

## THE IMPACT OF HUMAN CAPITAL DEVELOPMENT ON EMPLOYEE TURNOVER IN SELECTED PRIVATE SECONDARY SCHOOLS IN JOS SOUTH

Ayiki John Sati<sup>1</sup>, Oladele Ademola Akinnawonu<sup>2</sup> and Gidado Maryam Halilu<sup>3</sup>

<sup>1</sup>Department of Management Studies, Plateau State University Bokkos [ayikijohnsati@gmail.com](mailto:ayikijohnsati@gmail.com)

<sup>2</sup>Department of Business Administration, University of Jos [Solomonademola25@gmail.com](mailto:Solomonademola25@gmail.com)

<sup>3</sup>Department of Public Administration, CASSS, Kaduna Polytechnic [Antayi69@gmail.com](mailto:Antayi69@gmail.com)

### ABSTRACT

*The issue of employee moving from one organization to another in search of job satisfaction has post a great challenge, many business organizations in the 21<sup>st</sup> century. Employees do not only move from one organization to another for pleasure, but for failure of management to appreciate the development of human capital, skills, abilities, and social development this act also constitute threats to employee. The study therefore aims to evaluate the effect human capital development on employee turnover in selected private secondary schools in Jos South. Three hypotheses were formulated related to employee turnover. Adopted questionnaire were applied, using primary data collected and administered to the sample size of 174 staff out of which 150 was duly completed and retrieved regression methods was used in analyzing the data, the result of hypothesis indicates a significant relationship between employee training and employee turnover, the hypothesis also indicates a significant relationship between employee compensation on employee turnover, a significant relationship between employee's appraisal on employee turnover. The study concluded that employee training, compensation, and employee appraisal policies minimizes employee turnover in the selected private secondary schools in Jos south. The study recommended that there is need for management of private secondary schools to intensify efforts on training and compensation of employees with proper appraisal techniques has positive effects on in their school and reduce the turnover intention.*

**Keywords:** Human Capital Development, Employee Education, Turnover, Training, Compensation and Appraisal.

### 1.0 BACKGROUND OF THE STUDY

Employee turnover has become a central attraction of research in various fields of managerial disciplines due to its effect on business survival. The heart of every organization is known to be the people and the failures and successes of organizations are largely depended on the kind of people working in the organization. Employee turnover is known to have varieties of negative effects on organizations while replacing an employee can also cost more for an organization than retaining existing ones (Allen, Bryant, & Vardaman 2010).

Hausknecht and Trevor (2011) noted that employee's turnover results in the loss of both social and human capital, and in human services organizations, those negative effects may extend to both the clients and the organization it serves. Scholars like Sergio, Dungca, Gonzales (2015), stated that managers, who comprehend the worth of human assets and adopt high-quality organizational policies and management practices for employee retention, will do better in the midst of competition. Therefore, retaining employees do not only reduce separation, selection, recruiting, and hiring costs coupled with employees' turnover, but it ensured over time, resulting in superior competitiveness and added effectiveness, quality delivery and profitability. (Khan, Khan, & Naz, 2017).

Human capital development is known to play a very important role in attaining organizational objectives by reducing employee turnover; as a result, human resource managers at all level have been working hard to provide employees with a better working condition to motivate them for better productivity (Akintayo, 2014). According to Sergio, Dungca and Gonzales (2015), management of organizations have increasingly started recognizing the role employees play in the development and success of businesses. They have realized that having skillful, experienced and motivated employees in the organizations can make a significant difference,

therefore the skills, experiences and abilities acquired by employees either through learning, on the job training, training and development is what is referred to as Human Capital development.

The changing business environment is characterized by uncertainty, instability, as well as radical change in the presentation of various challenges such as increased globalization, tremendous technological revolution and the rapid growth of the need for qualified employees and improvement of performance are some of the environmental factors affecting the operation of organizations (Taylor, 2014). It is for this reason that organizations stretch to its limits to utilize the human capital at their disposal to gain a competitive advantage in such environment exploiting their knowledge management systems and encouraging exceptional customer services and innovation practices. Increasingly competitive economies and the market globalization process have led many organizations to implement management systems as a differential against competition. However, with the variety of standards available, they felt the need to integrate management subsystems aiming at resources and skills optimization, in order to achieve performance maximization of the resulting integrated management system (IMS)

Bontis (2001) defined human capital as the collective stock of skills, attributes, knowledge, and expertise of employees which further plays an integral role in increasing the productivity of the organization. Armstrong (2006) also defined human capital as all human abilities whether innate or acquired attributes whose value could be augmented by appropriate development investments. Human capital in particular represents the individual stock of knowledge embedded in the firm's collective capability to extract the best solutions from its individual employees. It embraces both the broader human resource considerations of the business workforce (traditionally known as the labor market) and the more specific requirements of individual competence in the form of knowledge, skills and attributes of managers and the employees they manage.

