

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**



**DEPARTMENT OF HUMAN CAPITAL MANAGEMENT**

**AN INVESTIGATION OF THE INFLUENCE OF HUMAN RESOURCES MANAGEMENT  
PRACTICES ON EMPLOYEE VOLUNTARY LABOUR TURNOVER IN ORGANISATION:**

**A CASE STUDY OF MOHCC BINDURA**

**A Research Submitted in Partial Fulfilment of the Requirement of the Bachelor of  
Commerce Honours Degree in Human Capital Management by:**

**B191549B**

**Year: June 2025**

**SUPERVISOR: Dr Mapuranga**

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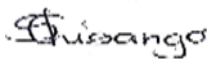
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## **DEDICATION**

I dedicate this to my father John Nzara, my mother Enita Nzara, my brother Obrien Nzara, Charlise Mbonjani and all of my relatives who have always pushed me to achieve the highest level of education possible.

## **ABSTRACT**

*This research explores the impact of Human Resource Management (HRM) practices on voluntary employee turnover within the Ministry of Health and Child Care (MoHCC) in Bindura, Zimbabwe. The increasing rate of staff resignations has significantly affected service delivery and operational efficiency in public healthcare institutions. The study examined HRM elements such as recruitment and selection, training and development, remuneration, performance evaluation, and employee relations in relation to their influence on voluntary turnover. The study was grounded in Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, which provided a theoretical foundation for understanding employee motivation and job satisfaction. A quantitative research approach was adopted, using stratified random sampling to select 92 participants from a total population of 120 MoHCC employees, including doctors, nurses, EHTs, accountants, and HR officers. Data were collected through structured questionnaires and analysed using SPSS and Microsoft Excel. The findings revealed a strong association between ineffective HRM practices and elevated turnover rates, with poor compensation, limited career development opportunities, and weak communication identified as key drivers. Based on these findings, the study recommends targeted improvements in HRM policies, such as implementing competitive pay structures, establishing clear career progression frameworks, and enhancing employee engagement mechanisms. These recommendations are intended to support HR practitioners and policymakers in promoting workforce retention and institutional stability within the public health sector.*

*Key Words: Turnover, Employee Voluntary Turnover, Human Resources Management, Organisational Commitment, Labour Turnover*

## **ACKNOWLEDGEMENTS**

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## **ABBREVIATIONS**

BUSE: Bindura University of Science Education

HRM: Human Resources Management

MOHCC: Ministry of Health and Child Care

ECD: Employee Career Development

T&D: Training Development

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## **CHAPTER 1**

### **BACKGROUND AND ITS SETTING**

#### **1.1 Introduction**

Employee voluntary labour turnover is a phenomenon that affects organizations across the world, cutting across various industries and sectors. The Ministry of Health and Child Care Bindura is not spared. The MOHCC plays a major role in providing, managing, coordinating, promoting and advocating for health services that are equitable, appropriate, accessible affordable and of high quality to Zimbabweans. The MOHCC achieves this while optimizing available resources according to the Primary Health Care Approach. With its Mashonaland Central headquarters in Bindura, MOHCC is committed to its mission. The research focuses on examining how Human Resource Management Practices affect employee voluntary turnover. This chapter outlines the study's background, problem statement, research objectives and questions as well as significance, limitations and key term definitions.

#### **1.2 Background of the Study**

Employee voluntary turnover refers to the deliberate and intentional decision made by an employee to leave their organization, job, or profession, (Krell, 2020). This type of turnover is introduced by the employee, and this is in contrast to involuntary turnover, which is facilitated by the employer. According to Garrow, (2022), employee Voluntary turnover can be caused by various factors, including: Job dissatisfaction, Lack of challenge or opportunity for growth, Unbalanced work schedule and restricted career advancement, unsatisfactory compensation and benefits. Employee Voluntary turnover can have significant costs and consequences for an organization, including: Enrolment and training costs for new employees, Loss of knowledge and expertise, decreased productivity and efficiency (Krell, 2020). Globally, turnover rates vary widely depending on the sector often experiencing the highest levels of turnover due to job stress, working conditions, and compensation issues (Dessler, 2020).

Employee voluntary turnover poses a particularly serious problem in the healthcare sector as the loss of skilled personnel can directly affect patient care outcomes. A study by the World Health Organization (WHO, 2018) revealed that shortages in healthcare workers globally, particularly nurses and midwives, result from voluntary exits due to dissatisfaction with HR practices, inadequate compensation, and poor work-life balance. For example, in the United

States, the turnover rate for registered nurses is approximately 19% annually, with overwork and inadequate compensation cited as primary factors (American Nurses Association, 2020). In the United Kingdom, turnover rates for healthcare workers have similarly remained high, despite efforts to improve compensation and working conditions (Buchan et al., 2020).

Globally, HRM practices have been implemented to curb employee voluntary turnover, focusing on employee engagement, competitive compensation, flexible working conditions, and opportunities for career advancement. However, the effectiveness of these strategies often varies by region, economic conditions, and cultural factors (Garnett, 2021). In developed countries, HRM practices are generally well-funded and aligned with international labour standards, enabling organizations to implement strategies such as employee recognition programs, healthcare benefits, and career advancement opportunities, all of which have been found to reduce turnover (McLean, 2018).

The challenge of employee voluntary turnover in the healthcare sector is particularly acute in Africa, where economic constraints, limited resources, and political instability often compound the problem. Across Sub-Saharan Africa, high turnover rates among healthcare workers have been linked to a combination of poor working conditions, inadequate salaries, and a lack of career progression opportunities (Kiwanuka et al., 2020).

According to the World Health Organization (WHO, 2018), Africa suffers from one of the worst healthcare workforce shortages globally, a situation worsened by employee voluntary labour turnover. For instance, in Nigeria, over 40% of nurse's report dissatisfaction with their employment conditions, citing poor compensation and a lack of training opportunities as primary reasons for considering leaving their positions (Adepoju, 2019). Similarly, in Kenya, the Ministry of Health reported that employee voluntary turnover among healthcare professionals had risen by 15% between 2015 and 2020, primarily due to dissatisfaction with HRM practices, including poor salaries and lack of recognition (Nyakundi et al., 2020).

The most common HR challenge in Africa is the "brain drain" phenomenon, where skilled healthcare workers leave for better opportunities in wealthier countries, particularly in Europe, North America, and the Middle East (Bach, 2019). This exodus is often driven by the search for better working conditions, higher salaries, and improved career development prospects. African countries have attempted to counteract this trend through the implementation of various HRM strategies, including salary enhancements, bonding agreements, and rural retention



schemes. However, the effectiveness of these strategies remains limited by financial constraints and systemic inefficiencies in public health systems (Labonte et al., 2019).

In Southern Africa, the issue of voluntary labour turnover in the healthcare sector mirrors many of the broader trends observed across the African continent. Within the Southern African Development Community (SADC), countries such as Zambia, Botswana, and South Africa have all experienced significant turnover challenges, driven by economic disparities, underresourced healthcare systems and limited career advancement opportunities (Naicker et al., 2018).

South Africa, as the largest economy in the region, faces a particularly complex HRM challenge in its healthcare sector. Despite its relative wealth, the country experiences high voluntary turnover rates among public healthcare workers, especially nurses and doctors. A report by the South African Department of Health (2019) revealed that 25% of healthcare workers in the public sector expressed an intent to leave their jobs within the next five years, citing dissatisfaction with HRM practices, including inadequate pay, poor working conditions and lack of support for professional development.

