EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON NURSES TURNOVER INTENTION IN PUBLIC HOSPITALS IN PLATEAU STATE

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Abstract

This research sought to establish the impact of perceived organizational support dimensions on nurses' turnover intention in public hospitals in Plateau State as the study setting. Data were collected through a questionnaire from the three public hospital nurses, consisting of 318 respondents. A survey design was applied to 318 nurses from the public hospitals in Plateau State. The result showed that an employee's welfare is significantly associated with turnover intention; an employee's career development is significantly associated with turnover intention; role clarity is significantly associated with turnover intention; and employee recognition is significantly associated with turnover intention. This study is significant as it provides a better understanding of the reasons that lead nurses to consider leaving the organization where they work and the difference between nursing professionals in public hospitals.

Keywords: Employee Welfare, Employee Career Development, Role Clarity, Employee Recognition, Perceived Organizational Support, Turnover Intention.

Paper Type: Research Paper

1. INTRODUCTION

Turnover among nurses in the public health sector in recent decades has been alarming. Human resource management in health organizations has continued to encounter problems associated with staff efficiency and happiness, overwork (Bosak et al., 2021), demotivation, insecurity, poor management support, and difficulty in retaining the needed professionals in the organizations. The issues of poor remuneration in public health systems in recent decades, the growing pressure in the demand for health services (Schmidt et al., 2017), and the difficulties revealed in the management of people in hospitals (Nicola et al., 2020) have resulted in greater challenges for health professionals and nurses in particular. Turnover among nurses is not only peculiar to Nigeria. The global nursing turnover rate stands at 22.7%; nurses' turnover rate in the USA stands at 3.8%; in India, nurses' turnover rate is 24%; Iran has 35%; and Indonesia has 38.7% (NSI, 2023). The consequences of these on nurses in these organizations are diverse; thus, health professionals in public organizations have shown an increasing interest in moving to private hospitals or even in seeking better conditions in other countries (Sim~oes et al., 2017).

Like any other profession, turnover behavior among nurses is a very costly phenomenon. It has high associated costs of selection, recruitment, and training (Rawashdeh et al., 2019; Alam & Asim, 2019; De-Clercq & Belausteguigoitia, 2017). According to Carver-Thomas and Darling-Hammond (2017), employees' turnover leads to an abrupt shortage, constituting a challenge to hospital management and patients. Beside the negative impact on the hospital's reputation, relationships with clients, prospects, and employees that remain (Wallace and Gaylor 2012), hospitals' future recruiting success is also affected. Newcomers only attain the productivity of the employee they replace after some time (Newmana et al., 2011). In addition, the organization suffers a loss of their knowledge assets (Harris, Lavelle, and McMahan 2018), which are costly to replicate and replace (Rubenstein et al. 2018). Turnover becomes worse when the impact is considered on patients and other activities when nurses leave. It leads to an increase in patient

waiting time, a decrease in the time nurses spend with individual patients, an increased death rate, and an increase in medical errors and poor treatment (Margaret, 2023). Furthermore, high turnover events can have an adverse effect on nurses' morale, reducing nurses' ability to meet patient needs and provide quality care (Puhakka, Nokelainen, & Pylväs, 2021).

Nigerian hospitals have high turnover (Salau et al., 2022). Nurses' turnover rate in Nigeria ranges from 20 to 35 percent (Agba, Ogaboh, & Udom, 2020). This is because Nigerians have constantly overlooked their relevance. There are 125,000 registered nurses servicing the health needs of Nigeria's over 200 million populations; data shows that 225 nurses and midwives migrated to the UK in 2019; 663 in 2020; and 626 in 2021; within the ten months of 2022, 2,946 nurses relocated to the UK to seek greener pastures (Yusuf, 2022). Patients in Nigeria move to other countries in search of medical treatment, and Nigeria loses at least $1.2 and $1.6 billion every year on medical tourism, while other patients move to private hospitals in search of medical care at a higher cost (The Guardian, 2022). In view of this scenario, the Federal Government of Nigeria came up with strategies aimed at curtailing nurse turnover in Nigeria. These include offering a flexible work schedule, providing career development programs, requiring medical personnel of Nigerian origin to work for at least ten years in Nigeria before being allowed to move to any other country, increasing health sector budgetary allocations, and prioritizing on boarding and training (Natalie, 2020).