Shannak and Ali (2015) argued that organizations can overcome the challenges of high employee turnover by using human capital in strategic manner. Therefore, it is understood that organizations have a huge role to play in managing the human capitals in their possession. This is because different practices are essential in the management of human capital, and such practices aim at creating and sustaining performance desired by the organizations as they are influential in determining the attitudes and employees' behavior. Employee's stability often depends on the level of trust and relevancy within the organization, and this can be achieved by a performance management system that has been well designed to enhance efficiency and effectiveness of the employee (Jackson & Schuler, 2015). The success of human capital development is crucial since a business is highly dependent on its employees to deliver its objective and any factor that is against the system. Similarly, employee training, education, and skill acquisitions are known to be another driving force towards employee turnover in an organization. How well an organization is willing to involve in training, employee skill acquisition and employees education influence employee decision to either stay or leave an organization. Most private schools in Nigeria are not willing to train staff, or allow employee further their education once they are employed, they believe in using most teachers to achieve the aim of the school without giving allowance for the development of the teachers. This attitude have brought a lot of discouragement to many teachers in private secondary schools and this have made many to switch their place of work in search for a more accommodating ones. Unlike most developed countries private schools such as U.S and UK whose proprietors are always interested in the progress of their employees which they believe will rub on the performance of their schools. Teachers are allowed to further their educations, some are trained by the organizations with the belief that once investments are made on human capital development, the rate of turnover reduces, and also performance increases. Due to the above mentioned gap the study takes an in-depth look into how the development of human capital helps in reducing employee turnover using some selected private secondary schools in Jos metropolis as a study.

### **Statement of the Problem**

Organizational leaders have over the past years, concentrated on the development of strategies and policies to outweigh their competitors, measures to increase their financial returns and viability of their businesses, without taken a critical look at the role that employees play in the success of the organization. The issue of employee moving from one organization to another in search of satisfaction has post a great challenge too many business organizations in the 21<sup>st</sup> century. It can be said that failure on the part of organization management to meet the need and expectation of the employees are reason behind their switching attitude in an organization.

It has been noted that employees do not only move from one organization to another without a reason. Most employees complain of failure of organization to appreciate the encouragement of the development of their

skills and abilities, employee talents which also constitute a lot of discouragement to staff of the organization. Failure in the regular monthly payment and other financial incentives such as traveling allowance, housing allowance, end of the year bonuses, among others are discouraging factors. This is because the primary aim of employee is to work in exchange for money to enhance their survival, but in a situation whereby management of the organization is failing to pay staff and other entitlements for work done, they will definitely think of leaving the organization. Individuals Work Performance through flexible approached is a crucial element in organizational psychology, as it often leads to organizational success (Campbell & Wiernik, 2015). Several teachers complain of unequal treatment of staff in most private schools; this is the situation whereby there is no fair treatment of employees despite the fact that they are entitled to fair hearing and dealing. This can develop to hatred and disunity in an organization, which in turn affects the commitment of most teachers in some selected private schools.

The issue of poor performance appraisal management whereby teachers' best performance is not recognized, teachers are tempted to leave such schools in search of a better one. Poor teachers-to-teachers relationship and poor teachers-proprietors relationship are another issue; it involves the situation whereby employees within the organization are not relating properly. Lack of cordial relationship between employee to employee and employer to employee can encourage employee turnover. In addition, lack of teachers training which involves organization not investing in program meant to enhance the practical skill, understanding, competence and value formation to help employee accomplish tasks in considerably better way among so many others are issues of concern in most private schools. Many private secondary schools are known to be facing this dilemma as most teachers keep switching from one school to another. This continuous-switching attitude of most staff has made most private schools experience low level of growth and development over the years.