In response, South Africa has introduced various HRM reforms aimed at reducing turnover, including the implementation of rural incentives, housing allowances and targeted recruitment drives, (Labonte et al., 2019). However, these strategies have had mixed results, with high turnover continuing in rural areas where healthcare workers are reluctant to serve due to isolation, lack of resources, and insufficient compensation (Labonte et al., 2019).

In other SADC countries, such as Zambia and Malawi, similar HRM challenges exist. In Malawi, for example, the Ministry of Health has struggled to retain healthcare workers, particularly in rural areas, where poor infrastructure and limited support services make the positions less desirable (Chingwanda, 2018). Regional HRM strategies, such as the Southern African Health Community (SAHC) framework, have aimed to address these issues by promoting collaboration among member states in areas such as training, resource allocation, and workforce development. However, persistent economic challenges and political instability in some countries have limited the effectiveness of these initiatives.

Zimbabwe's healthcare system has been severely strained in recent years due to economic instability, political challenges and a significant brain drain. Healthcare workers in Zimbabwe face many of the same challenges seen across the African continent, including inadequate

salaries and wages, poor working conditions, and restricted career prospects. Voluntary turnover rates within Zimbabwe's Ministry of Health and Child Care (MOHCC) have been rising steadily over the past decade, with the COVID-19 pandemic further exacerbating the problem (Mudimu, 2020).

In a report published by the Zimbabwe Nurses Association (2021), it was revealed that over 1,500 nurses had resigned from public healthcare institutions in 2020 alone, citing poor remuneration and unsafe working conditions. Many healthcare workers in Zimbabwe have opted to immigrate to countries such as South Africa, Botswana, the United Kingdom, and Australia, where better economic prospects and working conditions are available (Chigumira & Moyo, 2019). This exodus has left the healthcare system critically understaffed, especially in rural areas where service delivery is already limited.

The government of Zimbabwe has made several attempts to address the issue of voluntary turnover in the healthcare sector through HRM reforms. These include the introduction of retention allowances for healthcare workers stationed in rural areas, as well as the implementation of training and professional development programs aimed at improving job satisfaction. However, these measures have been undermined by the country's ongoing economic crisis, with hyperinflation and currency instability making it difficult to offer competitive salaries and benefits (Mutambirwa et al., 2021).

Mashonaland Central, one of Zimbabwe's predominantly rural provinces, has been particularly hard-hit by voluntary turnover in the healthcare sector. The province faces unique challenges related to its remote location, underdeveloped infrastructure, and limited resources, which have contributed to higher turnover rates compared to more urbanized provinces such as Harare and Bulawayo.

Healthcare workers in Mashonaland Central often face significant challenges related to poor working conditions, lack of medical supplies, and inadequate infrastructure. Many rural health facilities in the province are understaffed, with those who remain facing high workloads, long hours, and inadequate support (Dube & Nyathi, 2021). This situation has contributed to widespread burnout among healthcare professionals, particularly nurses and midwives, many of whom choose to leave their positions for better opportunities elsewhere. In addition to these challenges, healthcare workers in Mashonaland Central have reported delays in salary payments, inadequate housing, and a lack of career development opportunities as key factors

contributing to voluntary turnover (Nyathi, 2022). Studies in much stable economy like the United Kingdom revealed that voluntary employee turnover was a common phenomenon which was caused by alleged poor human resource practises like poor remuneration and poor work life balance. In contrast, studies in the unstable economy, in Africa like, Zambia and Malawi noted that the ministry of health was faced with employee voluntary turnover as a result of poor infrastructure and limited support services. However, the standards of these countries differ from the standards of Zimbabwe as it has a much poorer economy which makes the countries above better markets for Zimbabweans. This study aims to address the existing literature gap by researching on the effect of human resource management practices on employee voluntary labour turnover. While the government has introduced retention allowances and other financial incentives aimed at retaining staff in rural areas, these measures have proven insufficient to address the root causes of turnover.

### **1.3 Statement of the Problem**

High labour turnover is the outcome of practices like remuneration, lack of sufficient training and development programs resulting in low performance issues and unmotivated employees. Despite various efforts to enhance HRM practices, including recruitment strategies, training and employee retention programs, healthcare professionals continue to leave their positions at an alarming rate. This exodus exacerbates staffing shortages, impacts service delivery, and places additional strain on the healthcare system.

This research study therefore seeks to analyse the influence of HRM practices on employees' voluntary turnover in the Ministry of Health and Child Care, Mashonaland Central. Specifically, it will explore the impact of factors such as compensation, career development opportunities, working conditions and leadership on employees' decisions to continue working the organization or resign.

### **1.4 Purpose of the Study**

The intention of this study was to examine how human resource management practices affect the rate of voluntary employee turnover with reference to the Ministry of Health and Child Care as the case study.

### **1.4 Aim and Objectives**

The study was guided by the following specific research objectives:

- To analyse the impact of Human Resources Management practices on employee voluntary labour turnover on MOHCC Bindura.
- To examine the impact of training practices on employee turnover.
- To determine the association between compensation strategies and employee retention
- To establish human resource management strategies that reduce employee voluntary turnover at MOHCC bandura n organisations.

### **1.5 Research Questions**

The following research questions were addressed by this research

- What is the impact of HRM practices on employee voluntary labour turnover on MOHCC Bindura?
- What is the effect of training practice on employee turnover?
- What is the relationship between compensation practice and employee voluntary turnover?
- Which human resource management strategies can help reduce employee voluntary turnover on organisations?

### **1.6 Assumptions**

- The study is under the assumption that participants will be truthful and provide accurate responses during the research.
- It assumes that HRM practices and their influence on turnover can be reliably measured using the chosen research instruments.
- The study assumes that the sample selected will be representative of the overall employee population in the Ministry of Health and Child Care in Mashonaland Central.

### **1.7 Hypothesis**

***H<sub>1</sub>***: It is hypothesized that there is a substantial association between employee training and development programs and the ability of an organization to retain its employees.

***H<sub>2</sub>***: A significant association is expected between the rewards offered by an organization and its employee retention rates

***H<sub>3</sub>***: The hypothesis is that compensation practices have a considerable impact on whether employees choose to stay with or leave an organization.

**H<sub>4</sub>:** It posited that opportunities for career development within an organization significantly influence employee retention.

## **1.8 Significance of the Study**

### **To the organization**

The researcher introduced an organizational tool which is a model of human resource management practice in order to reduce employee voluntary labour turnover. Therefore, findings of this research will assist both management and staff members to understand the strategies available to improve the performance of the employees and safety standards at work.

### **To the employer**

The research will assist employers to adopt human resource management practices that would help the organization to improve productivity and performance. This can be done through effective hiring processes, implementation of training programs to improve morale of the employees to reduce any possibility of voluntary labour turnover. This also improves the image of the organization as there will be better working standards.

### **To Bindura University of Science Education**

This research will add to the ongoing body of knowledge on the effect of human resource management practices on employee voluntary turnover in organizations, thereby benefiting the tertiary institution. Additionally, it can operate as a benchmark for forthcoming studies examining the tie between HRM practices and employee voluntary turnover.

### **To the researcher**

By conducting a study on the practical application of HRM concepts within the MOHCC, the researcher gained a comprehensive understanding of human resource management practices and techniques. This study also served a partial fulfilment of the requirements for a bachelor's degree in commerce with a specialization in human capital management.