The debate on turnover and turnover intention has attracted huge research output in the last ten (10) decades (Hom et al., 2017). Studies in the area of nursing sciences have streamlined some peculiar factors, such as income (Li, Guo, & Zhou, 2021). Similarly, Akinyemi et al. (2020), Organizational Justice and Promotion. Haggalla & Jayatilake (2017), Organizational Culture Recent studies have witnessed a shift from the hygiene and focusing on the individuals, "their perception of how work connects to their perception of the organization. Queuing from that, this study posits that nurses' level of organizational support could have a huge impact on their job decisions.

Research on perceived organizational support and employee work outcomes in the corporate world is burgeoning (Albalawi et al., 2019; Takaya, Arsil, & Ramli, 2020; Liu et al., 2017). However, the above studies looked at perceived organizational support as a uni-dimensional variable predicting turnover intention among nurses and failed to look at it from a multi-dimensional perspective. Therefore, this research is anchored on this empirical gap to examine the effect of perceived organizational support on nurses' turnover intention in Plateau State using four dimensions of perceived organizational support.

2. Theoretical Review

In this study, the relationship between nurses' perceived organizational support (POS) and turnover intention (TI) is considered through the theoretical lenses of social exchange theory (SET) and organizational support theory (OST). According to SET, when employees and managers/supervisors create positive relationships at work, a mutual understanding develops, which provides a working environment that is beneficial for both employees and the organization (Cole et al., 2007). In general, it is expected that, under perfect work conditions, the result of effective workplace relationships will be that employees perceive themselves to be supported and bolstered; consequently, employees will be more inclined to repay their organization. Cropanzano and Mitchell (2005) proposed that such a perfect situation can only be created when individuals at a workplace follow the rules and regulations of exchange. Critics have argued that the concept of exchange relationships has not been well defined (Cropanzano and Mitchell, 2005). It was also criticized for considering all human interactions as social exchanges (Burgess & Neilsen, 1974; Molm & Takahashi, 2003). Again, the theory is criticized for oversimplifying human interactions by reducing them to only short-term, self-interested exchanges. However, the limitations of the social exchange theory, as mentioned above, are bridged by the organizational support theory.

OST, on the other hand, posits that employees are likely to develop a more positive outlook towards the organization if they perceive support from the organization (Eisenberger et al., 1986), even though, when negatively correlated with turnover intention and actual turnover, employees often respond to their organization in kind (Sherony & Green, 2002). When employees perceive support from the organization, they and the organization are said to have certain fundamental features in common. This is apparently

seen in the areas of values (Kristof-Brown et al., 2005) as it relates to the support they receive from the organization, which explains their intentions. Researchers argue that if employees' POS levels are high, they feel that they are obligated to return the favor to the organization by performing beyond their job description (Eisenberger and Rhoades, 2001; Rhoades et al., 2001). The above theories are applicable to this study in the sense that, when nurses perceive that the organization cares about their welfare, they become obligated to return the gesture to the organization by performing beyond their job specification, which will lead to a reduced search for an alternative job.

Perceived Organizational Support (POS):

The concept of perceived organizational support (POS) emphasizes employees' perceptions by describing their beliefs and values, the worthiness of their organizational contributions, and their overall well-being (Eisenberger et al., 2002). It is an employee's belief that the organization cares for and values her or his contribution to the success of the organization. Perceived organizational support is defined as the degree to which employees believe that their employing companies value their contributions, appreciate their efforts, and care for their wellbeing (Edwards & Peccei, 2010). Employee welfare is a term that includes various services, benefits, and facilities offered to employees by employers. Employees' welfare is a process of identifying and acknowledging their place in society and putting measures in place to motivate and retain employees (Rao, 2017). According to Park (2015), employee welfare also includes monitoring of working conditions, the general conduct of workers in the workplace, workplace design, and the creation of industrial harmony through infrastructure for healthy industrial relations and insurance against diseases, accidents, and unemployment for workers and their families. According to Finger (2013), employees' welfare is dependent on certain additional facilities, such as housing, transformation, medical, recreational, cultural, libraries, gyms, and health clubs that an organization provides to its staff. Facilities like housing, medical benefits and education facilities help to increase the productivity of workers as well as raise their standards of living.