Employee turnover is a central issue in organizational research because it is a leading factor to business success. This is because employee commitments in the context of globalization have become critical to both scholars and practitioners because of radical changes occurring in the nature of workplace structures and job markets. The motivation of this study therefore, is to examine the effect of human capital development on employee turnover among some selected private secondary schools in Jos south having experienced high employee turnover over the years.

### **Objectives of the Study**

The main objective of the study is to examine the effect of human capital development on employee turnover intention in selected private secondary schools in Jos south.

The sub-objectives are;

1. To evaluate the extent to which management policies on training and job satisfaction influences turnover in selected secondary schools in Jos south.
2. To determine the relationship between employee compensation and employee turnover in selected secondary schools in Jos south.
3. To examine the extent to which employee appraisal influences employee turnover intention in selected secondary schools in Jos south.

### **Research Hypotheses**

The following null hypotheses were formulated to be tested the relationship.

**H<sub>01</sub>:** There is no significant relationship between training and employee turnover in selected Private Secondary Schools in Jos south.

**H<sub>02</sub>:** There is no significant relationship between employee compensation and employee turnover in selected Private Secondary Schools in Jos south.

**H<sub>03</sub>:** There is no significant relationship between employee appraisal and employee turnover in selected Private Secondary Schools in Jos south.

## **2.0 LITERATURE REVIEW**

### **The Concept of Human Capital Development**

Human Capital Development is a holistic process that includes knowledge and skills attainment or intellectual properties that concentrates on entrepreneurship abilities, science and technology knowledge besides possessing



positive character, values, and ethics as well as being competitive and progressive. Moreover, human capital development is an action plan for enhancing an employee's level of performance to excel in the current job or prepare for new responsibilities (Bohlander, 2007).

Employee development programs were based on the recognition that organizations were becoming increasingly dependent on their human resources (Schein, 1977). Investment in employee development represents a high commitment strategy that affects employee commitment and motivation (Ichniowski et al., 1997; MacDuffie, 1995; Youndt et al., 1996). Michael Porter's studies on investing on employee have been confirmed by Reich, (1991) that industries that spend the most on employee development and training are typically the most competitive in every business development.

As noted, the notion of 'investment in employee development' means equipping employees with new knowledge and skills required of them to meet the standard of job requirement (Rothwell & Kazanas, 1989). Human capital development falls under the umbrella of human resource development, which refers to organized learning experiences provided by the employer to enhance performance and personal growth. Investment in employee development offers the organization a competitive advantage by providing continuous learning for employees to develop current skills and gain new ones, which they can then adapt and, in turn, perform creditable. It implies building an appropriate balance and critical mass of human resource base and providing an enabling environment for all individuals to be fully engaged and contribute to goals of an organization. Any effort to increase human knowledge, enhance skills, productivity and stimulate resourcefulness of individuals is an effort of human capital development (Erhuria, 2007).

Developing human capital is investment that organizations have to take a critical look at, but in most cases, there is a notion that human assets are not owned by organizations and therefore, are perceived as a higher risk investment than investing in capital assets. Organizations adopting this mindset fail to realize that it is the human capital or employees that utilize and integrate the capital assets that provide the organization with competitive advantage. Therefore, investing in the individuals can be a critical issue than corresponding investments in capital asset.

Investing in employees is developed through employees' assessment of their organizations' commitment to help employees learn to identify and obtain new skills and competencies that will allow them to move to new positions, either within or outside their organizations. The extent at which the organization commits to personal and professional growth of the employees the more the employees is expected to devote greater effort towards the organization (Wayne et al., 1997).

### **Training**

One of the most important functions of human resource management is training, as it improves the skills and knowledge of workers, therefore, it makes worker skills fit job needs (Koteswari et al., 2020). Besides the benefit that the company gains when it trains its employee, there is a cost that is reduced. Therefore, Chen (2014) advised firing poor performance employees, but it is most costly to lose the talented ones. Chen (2014) in his research focused on the factors that affect employee retention and grouped them into two categories which are external and internal factors. External factors are not under the control of the employer, but training is recognized as one way that can keep an employee for a long time, then he supposes that training is more beneficial for both employees and business, for the same reason employees that lack training is more willing to leave work to search on another company. Therefore, the researcher asked why the organization does not invest in training.