## **1.9 Delimitations**

The study focuses on the concept of voluntary employee turnover, which is a phenomenon that has come to light with many Zimbabweans moving to the diaspora in search of good living standards. The study covered a time period ranging between 2015 and 2024, which is period

that saw the increase in health workers in the diaspora, especially with the effects of the covid19. The study was conducted in Mashonaland central, at Bindura hospital where the provincial director is situated and the Bindura district health office. The study was conducted between a time span from October 2024 to April 2025.

### **1.10 Limitations of the study**

Limitations are situations that are inevitable and beyond the control of the researcher which have an impact on the study conclusions to other settings (Best & Kahn, 2008). The researcher had limited time to carry out the study due to other commitments such as assignments and lecturers to attend and had to sacrifice two days to carry out the study. The researcher also had limited financial resources to carry out the study hence had to use the limited resources available and the researcher had to use phone calls for communication with the organization manager. The participants may have feared to take part in the ongoing study however, the analyst certified that their identities were going to be kept anonymous.

### **1.11 Definition of Terms**

**Turnover:** Is the phenomenon of employees leaving an organization on a permanent or temporary basis, this can be either voluntarily or involuntarily (Heavey et al, 2023).

**Employee voluntary turnover:** Is the intentional and permanent withdrawing of an employee from a contracted organization, Shin et al, (2022).

**Human resources management (HRM):** refers to the deliberate and systematic approach to managing an organization's workforce, with the goal of maximizing employee performance, productivity, and overall organizational effectiveness, Noe, Hollenbeck, Gerhart, B., & Wright, (2020).

**Organisational commitment (OC):** Denotes the range to which an employee is involved with an organization and their willingness to represent their organization, Armstrong, (2020).

### **1.12 Chapter Summary**

The chapter included background information on the study, important study variables, and an overview of teaching. The chapter also covered the objectives, importance, and research challenge of the study in addition to the structure of the thesis. The next chapter covers the

conceptual framework, the theoretical foundations of the investigation, and an in-depth analysis of the speculative framework and data-driven literature.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The goal of this chapter is to present relevant literature and theoretical framework guiding the study outlined. The University of Edinburgh (2021) defines literature is a piece of writing that expresses knowledge to a topic of research under study. Literature review is relevant as it

allows the researcher to gain full knowledge on issues on the topic under study. Literature review was presented in relation with the goals of the study.

## **2.2 Theoretical framework**

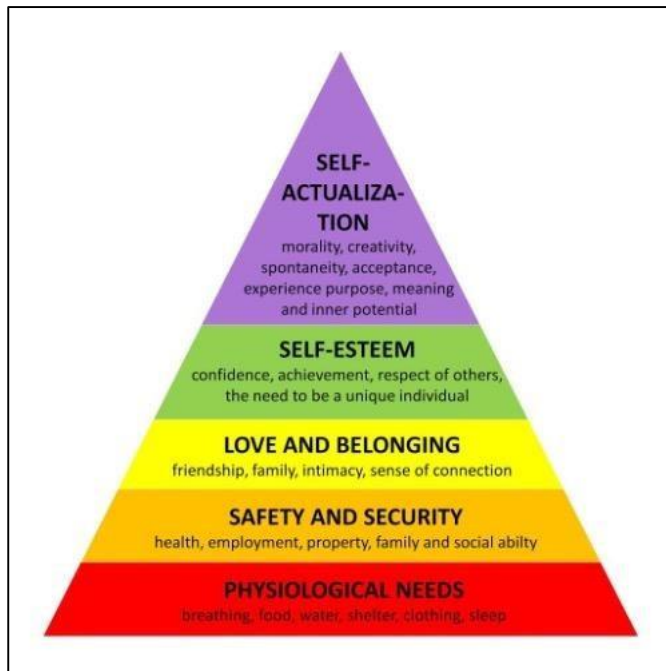
This research study was guided by Hierarchy of needs by Abraham Maslow seconded by Herzberg's Two-Factor theory.

### **2.2.1 Hierarchy of needs by Abraham Maslow**

Maslow's Hierarchy of Needs is utilized in conjunction with Herzberg's Two-Factor Approach to distinguish between the hygienic and motivating aspects of employee behaviour. According to Maslow (1943), employees' actions are driven by their fundamental needs which are categorised into five tiers namely safety needs, psychological needs, social needs, personal growth and confidence. Research supports this theory, citing sources such as Acquah et al (2021). Maslow's theory points that fulfilling an individual's needs at a particular level sways their decision-making and course of action. The satisfaction of these needs is a key motivator for workers driving their behaviour (Fallatah & Syed, 2018). The satisfaction of these needs is a key motivator for workers driving their behaviour. Herzberg further categorizes these needs into social, psychological and other factors (Stefan, 2020).

According to Herzberg, fulfilling safety demands as aspects of hygiene is crucial, he asserts that if an individual's work enables them to meet these demands, they will not experience discontent. However, merely meeting hygienic requirements does not necessarily translate into motivated workers. Even if an individual is satisfied, their basic necessities are unable to be fully met by the initial three tiers of Maslow's hierarchy (Maslow, 1943). Meeting an individual's basic needs does not automatically lead to motivation. However, when employees' needs for self-growth and confidence are met through their work, they become inspired and fulfilled (Acquah et al., 2021). Herzberg's theory supports this, categorizing self-actualization and esteem needs as motivators and satisfiers (Mehrad, 2020). As a result, employees may choose to stay with an organization as long as it meets basic needs, but they may eventually seek better opportunities in pursuit of personal growth and advancement.





*Figure 1 Maslow's hierarchy of needs*

Source: Maslow, (1943)

By providing headroom and growth opportunities, a firm can encourage employee retention by providing them with the means to grow into such prospects (Ghani et al., 2022). Employees may end up looking for more difficult challenges because the need for self-actualization and self-esteem (Kurdi et al., 2020). According to Maslow's hierarchy of wants, satiating a person's most basic need comes first in the hierarchy. Meeting a person's next degree of need will not motivate them if they are unable to satisfy their basic requirements.