Employees Career Development

Fedlman et al. (1992) defined career development as a continuous procedure for building up one's mission of career in relation to his achievement in life, i.e., new skill development, higher occupation professional improvement, etc. According to Siagian et al. (2015), career development is a series of activities for employees to achieve their career goals. Kasmir et al. (2016): This program includes setting the organizational structure, arranging the job desk, setting the job requirements, setting the level of work performance, arranging a mentor or sponsor to increase career opportunities, arranging the training program, and arranging the career development procedure. Includes setting the organizational structure, arranging the job desk, and setting the job requirements, which includes career development, which is about the development of employees that is beneficial for both the individual and the organization. Sufficient work experience is required for employees in order to provide job satisfaction to each employee, which will have an effect on improving their performance (Adnyani & Dewi, 2019). Therefore, we posit that every employee must be given the opportunity to develop their abilities and career and be expected to provide the best results for the company. Career development is an employment activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally (Jumawan & Mora, 2018).

Role Clarity

Role clarity is the extent to which employees feel they have an extensive understanding of their fit and function within the working environment (Foote, Seipel, Johnson, & Duffy, 2006). Role clarity refers to the sufficiency of information regarding the expectations associated with one's role within the organization (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Role clarity renders the completion of one's duties easier as a result of expectations being more explicit, hence enhancing the quality of work experiences, which leads to stronger accountability (Meyer, Irving, & Allen, 1998). Hong, Nahm, and Doll (2004) observed that leaders who provide employees with appropriate guidance and instruction to do their task create less uncertainty. Similarly, role clarity may be perceived by employees as a "gift" that

calls for reciprocation, which is the basis of NC (Meyer & Allen, 1991), and constitutes a favorable work condition that employees may not want to lose, thus contributing to HS (Powell & Meyer, 2004).

Employees Recognition

Recognition means being seen, heard, valued, and taken into account (Dahl, 2009; Dahl, 2010). It communicates acknowledgement of a person and approval of her contribution. Recognition signifies esteem and respect, in contrast to misrecognition, which is being unnoticed, neglected, and disregarded. Recognition, also known as reward in this study, is one of the most important factors in motivating employees to do their best to create innovative ideas that lead to better employee performance and further improve the organization's financial and non-financial performance. According to the study by Dewhurst et al. (2010), there are other ways to reward employees besides focusing on financial compensation. These include praise that employees can receive from managers, opportunities to take on important projects or tasks, and even the attention of leaders. According to Gostick and Elton (2007), recognition refers to praise or a personal note acknowledging achievements, including small gestures that are important to employees.

Turnover Intention

Turnover has proven to be one of the costliest and seemingly intractable challenges confronting organizations globally (Shamsuzzoha & Shumon, 2013). Turnover forces the organization to incur a huge cost relating to employment and re-employment, personnel processes and induction, training of new personnel, and, above all, the loss of knowledge gained by the employee while on the job (Jha, 2009). Turnover intention is an intent that triggers an employee to quit their current job or organization for an alternative (Gadi & Kee, 2020). In Mobley et al. (2011), turnover intention is influenced by individual factors (age, work duration, gender, education background, and status), job satisfaction (salary, work process, work quality, promotion, and company environment), and organizational commitment, which is the employee's intention to stay or leave the company based on the existing deliberations. According to Mobley et al. (2011), the level of turnover rate will have an impact on both the employees and the company.

