, 2022; Australian Bureau of Statistics, 2022; Baker & Zuech, 2022). Interestingly, as reported by the Boston Consulting Group (BCG), about 83% of Algerians are ready to leave the country for a job abroad (i.e. turnover intention) (Zenaz, 2021). This scenario may imply that a high level of turnover intention is prevalent in Algeria. Companies must be creative in addressing employee turnover by understanding the numerous causes that lead to it. Until then, employee turnover will remain a critical issue for all firms globally.

Hospitality is one of the industries that is facing high employee turnover, presenting a significant issue for both employers and researchers. Likewise, human resource management is now finding it to be a major problem (Ekwosimba, 2019; Nawaz et al., 2019), presenting a persistent problem for scholars and practitioners today (Dechawatanapaisal, 2017). According to a US survey, major turnover rates have been demonstrated in the healthcare industry, and the tendency appears to be escalating the average turnover rate for jobs in the healthcare industry in 2017 was 20.6% as compared to 15.6% in 2010 according to Compdata Surveys, which studied 11,000 healthcare firms entailing 11 million employees, making it the second highest turnover rate next to that of the hospitality industry (Rosenbaum, 2018). A country's development in terms of its citizens' welfare and quality of life relies on the state of its healthcare system (Goh & Marimuthu, 2016; Saad Andaleeb et al., 2007). People are beginning to understand the significance of healthcare services given by healthcare institutions as they become more aware of the relevance of health in pursuing a high-quality life.

The healthcare sector is essential in improving health-related outcomes (Zhang et al., 2017). The healthcare sector requires a lot of labour. The role of the healthcare provider is crucial to the health sector. They are responsible for addressing the health-related needs of people. The quantity and calibre of healthcare professionals are strongly correlated with the achievement of favourable health outcomes (Ayaad et al., 2019; Yip et al., 2012). The demand for nurses is a significant global issue (World Health Organisation, 2020). The lack of skilled healthcare professionals, particularly registered nurses, is one of the major barriers to reaching the objective of enhancing global health and well-being (Li et al., 2022).

1.2.1 The Overview of Algerian Culture and Healthcare Sector

This research has been conducted from the perspective of public hospitals in Algeria. Thus, a brief outline of the Algerian culture and healthcare sector will be presented. As the third-largest economy in the Middle East and North Africa (MENA) region and a pioneer in the Maghreb, Algeria is one of only a handful of nations to have reduced poverty by 20% over the past 20 years. The Algerian government had implemented social measures consistent with the UN Sustainable Development Goals in order to significantly increase the welfare of its citizens (World Bank Group, 2018). The rate of unemployment is especially high for women, young people, and educated pe. This is thought to partly illustrate a preference to hold off on finding employment in the formal sector. The effort to reduce poverty has been hampered by rising unemployment. Significant regional gaps continue to rise, and 10% of the population is thought to be at risk of re-entering the poverty line (World Bank Group, 2018). Different societies and cultures have different approaches to studying turnover intention (Merkin & Shah, 2014). Based on the Individualism Index scores for 76 nations,

individualism tends to predominate in industrialised and western countries, whereas collectivism predominates in their less developed and eastern counterparts; Japan occupies a medium ground in this dimension (Qin, 2020). In contrast to western nations like the US, Canada, the United Kingdom (UK), and Australia, which are characterised by low power distance and high individualistic culture, Algeria is relatively high in power distance with a more collectivistic culture. Power distance also refers to the degree to which less powerful members of a community tolerate power disparity and take it for granted because individualistic cultures typically emphasise individual aims while collectivistic cultures typically emphasise group goals (Liu et al., 2019). Because of this, the cultures of industrialised nations like the US, Canada, and the UK and developing nations like Algeria, Argentina, Senegal, and Cambodia may produce distinct outcomes.

Apart from that, another issue in Algerian society entails difficulties at work. Language-related gaps, distance, customs differences, embedded bureaucracy, financial transfer difficulties, currency conversion, redistribution of dividends, and price wars are just a few examples of the obstacles that trigger sentiments against unfair treatments, which ultimately prompts employees to leave their current organisation (US Department of State, 2015). The researcher had taken these elements into account in order to add more facts and data to support this study. Similar to how healthcare services are highly unequal in Algeria, residents have long decried this. There is one doctor for every 1,200 people and one pharmacist for every 8,000 people on average. But free healthcare is consistently offered thanks to company and employee contributions to social insurance. Additionally, there are medical facilities in every department, allowing for spatially coordinated health coverage (expat.com, 2021). The public healthcare system now has 185 hospitals and 13 university hospitals, and additional clinics are either being built or are in the planning stages (expat.com, 2021; Office of National Statistics, 2017). Therefore, the total number

of doctors is 100,572 out of which 62,172 (61.8%) are working in public institutions, and 36,400 (38.2%) are working in private intuitions.