### **2.2.2 Herzberg's Two-Factor Theory**

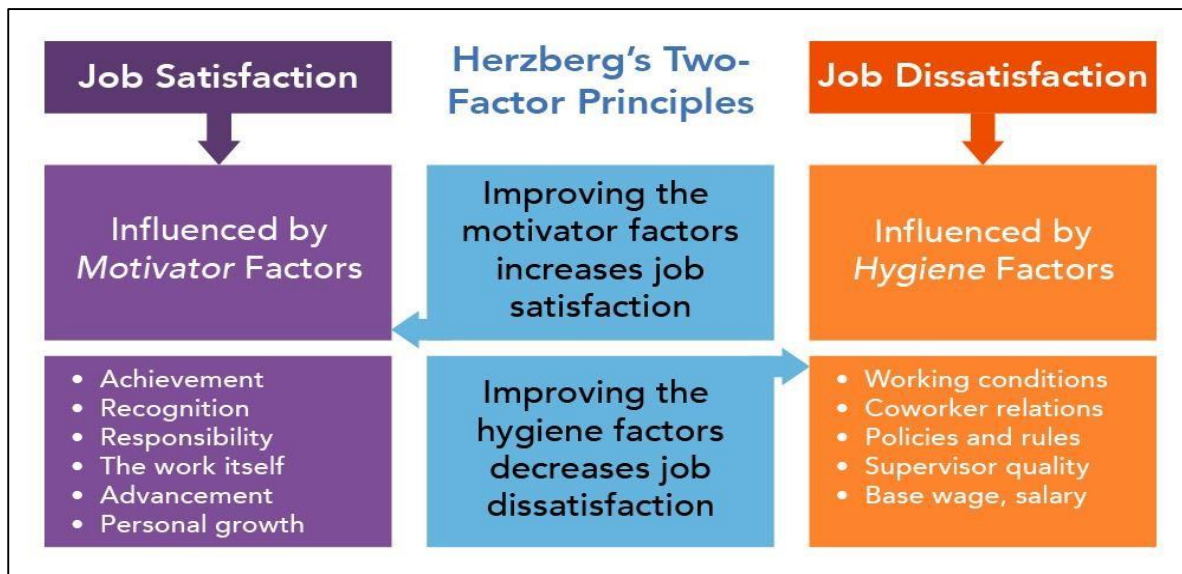
The Herzberg's Two-Factor Theory, otherwise referred to as the motivation-hygiene theory states that dual causes which name motivators and sanitation factors determine job satisfaction or dissatisfaction. The Motivators also known as the intrinsic factors include achievement, recognition and personal growth which lead to job satisfaction (Herzberg, 1966). Hygiene factors (extrinsic factors) such as company policies, salary and working conditions which can prevent dissatisfaction but do not necessarily promote satisfaction or motivation (Herzberg, 1966).

In the case of employee voluntary turnover, Herzberg's theory suggests that if organizations focus solely on hygiene factors, such as salary or work conditions, they may reduce

dissatisfaction but not necessarily improve retention. HRM practices that address motivators, such as offering career development opportunities and recognition programs, are more likely to enhance employee satisfaction and reduce turnover. For instance, if employees perceive a lack of opportunities for advancement or feel that their achievements are not acknowledged, they may seek better prospects elsewhere, leading to voluntary turnover (Fisher et al., 2019).

Thus, effective HRM practices need to balance both hygiene and motivator factors to mitigate voluntary turnover. Human resource strategies such as performance appraisals, recognition programs, and opportunities for personal development can be crucial in maintaining motivation and reducing dissatisfaction. Employees are more likely to be motivated and satisfied when given the autonomy to take on responsibilities and demonstrate their capabilities. Research suggests that when workers are able to effectively overcome challenges and achieve their goals, they experience a sense of fulfilment and satisfaction (Piniel & Albert, 2019). Furthermore, individuals tend to perform better in roles that align with their competencies and interests and their ongoing success in these areas can serve as a source of inspiration (Locke & Schattke, 2019).

Additionally, Liu et al (2022) found out that workers excel their occupations, they feel a sense of psychological fulfilment that can drive motivation. It is crucial to remember that a motivated employee is more likely than an uninterested one to be dedicated to the organization's objectives and may even be willing to stay on staff. For instance, in HRM practices, job enrichment programs that enhance employee responsibility and recognition can be linked to the motivator side of Herzberg's theory. By offering opportunities for advancement and recognition, organizations can foster job satisfaction, which may lead to reduced voluntary turnover (Judge et al., 2017). In contrast, neglecting motivators, even when hygiene factors are adequate, may leave employees feeling undervalued, resulting in higher turnover rates.



*Figure 2 Herzberg's Two-Factor Theory*

**Source: Herzberg, (1966)**

### **2.3 The influence of HRM practices on employee voluntary labor turnover**

Training and development whereby businesses spend money on enhancing the competencies, skills, and knowledge needed to boost worker productivity (Halid et al., 2020). Organizations invest in coaching and advancements to foster their workforce's competencies, skills and knowledge, ultimately boosting productivity (Halid et al., 2020). A skilled workforce is crucial to an organization's success (Mzimela & Chikandiwa, 2017). Regular updates to employee knowledge, skills and abilities are essential. According to Cesario and Magalhaes (2016), an organization's manpower and development initiatives significantly impact personnel, making them unlikely to leave and more probable to stay if they feel that training enhances their value and career advancement.

Research by Bibi et al. (2018) gathered 610 surveys from Malaysian hotel staff. To analyse the data, Smart PLS version 2.0 was employed. According to the report, staff retention is significantly improved by training and development. Additionally, Gadi and Kee (2018) used a suitable sample technique to choose 254 staff members from 10 colleges and universities in the plateau prefecture. The data was analysed using SPSS version 2.0. This study aims to ascertain how training and development affect employees' intentions to leave. In this study, they discovered that staff retention was positively and significantly impacted by training and development.

Kurdi et al. (2021) took a descriptive and analytical method, using a quantitative survey to gather the data needed to evaluate the proposed hypotheses. Using the cluster sampling technique, the sample was selected from the UAE's education sector in order to investigate the association between HRM practices and employees' intention to leave. The study revealed that pay had a major impact on workers' inclinations to leave their positions. In the Indian hotel business, the impact of front-line employees' intention to leave was also examined.

A total of 271 responses from front-line staff members were gathered via the questionnaire survey. The partial least squares (PLS) approach is used to model and verify their hypothesis, which concluded that HRM practices were adversely correlated with turnover intention. The findings indicate that pay policies significantly lower employees' intentions to leave (Santhanam et al., 2021). In a similar study, Aburumman et al. (2020) employed PLS-SEM to gather data and test hypotheses after surveying 394 workers from 25 banks in Jordan. The findings indicate that remuneration lowers employees' intention to leave, and it is recommended that Jordanian banks offer high pay as a way to preserve human elements and reduce employee turnover intention.

The availability of professional advancement opportunities is one of the crucial factors in keeping qualified persons on staff, according to Manthi et al. (2018). According to Malhotra and Singh (2016), career development is the process by which a business provides resources to help people grow personally based on their professional competence and knowledge base. When it comes to influencing employees' decisions to join, quit, or stay with a company, a broad and functional career structure is essential. Additionally, an effective career development program encourages employees to progress, which lessens their urge to search for a better position because they know how to reach their desired career at their current business (Dewi & Nurhayati, 2021).

The Amos18.0 software package and structural equation modeling (SEM) technologies were used by BaniMelhem et al. (2018) to analyse data and investigate the impact of HR procedures on employee turnover intention in the public health care sector of the United Arab Emirates. The findings also indicated a strong inverse link between the intention to leave the healthcare industry and career progress. Shah and Beh (2016) employed structural equation modeling to evaluate the hypothesis that HRM practices are adversely correlated with turnover intention after distributing 560 questionnaires to managers of three to five-star hotels in Kuala Lumpur,

Malaysia. Research findings revealed that employees' inclination to leave was strongly and negatively correlated with possibilities for advancement and growth.

## **2.4 The impact of training practices on employee turnover**

When it comes to employee retention, training and development (T&D) is the second most studied HRM practice. T&D significantly and favourably impacted employee retention, according to the majority of the research (Akther & Tariq, 2020; Fletcher, Alfes, & Robinson, 2018). Furthermore, it was revealed that the intention to leave is decreased when T&D practices are seen as beneficial (Aburumman et al., 2020; Santhanam, Kamalanabhan, Dyaram, & Ziegler, 2017). T&D was said to improve job satisfaction, which in turn led to higher staff retention (Nabi, Ahmed, & Rahman, 2017). However, Imna and Hassan (2015) found out that T&D had no discernible impact on employee retention in the retail industry of the Maldives.