Figure 1: Conceptual Framework
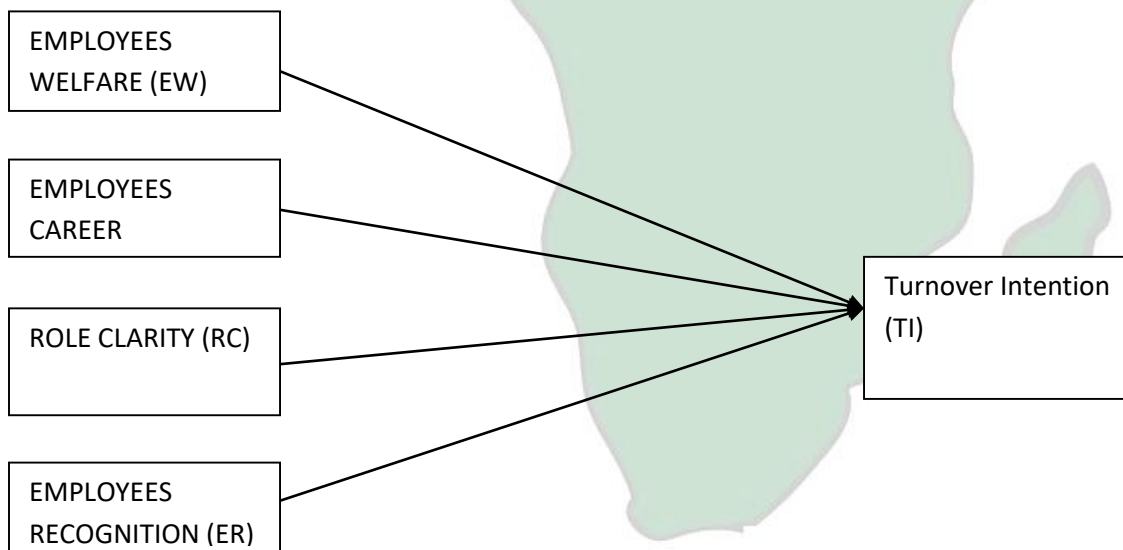
Source: Researcher (2023)

2.1 Empirical Review

Employees Welfare and Turnover Intention

Extant studies revealed that there was a significant negative effect of employee welfare on employee intention to leave (Adekunle & Chidinma, 2020). Almeida (2015) found that organizations that put efforts into providing adequate and most improved welfare facilities to their employees enhance their job

satisfaction; therefore, their intention to leave the organization is greatly reduced. According to Lawther (2014), employees will give output and work ideally when they are satisfied and content at their job. This is in line with the social exchange theory (SET). When employees and managers/supervisors create positive relationships at work, a mutual understanding develops, which provides a working environment that is beneficial for both employees and the organization (Cole et al., 2007). Through such generous benefits, the employer makes life worth living for employees (Ayinde, 2014), thereby reducing the turnover intention of nurses. Since employees' welfare is a process of identifying and acknowledging their place in society and putting measures in place to motivate and retain employees (Rao, 2017), when employees are adequately motivated in the workplace, they think less of searching for a new place. Therefore, we hypothesize that: H1: There is a significant relationship between nurse welfare and turnover intention in public hospitals in Plateau State.

Employees Career Development and Turnover Intention

Earlier studies found that there is a significant relationship between employees' career development and turnover intention (Rintis & Mafizatun, 2021; Nawaz & Pangil, 2015; Pratiwi & Lo, 2020). Career growth is negatively related to turnover intentions (Weng & McElroy, 2012). According to Rintis and Mafizatun (2021), the results of their study show that career development has a negative effect on turnover intention. Kroon and Freese (2013) concluded that organizations that provide development opportunities as a way to demonstrate care for their employees' career advancement can increase their commitment to staying in the current workplace. According to Kasmir (2016), good career development in an organization could create satisfaction for the employees in working and could increase work performance; the better the work performance, the more successful the company is, thereby reducing the intention to leave among nurses. Therefore, we hypothesize that: H2: There is a significant relationship between nurses' career development and turnover intention in public hospitals in Plateau State.

Role Clarity and Turnover Intention

However, previous studies revealed that role clarity is important to avoid the high rate of voluntary turnover among employees (Panaccio & Vandenberghe, 2011; Gachter et al., 2013). (Tamara, 2015) has mentioned role clarity as one of the effects of voluntary turnover intentions. Employees tend to be more satisfied when the job fits their own interests and requirements. Employees who are clear about their job responsibilities tend to perform better (Slatten et al., 2011), and this will lead to a lower rate of turnover intention among nurses. This argument was agreed upon by Gachter et al. (2013), where role clarity is found to be an important factor influencing the decision to quit. Additionally, lack of role clarity is the primary reason for job dissatisfaction (Tamara, 2015), which leads to turnover among employees. In the light of this argument, we propose the hypothesis as follows: H3. Role clarity significantly influences nurses TI.