There is a lot of progress in the public hospitals in Algeria, which is important because the public hospitals proved the existence of 24/7 free healthcare services and facilities in all departments, thus providing health coverage that is geographically cohesive. Lastly, public hospitals focus on communicable disease prevention programmes (expat.com, 2021).

According to (Wen et al., 2018), in general, doctors have high turnover intention due to different reasons such as the chance of promotion, rate of pay, freedom of working method, job safety, and others. In the context of healthcare institutions in Algeria, medical staff turnover is an enduring problem at many public hospitals. Similarly, Mansour & Baith elkaoul (2022) and Mouloudj, (2016) mentioned that doctors' turnover is one of the major problems for Algerian public hospitals; these researchers also declared the aggressive increase in turnover rates for doctors and paramedics from public hospitals to private sector. Therefore, it can be inferred from the preceding literature that the high turnover rate among doctors owing to factors such as employment possibilities and working circumstances, is one of the main difficulties faced by Algerian public hospitals.

There are other issues that contribute to employee turnover in Algeria. For example, there is a high migration rate among expert doctors such as about 15 thousand doctors who are currently working in France; this figure is sharply increasing and the situation has grown worse (Mazouzi, 2022). Besides that, there is a lack of equal monthly salary and rewards, a lack of materials and moral stimulation for the remaining doctors, the possibility of opening a private clinic, the lack of the necessary facilities and medical supplies, the weight of the workload, and long distance hospital headquarters housing, all

of which lead to doctors' turnover (Mansour & Baith elkaoul, 2022; Mouloudj, 2016). Another important factor is that most doctors in Algeria are not employed according to their speciality (i.e. job design) (Director of Zanqa News, 2014; Mazouzi, 2022), thus directly impacting the country's economic growth (RT Encyclopedia, 2017). Skilled doctors who decide to migrate out of the country contribute to the brain drain phenomenon and increase the number of turnovers.

1.3 Problem Statement

It is not clear whether there has actually been any major improvement on the ground despite the infrastructural expenditures mentioned. Poor quality treatments, particularly those provided by hospitals, are often criticised, which encourages those with means to seek treatment at private clinics (Bertelsmann Stiftung, 2018). Employee turnover is one of the biggest issues in Algeria's public hospitals, according to Mansour & Baith elkaoul (2022) and Mouloudj (2016), because of the industry's rapid expansion and the high number of turnovers among doctors.

Undoubtedly, a lot of research has been done to determine the potential reasons why employees would choose to leave the company. For example, it is generally acknowledged that there are two categories of elements that contribute to turnover intention in Algerian public hospitals namely organisational and individual factors (Labrague et al., 2018; Tarigan & Ariani, 2015). Affective commitment, continuation commitment, and normative commitment are some of the organisational variables that have been demonstrated to have a substantial impact on employees' intention to leave the company (Humayra & Mahendra, 2019; Oliveira et al., 2018; Tarigan & Ariani, 2015). In addition to organisational factors, several work-related factors are also linked to turnover intention, including job design (Director of Zanqa

News, 2014; Mazouzi, 2022), demographics, job satisfaction, and work stress (Labrague et al., 2018), extrinsic benefits, managerial support, peer support, autonomy, training, and involvement in decision-making (Chieh-peng, 2017; Nazir et al., 2016). In general, it has been discovered that a variety of human, work-related, and organisational factors influence employees' decisions to leave the company. Such findings give organisations useful information on how to reduce employee turnover. In addition, a substantial amount of researchers have looked at how HRM practices affect employees' intention to leave their jobs.

Many scholars in this field have identified a set of HRM techniques that are crucial in keeping such personnel in order to address the issue of employee turnover (Boamah & Laschinger, 2016; Huang et al., 2018; Islam et al., 2013; Zhang et al., 2017). The conditions of the psychological contracts between an employer and its employees are thus viewed to be shaped by these HRM practices, which encourage a great sense of commitment among the employees. We can therefore draw the conclusion that when an organisation gives its employees a productive psychological and professional environment that allows them to improve their professional skills and enjoy their working environment, the employees would be more willing to reciprocate via a moral obligation to their employer and have less intention to quit. In order to comprehend the precise variables that influence employees' decisions to leave their jobs, more focus should hence be placed on the interaction between HRM practices, psychological determinants, and employee turnover intention.

The results of the research on employee turnover are typically challenged throughout the study's demographic and context (Griffeth et al., 2000). Most research on employee turnover intention was from a European perspective, with a particular emphasis

on the UK, the US, Canada, and Australia, which are all developed economies with highly modern healthcare systems, as shown in Figure 1.1, based on the scopus.com (2019) database. The findings of these studies, however, are not generalisable to other contexts. For example, Algeria is considered to have a high-power distance whereby lower ranking members of the society "accept and expect that power is distributed unequally," and is a collectivist nation whereby its emphasis is largely on group goals rather than individual ones (Hofstede, 2011). As a result, it is predicted that the study on employee turnover intention from a collectivism standpoint will provide additional details about this topic. It is hoped that this study will add to the body of knowledge about employee turnover from both an Algerian and a global perspective.