Employee retention is not covered in the majority of studies that link T&D to behavioural outcomes among employees. Similarly, previous studies indicate that there is no significant impact of T&D on staff retention (Murtiningsih, 2020; Jehanzeb, Aldakhil, Hamid, & Khan, 2017) or employee turnover intention (Santhanam et al., 2017). Similarly, several studies could not find enough proof that T&D has a meaningful impact on staff retention (Wijesiri et al., 2019; Ozolina-Ozola, 2014)

In contrast, numerous research consistently emphasizes the importance of Training and Development (T&D) in enhancing employee retention rates (Aburumman et al., 2020). However, a notable gap still exists in the current body of knowledge regarding empirical data on T and D's effect on employee retention. Furthermore, studies have demonstrated that Employee Career Development not only reduces employee turnover intentions but also positively influences employee retention.

Employee career development (CD) has been shown to lower employee turnover intention (Manthi, Kilika, & Kimencu, 2018) and have a favourable and significant impact on employee retention (Sari & Dewi, 2020; Imna & Hassan, 2015). According to studies on the Maldives' retail industry, employee retention is significantly improved when workers believe that career development methods are more positive (Imna & Hassan, 2015). Likewise, the majority of studies indicate that improving CD opportunities leads to higher staff retention (Ramadhani, Muis, & Amar, 2020; Sari & Dewi, 2020). Additionally, research has shown that when

companies implement CD poorly, it has a large and unfavourable impact on employees' intentions to leave (Manthi, Kilika, & Kimencu, 2018).

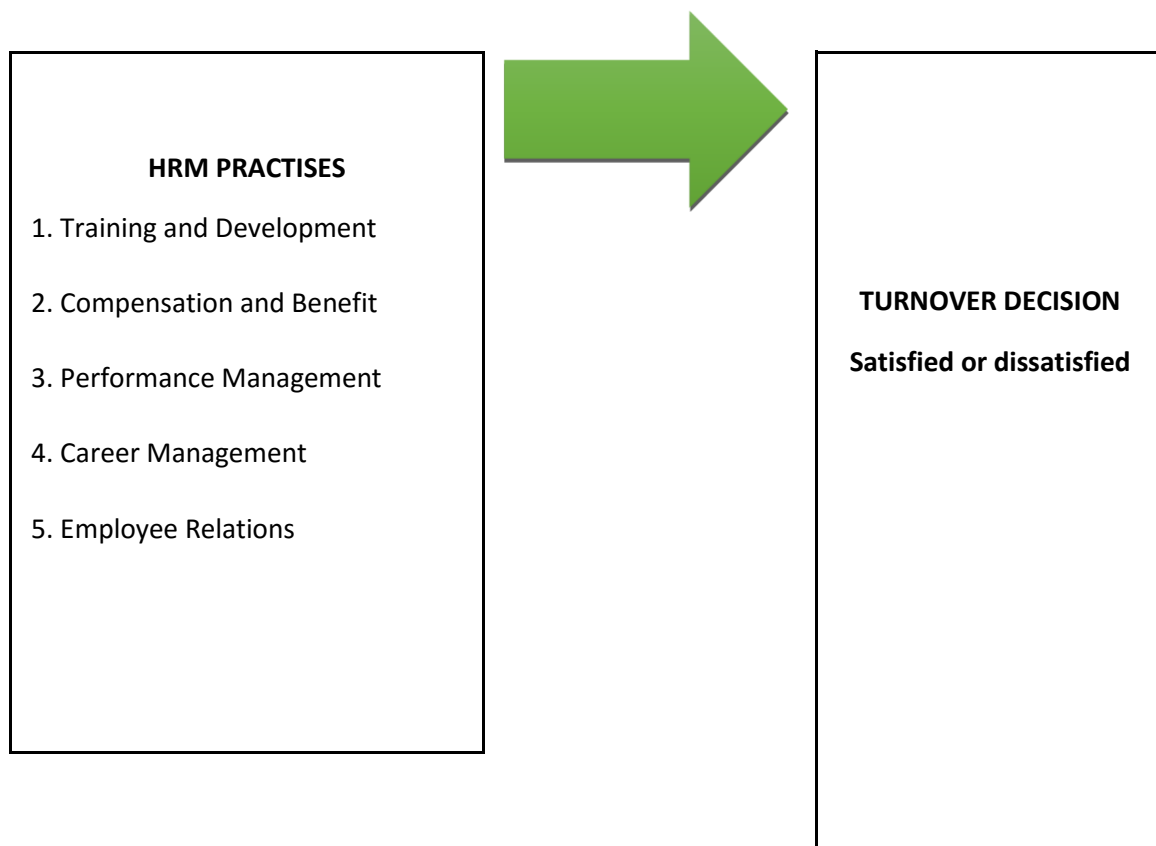
Likewise, it was discovered that CD has the greatest impact on staff retention (Mbugua & Kamaara, 2017). Nonetheless, some research shown that CD had little and detrimental effects on staff retention (Jehanzeb et al., 2017). This implies that a company's employee retention rate decreases when it provides CD possibilities for staff development. There are two potential causes for these results: (1) There are more CD opportunities, but only a small number of people can take advantage of them (Ramadhani et al., 2020; Nelissen, Forrier, & Verbruggen, 2017); (2) when CD opportunities are readily available, they lead to better opportunities elsewhere because of an expanding network or connection through leaving one's job (Burnette et al., 2020).

## **2.5 The relationship between compensation practice and employee turnover intention.**

According to Dessler (2020), employee compensation includes all forms of payment received by employees from their work, encompassing financial remuneration (wages, salaries, incentives, commissions, bonuses) and indirect monetary payments such as benefits like insurance paid by the employer and vacations. Flippo (2007 in Hasibuan, 2021) defines wages as appropriate compensation given to workers in recognition of their contribution to achieving company goals. A similar view is expressed by Stone (1982 in Mujanah, 2019), who defines compensation as the reward allocated to an employee to compensate for the work performed by that employee. According to Dessler (2020), compensation elements are divided into two main categories: direct financial payments and indirect financial payments. The compensation system is a key element of human resource management practices that influences intentions to leave (Aburumman et al., 2020). Managers who do not follow the rules increase their intentions to quit and decrease organizational performance (Ahmed Siddiqui, Associate Professor). According to Mustafa & Ali (2019), the level of financial compensation considered appropriate by employees, particularly basic salary increases and annual wages, is compelling evidence of how an organization values and treats its employees, and this can enhance autonomous motivation by reinforcing a sense of belonging. Furthermore, Indiyati & Syawaline found that both monetary and non-monetary rewards to employees positively impact their motivation to work better and more enthusiastically. Employees motivated by substantial salaries and benefits will work hard and enthusiastically to achieve the company's set goals for a better career. Previous research, including that conducted by Butt & Nasir (2021), suggests that both

financial and non-financial components play a significant role in maintaining employee retention. Decision-makers, policy setters, and those in charge of remuneration must consider both forms of compensation to ensure employees remain with the company. According to Abidin & Iqbal (2019), compensation is one of the variables that influence turnover intentions, therefore, policies to maintain direct compensation need attention to reduce turnover rates. Dessler (2020) states that compensation includes all forms of payment earned from employment, encompassing direct financial payments such as wages and bonuses, as well as indirect payments such as insurance benefits and paid leave covered by the employer.