Employees Recognition and Turnover Intention

Many studies on employee recognition have found that managers' rewards are positively related to employee performance, employee productivity, employee satisfaction, employee turnover rate, and employee commitment to the organization (Li, 2020). Therefore, employers must really strive to show employees that their health is an organizational and management concern and that their contributions to the organization are very valuable. Buchanan (1974) further reiterated this view and added that recognition of organizational contributions has had a positive influence on employee commitment to the organization and its goals. Nielsen and Spitzer (2002) argued that although cash rewards are very popularly used in organizations, managers should not use them as a tool to motivate employees to improve their performance frequently. According to Quantum Workplace Research (2023), recognition is powerful feedback. When employees feel valued, they are more engaged and motivated and are likely to go the extra mile for their organization. Therefore, we hypothesize that: H4: There is a significant relationship between nurses' recognition and turnover intention in public hospitals in Plateau State.

3. RESEARCH METHODOLOGY

Participants

Participants in this study were drawn from the population of nurses working in the public hospitals in Plateau State. A self-response and self-administered questionnaire were used to obtain the data. Although this approach was criticized by Podsakoff et al. (2003) for its weaknesses with regard to common method bias, the researcher adopted a procedural approach by ensuring that across measures or similarities in item structure or wording did not mislead respondents (Podsakoff, Mackenzie, and Podsakoff 2012). Besides this, the items were muddled to avoid consistency motifs, idiosyncratic implicit theories, and social desirability tendencies (Podsakoff, Mackenzie, and Podsakoff 2012). Three hundred and eighteen questionnaires were administered to participants, though the actual sample size obtained from the population of 1563 using Krejcie and Morgan (1970) is 318. Out of the 318 questionnaires administered, all were retrieved and used, indicating a 100 percent response rate.

Measures

Turnover intention was measured using the 6-item scale used in OReilly et al. (1991). Items included: "I have had serious thoughts about leaving my current job since the day I began working here. Each item was rated on a 5-point Likert-type rating scale. Cronbach's α is 0.904. Employee welfare was measured using Eisenberger et al.'s (1986) eight-item scale. Sample items included "I am satisfied with the medical facilities provided by the organization." Cronbach's α for this combined scale was 0.87. Responses were rated on a 5-point Likert-type rating scale from 1 (strongly disagree) to 5 (strongly agree). Employees' career development was measured using Weng & Hu (2009) on a four-item scale. The sample item included "my present job moves me closer to my career goal." The Cronbach alpha coefficient is 0.86. Role clarity was measured using the Role Conflict and Ambiguity Questionnaire (Rizzo, House, & Lirtzman, 1970), a six-item measure of role clarity. Response options ranged from 1 (strongly disagree) to 7 (strongly agree). Sample items include "I know what my responsibilities are." Cronbach's alphas range from 0.81 to 0.85. For the   Employees Recognition Scale, seven items were adapted from the modified version of Aleksandra, M. (2022), which developed the scale of employee recognition at the workplace. Items here include "I feel valued at the workplace." For a total of seven items, all positive, the Cronbach alpha coefficient is 0.82.

Table 1: Respondents Profile

Item	Frequency	%
Years of work		
Less than a year	48	15.1
1-3Years	94	29.5
4-6 Years	102	32.1
7 - Above Years	74	23.3
Total	**318**	**100**
Gender		
Male	137	43.1
Female	181	46.9
Total	**318**	**100**
Age Range		
18 - 29	72	22.6
30 – 39	127	39.9
40 – 49	88	27.8
50 - above	31	9.7
Total	**318**	**100**

Educational Qualification

ND	104	32.7
HND	111	34.9
Degree	94	29.6
Masters	9	2.8
PHD	0	0
Total	**318**	**100**

Source: Field Survey (2023

Results

The characteristics of the respondents were: 32.1% had worked in the current job for more 4-6 years, 46.9% female; age range, 30-39 39.9%; 34.9% are HND holders, while others had either ND, first degree or Msc. The analyses were conducted using Partial Least Squares (PLS) software 4, an approach to structural equation model (SEM) and are presented as thus. PLS-SEM is applied to exploratory research where "theory is less developed" (Hair et al. 2017; Memon et al. 2017). Specifically, when the primary focus of the research is to predict and explain the key target constructs and/or identify the key driver constructs (Hair et al. 2017), Two broad evaluations are expected, namely the assessment of the measurement model and the structural model.