Cloutier et al. (2015) advised employers to look at long-term investment in training which should be formal and job-related training and available for all employees, this investment brings more loyal employees and high productivity, and fewer turnovers which give the firm a highly competitive advantage and strong financial position. Beynon et al. (2015) stated that one of the most important issues in the firm is employee retention which affects organization performance and its growth, therefore their study focused on the effect of training methods on employee commitment and found that there is a different impact on employee loyalty and thinking to leave the organization and go to a competitor. Overall, their study support that there is a positive strong relationship between training and employee loyalty although the amount of the relationship is affected by the training method used such as off-the-job training which has a minimal amount of impact, this makes more utilization of company resources by directing them on the right and specific training which is more beneficial. The study found the employees who are less associated with the organization got independent training therefore they have a greater tendency to leave the firm to get better opportunities.

### **Compensation and Benefit**

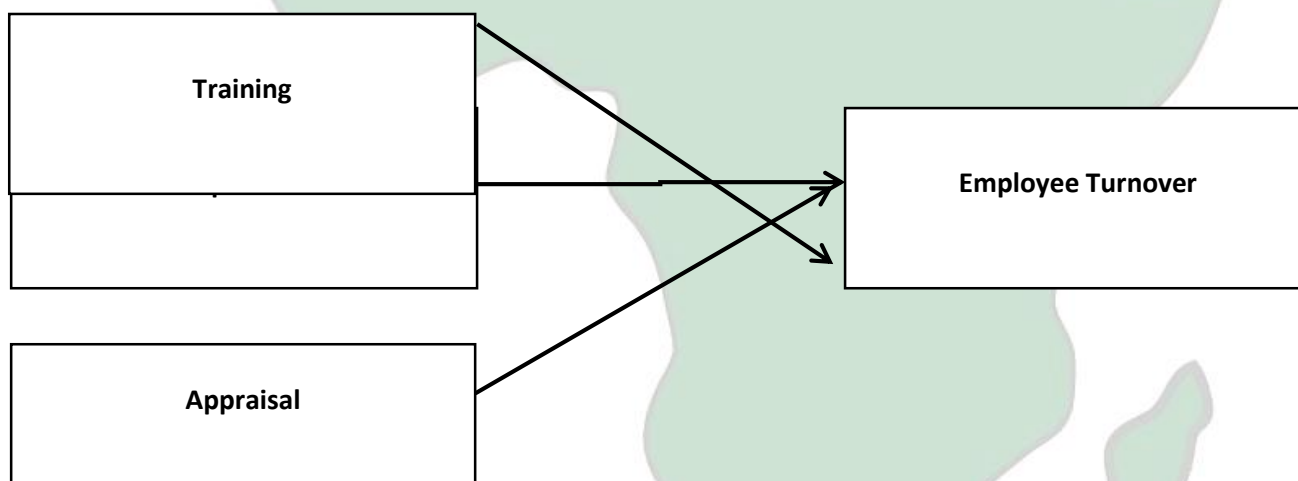
Compensation is defined as any form of financial return and benefits that are received through working in an organization (Odunlade, 2012). It can be classified into two that are cash compensation and fringe compensation

whereby cash compensation is the salary paid to the employees when they perform their job while fringe compensation is the rewards and benefits given based on the employees’ performances and bonuses (Odunlade, 2012). In W et al. (2017), compensation is divided into direct compensation in the form of salaries, incentives and payment insured and indirect compensation in terms of allowances, health insurance, loan, sports facilities, home offices and gatherings. According to Samat et al. (2020), compensation is the payment received by the employees for their work contributions. In Kusuma Putra et al. (2015), compensation is the number of packages that a company offers to the employee in return for labour usage. Based on the definition from the previous literature, it can be concluded that compensation is usually in monetary form for example the salary and allowance given by the employer while the benefits are in non-monetary form likes medical and insurance benefits.