## 2.6 Conceptual framework



*Figure 3 The relationship between HRM and labour turnover*

Source: Primary study (2025)

An increasing amount of scholarly literature indicates a positive association between labour turnover and human resources management (HRM) practices. HRM methods, including

performance management, training and development, and remuneration, were established as positively correlated with organizational success in one study by Gerhart (2019). Likewise, Carnevale and Hatak's (2020) study shown a positive association between voluntary labour turnover and HRM approaches, such as employee empowerment and involvement. Positive associations between HRM practices and voluntary labour turnover have also been reported in other studies. For instance, Khan and Abdullah (2019) discovered a favourable association between labour turnover and HRM practices such as employee evaluation, skill enhancement and professional growth as well as recruitment and selection. Furthermore, Cascio (2016) discovered a beneficial relationship between HRM practices like pay and benefits were positively related to voluntary labour turnover.

### **2.6.1 Labour turnover**

Employee turnover has been split into two groups; voluntary and involuntary turnover (Memon et al, 2016). Involuntary turnover has been defined as the company's decision to terminate the contract of an employee (Cao et al, 2013). In this case, the employer initiates the process of ending the contract of an employee and this is usually against the will of the employee. Baker (2019) defines voluntary turnover as the decision of an employee to move from their current employer to the next and this can be in search of better working conditions. Letchmiah and Thomas (2017) found out that voluntary turnover is costly for the organization as this is an unforeseen event that the organization is not prepared for. Furthermore, Letchmiah and Thomas (2017) identified supportive working environment, good salaries and wages, career advancement opportunities as factors which reduce employee turnover. According to Ma et al (2018) companies can retain their talented employees by adopting employee retention strategies. As employees leave the organization, there a lot of vacancies that are created and this disrupts production activities in the organization. Labour turnover indicates the intimate connection between the organization and its employees, that is, poor working conditions cause high labour turnover and vice versa (Ekhsan, 2019).



## CAUSES AND EFFECTS OF HIGH TURNOVER RATE

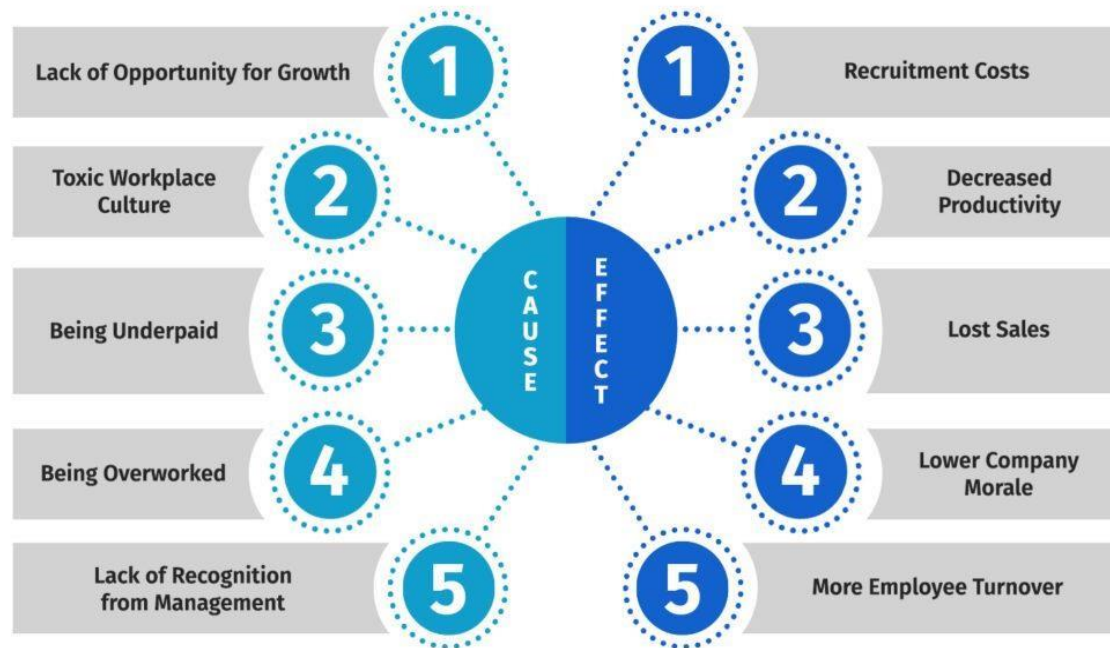


Figure 4 Causes and Effects of employee turnover

Source: current study 2025

### 2.7 Empirical review

Igbinoba et al. (2022) investigated organizational performance and staff retention tactics. The study used questionnaires as research instruments and inferential statistics for data analysis, the study adopted a quantitative research methodology. The study found a close association between organizational success and staff retention tactics. To improve organizational performance, the study suggested performance-based employee retention tactics.

Ganapathy (2018) investigated the connection between employee retention and income. Descriptive statistics were used in the study to analyse the data. It was found that maintaining a consistent revenue is essential for keeping employees on board. Employees therefore favour a consistent salary since it gives them a sense of security and peace of mind. A study on the difficulties of staff retention was carried out by (Mamuye 2018). The study found that each person's unique needs had a significant impact on employee retention. Because every employee has distinct needs for satisfaction, it can be said that the reasons for keeping employees are not all the same. Employers should be aware of and responsive to their workers' requirements.

Employee retention tactics and their effects on businesses were examined by Sinha et al. in 2022. With a population of 38, the study used a descriptive research approach. The research tool for the study was a questionnaire. Employee retention benefits the company by saving resources, including time and money, according to the report. The study suggested keeping strong achievers on staff instead than allowing them to join competitors, which would ultimately be harmful. According to the study's findings, people resources are an organization's most valuable asset and should be properly cared for.

Enamala and Reddy (2022) reviewed the tactics of workforce stability. Employees who are unable to reach their full potential and are not adequately respected or acknowledged are likely to leave their employers. The study which employed descriptive statistics to analyse data collected through questionnaires, highlights the importance of employers offering welfare measures to instil specific behaviours in employees that will encourage them to stay.

### **Research gap**

Most studies focus on developed countries, particularly in North America and Europe. A gap still exists in understanding how HRM practices affect turnover in developing countries or in different cultural contexts. Cultural values may influence how employees respond to certain HRM practices, which could impact voluntary turnover. There is limited research on how technological advancements (e.g., HR analytics, artificial intelligence in recruitment and retention strategies) affect HRM practices and voluntary turnover. With the rapid digital transformation of workplaces, this area presents a promising gap for further study.

### **2.8 Chapter Summary**

This chapter reviewed the literature on the suitability, difficulties, and relationship between HRM practices and organizational success. The researcher notes any gaps in the corpus of prior research. The research approach used to gather relevant information for evaluating how the organizational performance of MOHCC Bindura affected HRM practices is described in the next chapter.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The previous chapter reviewed existing literature in line with the impact of human resources management practices on labour turnover. This chapter presents the research methodology, which is a blueprint of how data was collected and analysed. The chapter also captures the research approach, research design, population and sampling. Data collection procedure, research instruments were also presented as well as the validity and reliability of the research, data presentation and analysis were also captured.