Measurement Model

In order to assess the measurement model, we evaluated the confirmatory factor analysis results, which enabled us to determine the composite reliability (CR) and convergent validity through average variance extracted (AVE) (Hair et al. 2013). The CR and AVE values are presented in Table 2, and the result shows that the factor loadings are at least 0.7. Similarly, the constructs' CR and the convergent validity coefficient (AVE) for the constructs are greater than the threshold of 0.7 and 0.5, respectively (Hair et al. 2017); therefore, the criteria are not violated.

TABLE 2: 4.5 Measurement Model

Construct	Indicator	Factor Loading	CR	AVE
EMMPLOYEES WELFARE	EW 1	0.864	0.921	0.636
	EW 2	0.737		
	EW 3	0.734		
	EW 4	0.786		
	EW 5	0.867		
	EW 6	0.859		
	EW 7	0.730		
	EW 8	0.787		
EMPLOYEES CAREER DEVELOPMENT	ECD 1	0.652	0.811	0.621
	ECD 2	0.692		
	ECD 3	0.886		
	ECD 4	0.893		
ROLE CLARITY	RC 1	0.691	0.943	0.763
	RC 2	0.695		
	RC 3	0.931		
	RC 4	0.934		

	RC 5	0.932		
	RC 6	0.939		
	RC 7	0.944		
EMPLOYEES RECOGNITION	ER 1	0.773	0.934	0.664
	ER 2	0.776		
	ER3	0.785		
	ER 4	0.879		
	ER 5	0.876		
	ER 6	0.815		
	ER 7	0.792		
TURNOVER INTENTION	TI 1	0.782		
	TI 2	0.769	0.912	0.739
	TI 3	0.907		
	TI 5	0.915		
	TI 6	0.912		

Discriminant validity was tested to establish that the constructs in the study are dissimilar to each other (Henseler, Ringle, and Sarstedt 2014) within the framework, using Heterotrait and Monotrait (HTMT) criterion (Henseler et al. 2014). The choice was informed based on Henseler, Ringle, and Sarstedt (2015), who demonstrated the superiority of this method in a Monte Carlo simulation study. It was established that HTMT is able to achieve higher specificity and sensitivity rates (97% to 99%) compared to the cross-loadings criterion (0.00%) and Fornell and Larcker (1981) criterion (20.82%), hence our preference for the approach in this study. Results in Table 3 indicate that discriminant validity was established among constructs since all values fall within the acceptable region of ≤0.85 (Franke and Sarstedt 2019).

Table 3: Discriminant Validity HTMT criterion

	EW	ECD	EE	ER	TI
EW	**0.863**				
ECD	0.808	**0.818**			
EE	0.859	0.662	**0.864**		
ER	0.819	0.665	0.817	**0.777**	
TI	0.831	0.571	0.817	0.709	**0.823**

Source: Field survey (2023)

Evaluation of the Structural Model

In evaluating the structural model, a bootstrapping procedure using 5,000 resampling was conducted using Smart-PLS 4 in order to determine the path coefficient (β), while other recommended analyses were used to determine the model fit, R2, effect size, and f2, (Hair et al. 2014). Currently, Smart-PLS 4 reports standardized root mean square residual (SRMR) or root mean square residual covariance RMS theta (Henseler et al. 2014; Hair et al. 2017). The goodness of fit indices (SRMR, RMS theta) is fixed at a threshold value of 0.08. Meanwhile, the current model establishes an SRMR value of 0.078 which is <0.08, affirming the model's fitness.