### Performance Appraisal

According to Udeze (2000) performance appraisal is about evaluating the employee’s contribution to the productivity and objectives of organizations. Performance appraisal is an organized, formalized, systematic process of assessing job related strengths and weaknesses of an individual appraise with the ultimate aim that if he performs well such strengths are encouraged and reinforced and if he performs marginally his work habits can easily be identified and redirected in a manner conducive to the set objectives of the organization. Appraisals are criterion variables that measure job performance of employees at a particular period; a job is a collection of tasks. It is a process whereby an appraiser objectively communicates to an appraise how he or she is performing the job in order to establish a plan of improvement through training and development, counseling, mentoring, retraining, or other remedial measures According to Gomez-Mejia et al. (2004) management has the overriding power over performance appraisal as a measure of achieving superior organizational goal

### Conceptual Framework



Source: field work

### Education

Education is broadly defined as the act of acquiring knowledge, skills, values, attitudes and best practices (Asenso et al 2000). Education can be divided into two broad categories namely formal and informal education. Formal education has been recognized as the most effective way to develop the human potential. Formal education represents all forms of education that requires people to acquire education or skills through a structured system or institution recognized by the Ministry of Education (Asenso et al, 2000). People who pass through this centre of education are presented with some certificate of award in recognition of the successful completion of the programmed. Formal education in Africa and Nigeria in particular is divided into three divisions and these are:

- i. Basic Education (Primary and Junior Secondary)
- ii. Secondary Education
- iii. Tertiary Education

Informal education largely deals with the education of adults or people not through the means that are rigid and do not follow formal classroom education culminating in the award of certificates or degrees (Asenso et al, 2000). To a large extent, informal means of education are aimed at making people either functionally literate

or enable them acquire some skill or vocation. There are three basic types of informal education and these are: Adult Education (Non-formal Education), Artisanal Training (Apprenticeship) and Extension Education.

### **The concept of Employee Turnover**

Employee turnover is delineated to a situation in which employees depart the organization for several reasons, and thus, negatively affect the organization in terms of overall expenditure and the abilities to distribute the minimum required services. When employees leave the organization, this may not only impact on organization but also on workforce itself. Due to its depressing impact, employee turnover has been considerable topic for scholars, academics and managers.

Few studies have used self-determination theory to understand SETs' attrition or intent (Fu et al., 2022 and Mason & Olsen, 2023 are exceptions). However, extant research is consistent with the theory, indicating that teachers or employee who lack autonomy, a sense of connection to other educators, and/or a sense of competence in their work are more likely to intend to leave (e.g., Conley & You, 2017; Miller et al., 1999; Nguyen et al., 2020). For example, in a meta-analysis of research on correlates of teacher turnover, Nguyen et al. (2020) found that teachers who experienced stronger administrator support had lower odds of leaving as compared to those who experienced weaker administrator support. Although Nguyen et al. (2020) did not disaggregate SETs; many studies of SETs have obtained findings consistent with theirs. indicating that SETs are more likely to intend to stay when they feel well-supported by administrators and colleagues and when they feel their school has a positive school culture (Conley & You, 2017; Bettini, Cumming et al., 2020; Bettini, Gilmour et al., 2020; Jones et al., 2013; Mason-Williams et al., 2022).

The reasons for individual turnover intention are age, gender, marriage, education levels and years of working in the organization. Previous studies found that the rate of female employee turnover is higher, as compared to male employees. It can be associated with women duty that women need to give birth and take care of the family. A higher proportion of SETs leave teaching due to personal reasons (e.g., family responsibilities) compared to teachers over all (Carver-Thomas & Darling-Hammond, 2017), yet the reason for this is still unclear. Therefore, this is a pressing issue that needs to be dealt with urgently. Though employees work in units or positions for a long period, they feel tired and tend to leave the jobs. According to Ma et al. (2003), "Employees with young, inexperienced and high education level tend to have low level of satisfaction about jobs and careers, and have lower commitment to the organization; these negative attitudes are associated with turnover intention". One of the key factors of turnover intention is Individual aptitude. When individuals have strong ability, or individuals are not core competent at their job and cannot progress them completely in the organization, they are prone to turnover intention (Chen & Li, 1998). For employees aged over 30, individual responsibility is also a factor to consider them leaving the organization. We can study this when the more responsibility (such as workers are the single father or mother, or their income is the main source, etc.) persons bear in the family, the lesser the possibility of their turnover (Zhang & Zhang, 2003). In short, all these individual factors directly influence the turnover intention, or indirectly affect on them through the rule of other variables.