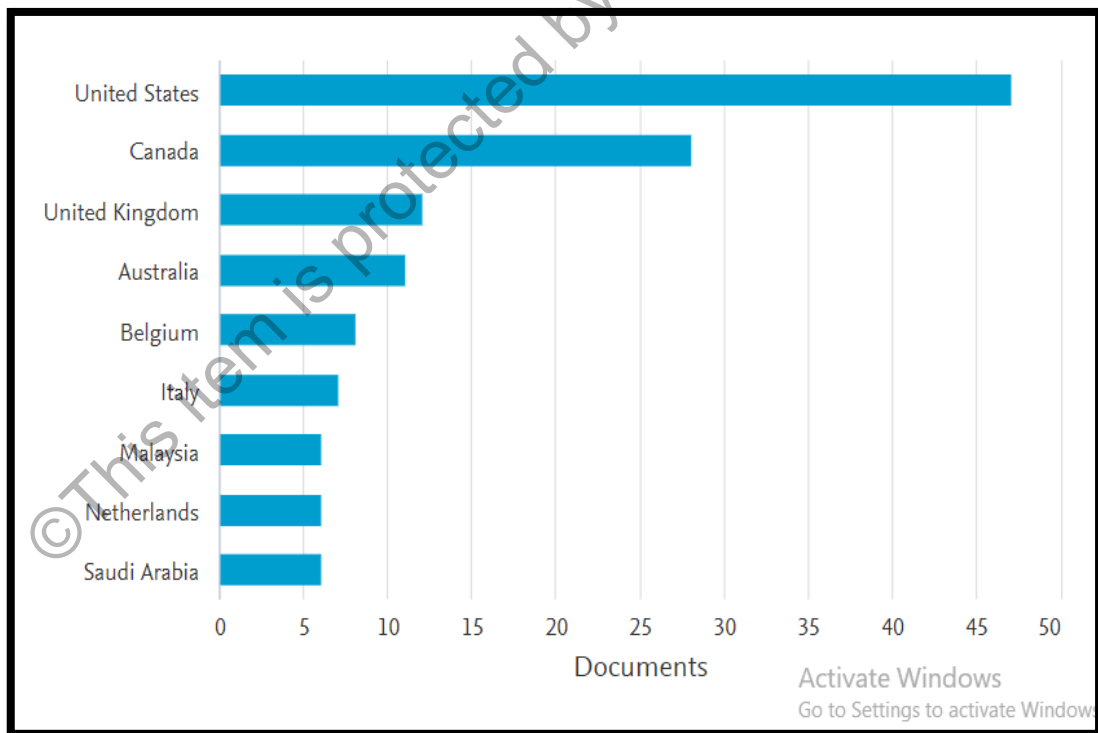


Figure 1.1 Academic Publication on Turnover Intention by Country/ Territory
Source: scopus.com (2019)

Therefore, in this study, the researcher aims to investigate several factors of HRM practices such as job design and organisational safety and training. At the same time, the researcher also attempts to look at self-efficacy which is categorised under the demine organisational behaviour as the predictor of turnover intention in this study. Not only that, the role of career commitment as a moderator on the effect of job design, organisational safety, training and self-efficacy on turnover intention are also tested.

Several researchers agreed that job design is one of the most powerful factors that influence turnover intention in various sectors including those that are profit- and charity-based (Alfes et al., 2015; Joo et al., 2015). After an extensive literature review, it can be concluded that very few studies had examined job design and turnover intention (Christensen & Knardahl, 2022; Raub, 2018). Although previous studies have attempted to investigate this relationship, findings and conclusions on the link between job design and turnover intention have been inconsistent. Some researchers claimed that job design has a negative effect on employee turnover intention (Fouché et al., 2017; Joo et al., 2015; Raub, 2018). Meanwhile, Ghosh et al. (2015) and Sok et al. (2018) assure that job design is not a significant issue affecting turnover intention. The inconsistent results regarding the relationship between job design and turnover intention do not permit much knowledge to the existing literature, thereby warranting further empirical exploration.

Previous researchers such as Huang et al.(2016) and Mohr et al. (2016) and Wang & Yen (2015) examined the impact of organisational safety factors on employees' turnover intention in the context of the US, Taiwan, and Canada. However, there is still a lack of evidence regarding the influence of organisational safety on individuals' turnover intention, especially in the context of Algeria. Algerie.elan (2018) and Bouamra (2018) reported that employees in Algerian public hospitals are suffering from low