T able 4: Structural Model

Hypotheses	Relationship	Std Beta (β)	Std Error	t- value	p- value	Decision
H 1	EW -> TI	-0.330	0.088	3.758	0.000	Rejected
H 2	ECD -> TI	0.687	0.048	14.448	0.000	Rejected
H 3	RC -> TI	-0.430	0.048	8.974	0.000	Rejected
H 4	ER -> TI	1.033	0.075	9.022	0.000	Rejected

TABLE 5: Evaluation of Structural Model

Hypotheses	Relationship	Std Beta (β)	Std Error	t-value	p-value	VIF	F2	Decision
H1	EW -> TI	-0.330	0.088	3.758	0.000	4.533	0.110	Rejected
H2	ECD -> TI	0.687	0.048	14.448	0.000	4.447	1.266	Rejected
H3	RC -> TI	-0.430	0.048	8.974	0.000	3.350	0.442	Rejected
H4	ER -> TI	1.033	0.075	9.022	0.000	1.222	2.088	Rejected
R2	TI=0.935							
GoF	SRMR=0.079							

Results of path analysis in line with hypothesized relationships were evaluated in Table 4. Findings reveal that: (H1) the relationship that links employee's welfare and turnover intention yielded a β = -0.329, t-value = 3.726, sig. value =0.000. This signifies that the hypothesis which states that there is a significant relationship between employees welfare and turnover intention is supported. (H2) The relationship connecting employees career development and turnover intention shows β = 0.687, t-value = 14.322 sig. value = 0.000. This means that the hypothesis which states that there is a significant relationship between employees welfare and turnover intention is supported. (H3). The link between role clarity and turnover intention revealed β = -0.429, t-value = 8.974, sig. value = 0.000. The hypothesis which states that there is a significant relationship between employees welfare and turnover intention is supported. (H4) The connection between employees recognition and turnover intention yields a β = 1.031, t-value = 13.654, sig. value = 0.000. The hypothesis which states that there is a significant relationship between employees welfare and turnover intention is supported. What these results revealed is that there is a significant relationship between perceived organizational support and turnover intention in public hospitals in Plateau State.

4. DISCUSSION OF FINDINGS

This study focused on investigating how the dimensions of PO influence TI of nurses in public hospitals in Plateau State. Drawing from the Social Exchange Theory and Organizational Support Theory, the study gives an insight into the potential influence of Employees Welfare, Employees Career Development, Role Clarity, and Employees Recognition on TI, an area with only a handful of studies (Adekunle & Chidinma, 2020; Rintis & Mafizatun, 2021).

Firstly, result of the test of hypothesis (H1) it was found that employees' welfare has significant relationship with nurse's turnover intention. This means that when nurses are satisfied with the medical facilities provided by the organization, it will reduce their thoughts about leaving the organization. Nurses who feel satisfied with the transport facilities, recreational facilities provided by the organization and the level of leave policy of the organization would want to stay in the organization for a longer period. The finding is in consistent with the works of Adekunle & Chidinma, 2020; Rao, 2017), who found that that employees welfare exerted a negative and statistically significant impact on the turnover intention of nurses in public hospitals in Plateau State.

It was further found that there is a significant relationship between employees' career development and the turnover intention of nurses in public hospitals in Plateau State. It entails that when nurses present job moves them closer to their career goal and is also relevant to their vocational development, they will think less of looking for another job elsewhere. Nurses whose present jobs set foundation for the realization of their career goals and provides them with the opportunity to realize such career goals would think of staying in such an organization for a long time. This is in line the findings of (Rintis & Mafizatun, 2021; Nawaz, & Pangil, 2015), who found that there is a significant relationship between employees career development and turnover intention,

We also discovered that there is a significant relationship between role clarity and turnover intention. This means that when nurses' roles are clearly specified by the organization, they become satisfied with the job and stick with the organization. Nurses who does not encounter interruptions and disturbances while performing their jobs and whose jobs in the organization is less demanding will think less of leaving. This is consistent with the findings of (Gachter, et al., 2013; Panaccio, & Vandenberghe, 2011), who found that there is a significant relationship between role clarity and turnover intention.