#### **3.2 Research approach**

Research approach is defined as a strategy adopted by the researcher in carrying out their study. This entails that the research approach can be either quantitative or qualitative (Creswell, 2014). The study utilized a quantitative research approach. Quantitative research approach is a method where data collected is measured using measures of central tendencies and testing hypothesis, (Creswell, 2014). This is used to predict data using numeric values. The researcher used the quantitative data in order to test the relatedness between the variables under study. Quantitative research approach also allowed the researcher to analyse large volumes of data and generate responses to the research questions. The research used a large sample size which could not be utilized under qualitative research. The study also focused on the relationship between variables, hence it was fitting to use the quantitative approach.

#### **3.3 Research Philosophy**

A research philosophy was defined as fundamental beliefs and assumptions which guide a research process, (Creswell, 2014). Either positivist or interpretive research philosophy can be used to examine the connection between voluntary labour turnover and HRM practices. For the cause of this research, the scholar used the positivist study philosophy that is based on the scientific methods of data analyses. The study preferred scientific methods as they best define the relationship between two variables, (Creswell, 2014). Delaney and Huselid (1996) examined how HRM practices affected voluntary labour turnover using a positivist framework. They discovered that high-performing HRM practices, like careful hiring, in-depth training, and performance-based rewards, were positively correlated with business performance.

### 3.4 Research design

A research design is a well-presented blueprint which lays out the map on how the research is going to be carried out (Cresswell, 2014). The researcher used a case study research design and the MOHCC served as the study's framework. The case study was selected because it captures the variables under study and help to clarify the association that exist between Human Resources Management practices and the corresponding on voluntary labour turnover of MOHCC (Mashonaland Central). The case study research design provides an in-depth analysis of a single chosen case, were the results are generalized. Yin, (2014), acknowledged that a case study research design focuses on one or a few cases rather than large number of cases which could complicate the results. Therefore, the study applied this research design to reduce the ambiguity of the results from the fields study. The case research design allowed the researcher to save time and cost as only one case was analysed instead of multiple cases, this means that all the resources were directed towards one case allowing for maximization of survey.

### 3.5 Population

According to Saunders (2016), the target demographic is any cluster of entities, items, or objects from which trials are taken in order to perform measurements. Nurses, Accountants, EHTs, Doctors, and General hands, HR Officers from MOHCC Mashonaland Central participated in this study. The total population of the study consisted of 120 employees.

*Table 1      Population*

Department	Population
Doctors	20
Nurses	27
EHTs	31
Accountants	20
HR Officers	22

Total	120
-------	-----

Source: Primary data 2024

### 3.6 Sample and sampling technique

The sampling procedure is vital in a research as it determines the sample that was is to be used in the study. As noted by Khun, (2012), sampling is a process of determining a sub group to represent the total population in a study. Leedy, (2015) defined a sample size as a percentage derived from the total population which is selected using different methods to represent the total population in a research. The researcher used the slovin formula borrowed from the Hariyani et al, (2021).

$$n = \frac{N}{1 + (N \times e^2)}$$

n = sample size N = target

population e = degree of

precision (0.05<sup>2</sup>)

$$n = \frac{120}{1 + (120 \times 0.05^2)}$$

92 subjects

The questionnaires were distributed to the 92 participants in hard copies with the assistance of the supervisors of the organization.

#### 3.6.1 Sampling technique

Stratified random sample divides the population into smaller groups known as subsets or strata. The simple random sample is normally used when there is limited information available about the data population, when the data population has far too many differences to divide into several subsets, or when the data population has just one distinct attribute, (Hanafiah et al, 2013). The basic merit of stratified random sampling is that it combines key features of the sample population. This type of sampling method, as a weighted average then gives features in the

examined group proportionate the whole population. Stratified random sampling is effective for a demographic with a wide range of characteristics although it is not useful when subgroups cannot be created, (Agarwal et al, 2013). The group was set into layers based on their employment history.

Stratified random sampling is a method that ensures the sample accurately reflects the population's characteristics by proportionally representing various features. This technique is particularly useful when dealing with diverse populations as it allows for a more accurate representation (Agarwal, 2013). However, it can be challenging to implement when subgroups cannot be clearly defines such as when the population's characteristics are not well understood or are complex. In the study by Agarwal et al., (2013), the population was divided into distinct subgroups based on their occupational backgrounds which demonstrates the application of this sampling method.

$$sample = \frac{total\ sample\ size}{entire\ population} \times population\ of\ sub\ group$$

Hanafiah, Mohd & Jamaluddin, Mohd & Zulkifly, M. (2013).

#### Stratified sampling

Staff	Sample
Hr personnel's	15
Supervisors	23
Employees	46
Directors	8

### 3.7 Research instruments

Creswell defined research instruments as a tool or technique used collect and measure data in a research. The study used the questionnaire see annexure 1 as a research instrument.

### **3.7.1 Questionnaires**

Weakley (2019) defines a questionnaire as a data collection tool consisting of a series of questions intended to gather information from participants. According to Hopkins (2018), questionnaires are a useful tool for gathering data since the people who fill them out are involved in the process of acquiring the information. Questionnaires were selected for this investigation with reason that administration is fairly affordable and easy the same when gathering data from a huge number of individuals that spread across an enormous geographic area. The quantitative techniques employed in the research made questionnaires deemed relevant for the experiment. In the gathering of data from the participants, the Likert Scale questionnaire put into use. It was selected for the purpose of construction of questionnaire's due of its effectiveness and user-friendly nature (Burglear, 2016). This scale assumes that all participants interpret the test items similarly, enabling the identification of patterns (Burglear, 2016). The feedback form was designed to align with research questions and objectives ensuring the precise and straightforward outcome. Compared to other data collection methods like interviews, the questionnaire is the most cost-effective option (Cohen, 2010). It allows respondents to provide their observations freely while maintaining privacy. The responses obtained can be used to emphasize areas of the interview that require further discussion. This is because the respondents are not constrained by time, they can thoughtfully consider their answers to each question.

### **3.8 Data Collection Procedure**

Data collection denotes a systematic and organized process of gathering relevant information for research, decision-making, or evaluation purposes (Saunders, Lewis, & Thornhill, 2019). The researcher followed a structured procedure to ensure ethical compliance, consistency, and legitimacy of the data.

Initially, the researcher obtained a formal data collection approval letter from Bindura University of Science Education, which verified the researcher's identity and academic purpose (see Annexure A). This letter was submitted to Ministry of Health and Child Care (Bindura) to request permission to conduct the research (see Annexure B).

Upon receiving the request, MOHCC granted official permission for the study to be carried out within its premises (see Annexure C). The researcher then employed instruments to collect

data: a questionnaire (see Annexure D). These tools were designed in accordance with best practices in research design to capture both quantitative data.

The questionnaires were distributed to selected employees of MOHCC. Throughout the data collection process, the researcher upheld ethical principles such as informed consent, voluntary participation, and confidentiality of respondents.

### **3.9 Data presentation and analysis**

Descriptive statistical skills were used to the data gathered from primary sources. The Statistical Package for Social Sciences (SPSS) software was put into use to investigate and present the information in a lucid and concise way as pointed by Patel (2016). Gathered data from participants was presented in the form of charts, graphs and tables to enhance comprehension. As suggested by Saunder (2016) the resolution to use SPSS was based on its ability to handle complex data calculations and assessments efficiently. The study utilized tables and pie charts to present the data in a summarized and easily understandable way.