### **3.0 METHODOLOGY**

This research study used descriptive research survey. Descriptive survey is usually concerned with describing a population with respect to important variables with the major emphasis on establishing the relationship between the variables. The research employed a descriptive and quantitative approach, and data was gathered using the cross sectional survey which allows the one shot collection of data. The unit of analysis in this study was at the individual level because the research is designed to collect data from the teaching and non-teaching staff of the selected private schools in Jos south under investigation. For the purpose of this study, the population size of three hundred and seven (307) staff which is made up of both the teaching and the non-teaching staff of the selected private secondary schools in Jos south. The random selected private schools and the population were based on representation and are indicated in the table below.

**Table 1: Population distribution**

SCHOOLS	EMPLOYEE POPULATION
Aristocrat Secondary School, Jos	35
White Diamond Academy	50
Emmanuel College, Jos	100
Rayfied Private School, Jos	52
Zang Commercial Staff, Jos	70
<b>Total</b>	<b>307</b>

**Source:** Mentioned school administrators (2023)

It is from this population that the sample size of 174 was determined through Taro Yamane (1967) method of sample determination.

#### 4.0 RESULTS ANALYSIS AND DISCUSSION

##### Correlation Coefficients

Correlations				
Variables	Employee training	Employee health	Employee education	Employee Turnover
<b>Employee training</b>	1			
<b>Employee compensation</b>	.046	1		
<b>Employee appraisal</b>	.513**	.134**	.001	1
<b>Employee Turnover</b>	.452**	.543**	.238**	.643**

**\*\* indicate Correlation is significant at the 0.01 level (1-tailed). \* indicate Correlation is significant at the 0.05 level (1-tailed)**

**Source:** Researcher’s computation (2023)

The result of a bivariate Pearson correlation shows that Employee training is positively correlated with employee turnover ( $r = 0.452$ ), employee compensation is positively correlated with employee turnover ( $r = 0.543$ ), and employee appraisal is positively correlated with employee turnover ( $r = 0.238$ ). The inter correlation between the dependent variable indicate that all the three variables are positively correlated with employee turnover.

##### Results of Regression

Coefficients						
Model	Unstandardized coefficient		Standard Coefficient Beta	t	Sig	Decision
	B	Std. Error				
<b>(Constant)</b>	0.713	0.245		2.412	.003	
<b>Employee training</b>	.062	0.027	0.190	2.489	0.014	Not Supported
<b>Employee compensation</b>	.064	0.042	0.312	4.211	0.000	Not Supported
<b>Employee appraisal</b>	.214	0.033	0.369	5.105	0.000	Not Supported

**Dependent variable: Employee Turnover**

**Source:** Researcher’s computation (2023)

##### Test of Hypotheses

The hypotheses formulated are tested at 5% level of significance and the decision rule is that the Null hypotheses will be rejected if the significance level is lower than 0.05 otherwise alternative hypotheses will be accepted.



### **Employee Training and Employee Turnover**

The hypothesis was formulated to examine the extent to which employee training influences employee turnover in some selected private secondary schools in Jos south. The test result as presented in table 9 reveal  $\beta = 0.190$ , P-value =  $0.014 < 0.05$  and the t-value of 2.489 was greater than the threshold of 1.65 for one tailed test (Hair et al., 2011). The results suggest Employee training was positively and significantly associated with employee turnover indicating that a unit increase in Employee training will account for 19.0% decrease in employee turnover. Based on the result, hypothesis one was supported and conclude that there is a significant relationship between employee training and employee turnover among the selected private secondary schools in Jos south. The finding satisfies objective one of the study which shows that employee training goes a long way in influencing employee turnover both positively and negatively.

The study discovered that since most employees are not encouraged to be trained by most employers in most private schools in Jos, this gave the tendency of frequent switching habit of most teachers in most schools. This finding supported the findings of Lusewa (2015) who discovered that training programs are a determinant factor of employee retention in most organizations. This also supported the findings of Duah and Danso (2017) discovered that most employees stated that training influences their retention, and also applies to their work productivity and commitments. The findings is also consistent with Jaseel (2019) in his investigation; he stated that training of employees affects their wages and makes them happy with their current job which enhances employee retention and therefore enhances the performance of the firm and profitability, and finally Aleem and Bowra (2020) supported the findings of this study by stating that there is an important role of training in employee career growth, skills enhancement, and capacity building to enhance the quality of services provided to clients to achieve firm goals.