This research also establishes that there is a significant relationship between employees recognition and turnover intention. Nurses who are recognized at work, feel valued and will not think of looking for an alternative job. This finding is consistent with the findings of (Li, 2020; Nielsen and Spitzer, 2002; Quantum workplace research, 2023), who discovered negative relationship between nurses recognition and turnover intention of nurses in public hospitals in Plateau State.

5. IMPLICATION OF FINDINGS

This study was conducted mainly to evaluate the roles of the dimensions of perceived organizational support in predicting employee turnover intention. The study which was motivated by the ongoing crises in one of the most important sector (the Health sector) in Nigeria, intends to provide a better understanding to a delicate but often taken for granted predictor which might offer understanding on the current turnover challenge being faced. This study shall contribute to the laud voice from scholars, employee, public and private organizations on ways to curtail the menace of turnover intention. Majorly, the outcome of the above as intended has three implications that form its major contributions. This section discusses the contributions as it relates to theory, practice and policy formulation.

5.1 Theoretical implications

The theoretical implication can be drawn from two perspectives: First, whether or not the findings support the principles of the existing theory, second, whether or not the findings have filled the theoretical questions and gaps. As such, the following implications are derived from the findings and discussions of this study. The integration of social exchange theory and organizational support theory in explaining turnover intention of nurses, which has been supported by this study. The finding showed that (1) Employees welfare significantly relate with the turnover intention of nurses. (2) Employees career development is significantly related with the psychological security of nurses. (3) Employees effort is significantly related with turnover intention of nurses. (4) Employees recognition is significantly related with turnover intention of nurses. With regard to social exchange theory, the theory is used in this study to provide a theoretical explanation for addressing EW, ECD, RC, ER, and TI relationship. It presumes nurses who perceive that the organization cares about his wellbeing and values his contribution, based on the norm of reciprocity, an employee strives to repay the organization for the support by increasing their

efforts to help the organization reach its goals thereby, having less intention to leave. To this extent, the findings validate the theoretical assertion of the SET and OST.

5.2 Methodological Implications

This study provides an accurate methodological process attempting to clearly define each of the underlying constructs, where reliability and validity tests were conducted to purify the measurement scales using confirmatory factor analysis. The results confirmed the correspondence rules between both empirical and theoretical concepts. Therefore, combining these methodologies with the purified measurement items, this study provides a useful direction for future empirical research on turnover intention. Again, the quantitative approach employed contributes to the development of literature relating to turnover intention of nurses in public hospitals in Plateau State. Adding to that, the study adds to the already existing literature on turnover intention for academic audience and researchers in the dimensions of POS and TI of nurses in public hospitals in Plateau State.

5.3 Managerial and Policy Implications

Majorly, the managerial implication of this study focuses on the application of psychological security on the relationship between EW, ECD, RC, ER, and TI. In this twenty-first century, public hospitals should ensure and guarantee nurses psychological security.

5.4 LIMITATIONS AND DIRECTION FOR FURTHER RESEARCH

The limitations and future direction of this study are discussed below. The study is restricted to nurses in the public hospitals in Plateau State whose perception of security on the job is quite different from those in the private hospitals. As such, further studies need to be conducted in the same area but taking into consideration nurses in both the public as well as private hospitals for generalization of results. Quantitative methods were used to gather information. A method where both qualitative and quantitative methods, also known as triangulation, could have been used to validate the findings or data collected. A qualitative methodology could add richness to the data gathered from the questionnaire as it allows one to probe for more information where needed. The current study made use of self-reported questionnaires which lend itself to the possibility of biases and misrepresentations such as under reporting behavioral tendencies.

In addition to this, longitudinal studies involve the evaluation of constructs over a period of time. This type of study would provide the researcher with the opportunity to view the behavior in different occasions. By making use of a longitudinal study, the current study would have been able to evaluate the samples behavior over a period of time, thus collecting additional substantial data and possibly achieving different outcomes. Furthermore, several researchers have highlighted other variables (such as leadership styles, organizational, and etcetera) as possible confounding variables that may help explain the variance found in perceived organizational support and turnover intentions. Hence, further studies could explore the role of these variables. Added to this, future research could also investigate biographical variables such as age, gender and tenure as these variables were not explored in the current study.

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