### **Employee Compensation and Employee Turnover**

The hypothesis was formulated to examine the extent to which employee compensation influences employee turnover in some selected private secondary schools in Jos south. The test result as presented in table 9 reveal  $\beta = 0.312$ , P-value =  $0.000 < 0.05$  and the t-value of 4.211 was greater than the threshold of 1.65 for one tailed test (Hair et al., 2011). The result indicates that a unit increase in employee compensation will account for 31.2% decrease in employee turnover. Base on the result above, hypothesis two was supported and concludes that there is a significant relationship between employee compensation and employee turnover in some selected private secondary schools in Jos south. The finding satisfies objective two of the study which shows that how well employee's compensation is considered by employers goes a long way in influencing the employee turnover in an organization. This finding is consistent with the findings of Suxia et al (2019) who concluded that once employees are satisfied with the compensation and safety system of their organization, they tend to be committed to their organization and have low turnover intention, and vice versa. In addition, Studies conducted by Rosekind (2005), Goetzel et al (2007), and Pronovost et al (2009) all found employee safety and security at work to be directly related to organizational performance and also reduce turnover among staff.

### **Employee Appraisal and Employee Turnover**

The hypothesis was formulated to examine the extent to which employee appraisal influences employee turnover in selected private secondary schools in Jos south. The test result as presented in table 9 reveal  $\beta = 0.369$ , P-value =  $0.000 < 0.05$  and the t-value of 5.105 was greater than the threshold of 1.65 for one tailed test (Hair et al., 2011). The results suggest that a unit increase in employee appraisal will account for 36.9% decrease in employee turnover. Based on the result, hypothesis three was supported and concludes that there is a significant relationship between employee appraisal and employee turnover in selected private secondary schools in Jos south. The finding satisfies objective three of the study which reveals that employees' appraisal goes a long way in influencing employee turnover in the workplace. In other words, once employee is allowed to pass through proper appraisal in the school, it brings a lot of encouragement and reduces the tendency of losing workforce in an organization. This finding is supported by Ngethe (2013) who also found out that acquiring skill, training with appraisal, plays a significant role in enhancing employee commitment in an organization. It was also supported by Gathungu, Namusonge and Iravo (2016) who discovered that employee appraisal and career management practices in the banking sector have a positive significant influence on employee commitment.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

The study concluded that employee training, when carefully looked into by the management of an organization, productivity increase and turnover reduces but if not, and the reverse is the case. Also, when employee compensation policies are put in place by management to encourage workers, workers will always



be willing to remain with the organization. And finally, how well the employees are allowed to develop themselves through compensation, it goes a long way in encouraging employees which can reduce turnover among staff. The study discovered that in most private secondary schools in Jos South. Most of the above mentioned are not in place, and that is why the management do experience high turnover of staff within a session. Workers are not properly trained; no compensation policies, and poor employee appraisal, lack of motivation to enhance proper academic impact by employers will definitely result to employee frequently leaving the school which will also affect the students' performance.

A number of practical, theoretical and policy implications can be drawn from this study;

**Practical Implication:** Understanding the value of human resource development and employee training and compensation in enhancing employee turnover intention brought to fore the need for school owners to strive in order to navigate to acquire and develop a better learning environment.

**Theoretical Implication:** The establishment of the link between training, compensation and employee turnover as well as the utilization of social exchange theory to underpin this study is additions to human resource development literature. The mechanism appraisal used in this study offered explanation to why some individual employees have a higher success in their turnover intention irrespective of the harsh business environment in Nigeria.

**Policy Implication:** The findings of this study will enable school owners and educational institutions to develop and implement policies and capacity building programmed that support training, compensation and appraisal of staff that influence turnover intention.

Having done a proper study on how human capital development enhanced employee turnover in some selected private schools in Jos south, the following recommendations are made:

- i. There is need for management of private secondary schools to continue embarking on research to discover more on how employee training can be improved upon in their schools to increase productivity and reduce turnover of staff. This is because employee training is an important motivating factor which organization should invest on to aid productivity and reduce turnover.
- ii. Employers should also encourage a good compensation packages such as good pay package, allowances, facilities such insurance, medical packages in their schools as this will help in encouraging teachers to remain in their schools.
- iii. Employers should also give room for employees to further their studies, with some level of study inventions, allowance should be given for development of staff, employees with formal education and related teaching experience should also be considered in employment which will influence their commitment to the school thereby reducing frequent turnover of staff.

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