#### **3.9.1 Validity and reliability**

This study reviews legitimacy through content validity, criteria validity and construct validity. To ensure neutral and responsive answers, the questions were standardized and simplified, eliminating any potential biases. The study's accuracy relies on the coherence of its stable instrument as stated by Babbie (2016). As stated by Cooper and Dooley (2018), reliability assesses the consistency of results in a long run and their reproducibility using a similar procedure. The questionnaire was considered reliable due to its ability to yield consistent results across various respondents. A pre-test also known as pilot study was employed to ensure the questionnaire's reliability where participants were given the questionnaire to identify any inconsistency before the actual study. The pilot study was successful as the instrument was in line with the research objectives.

### **9.2 Ethical considerations**

Ethical considerations were presented to the respondents before the research commenced. The study was conducted strictly in accordance with ethical principles, including: anonymity, informed consent, freedom from danger of harm, and voluntary participation. In order to ensure voluntary participation, the researcher asked MOHCC for permission to conduct the study.

After obtaining formal notification, approval was given. Regarding, each participant received an explanation of the aims and purpose of the study. The participants were also told by the



researcher that the study was carried out with the utmost discretion regarding its findings. Moreover, the research received the employer's consent. Since the study was conducted at the MOHCC in Mashonaland Central, the respondents were not subjected to any physical or emotional harm, thus protecting the fundamental rights of the participants.

### **Informed consent**

Informed consent is a scenario in which all possible participants understand all the information necessary to make an informed decision on participation. To certify self-willed participation of the respondents, voluntary agreement was solicited before data acquisition was carried out on all subjects (Sieber and Tolich, 2014).

### **Voluntary participation**

Voluntary engagement means all research respondents will be free to choose whether or not to participate void of any pressure or coercion (Rudestam, 2014). Every participant is free to stop participating in the study at any time without feeling obligated to do so. It is not required of participants to give justification for leaving the research. The researcher then made it clear to individuals that not willing to participate would not have negative effects or penalties. Additionally, participants were told that they could decide whether or not to engage in the study at any time and so that there would not have negative consequence.

### **Confidentiality**

The participants were briefed that the study was purely scholarly and their involvement was wholly by choice. Meaning to say that they were invited on their own will and not forced to participate. Rudestan, (2014) noted that voluntary participation is an act of allowing the research subjects to choose whether or not to participate in the study.

### **Anonymity**

The principle served as a guidance informing the participants not to divulge participants' identities, the researcher used phony identities and sequential letters to replace the real names of participants. To ensure that anonymity was upheld, this was done because it created to safeguard information that reflects participants' personal experiences. Participants were assured that information they provide would not be attributed to them specifically.

### **3.10 Chapter summary**

The research procedure described in this chapter. Topics addressed were research design, demographics, sample, designs and methodologies of sampling, instrumentation, validity, and dependability. This chapter as well included data collection, analysis, and presentation. This chapter also included data collection, analysis, and presentation. The upcoming chapter will address data display, analysis, and discussion.

## **CHAPTER 4**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Introduction**

The prior segment of the study founded the methodology which was adopted for the study. This section looks into the data presentation and analysis of the study pertaining to the field study

on the impact of HRM practices on voluntary employee turnover. In this section data was presented using graphs table and pie charts and analysed through descriptive statistics. Therefore, the study uses percentiles, mean and standard deviation to analyse data.

## 4.2 Response rate

The fig below shows the questionnaire response rate out of the 92 questionnaires distributed.

*Table 2 Response Rate*

<b>Instrument</b>	<b>No. Administered</b>	<b>Actual returned</b>	<b>Response rate</b>
<b>Questionnaires</b>	92	73	79%
<b>Total</b>	<b>92</b>	<b>73</b>	<b>79%</b>

Source: primary study (2025)

The fig above shows the questionnaire response for the study, which stood at 79%, an implication that 73 of the 92 questionnaires which were administered we responded to. This was a valid questionnaire response rate with regards to the view of Mugenda and Mugenda, (2014), who acknowledged that any response rate above 60% validates the results.

## 4.3 Demographic information

The section below presents data relating to the demographic information of the participants.

### 4.3.1 Age

The study took interest in analysing the age distribution of the participants and it follows; *Table 3 Age*

**20 TO 30 YEARS****31 TO 45 YEARS****ABOVE 45 YEARS**

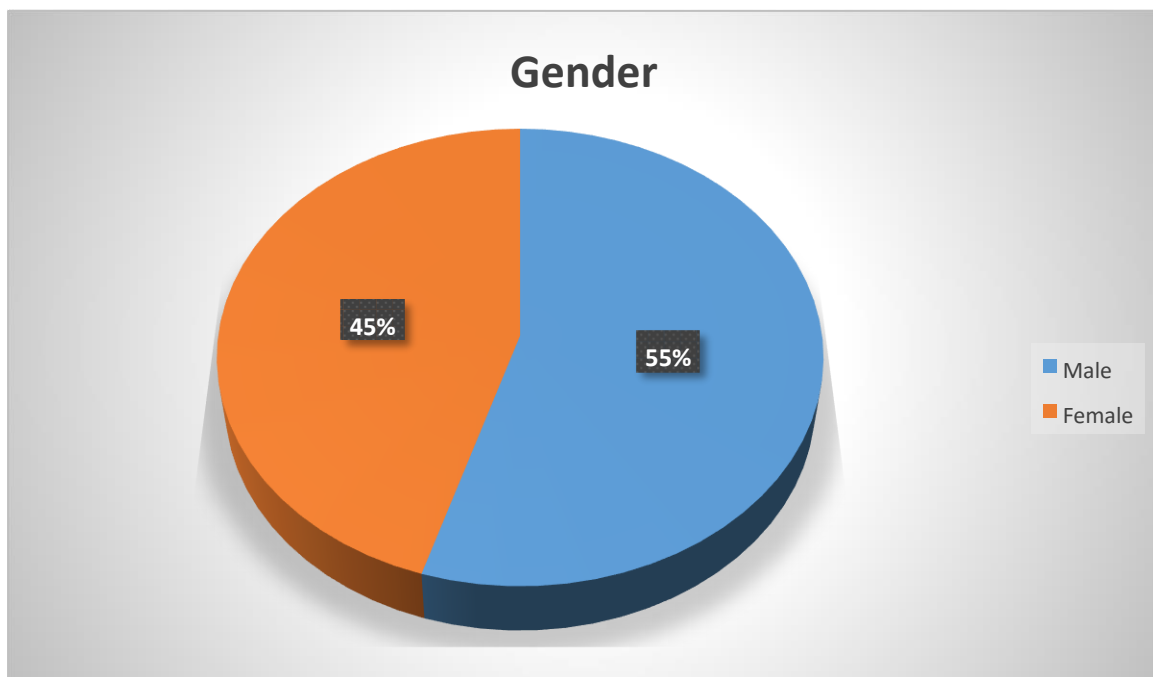
24	30	19
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Source: primary study (2025)

The table above demonstrates the age dispersion of the participants and is evident that 24 subjects were aged between 20 and 30, while 30 participants were aged between 31 and 45 and the remaining 19 were aged above 45 years. This shows that the study was able to cultivate knowledge and perceptions from different ages.

#### 4.3.2 Gender

The research also analysed the gender distribution of the study and the diagram below depicts;



*Figure 5 Gender*

Source: primary study (2025)

The fig above highlights a depiction of the gender distribution of the study, and the results shows that 55% of the participants were male, while 45% were female. Although there was a

slight difference in gender distribution, the difference was insignificant as both genders were satisfactorily represented.

### 4.3.3 Education level of participants

The study also presented the education level of participants.

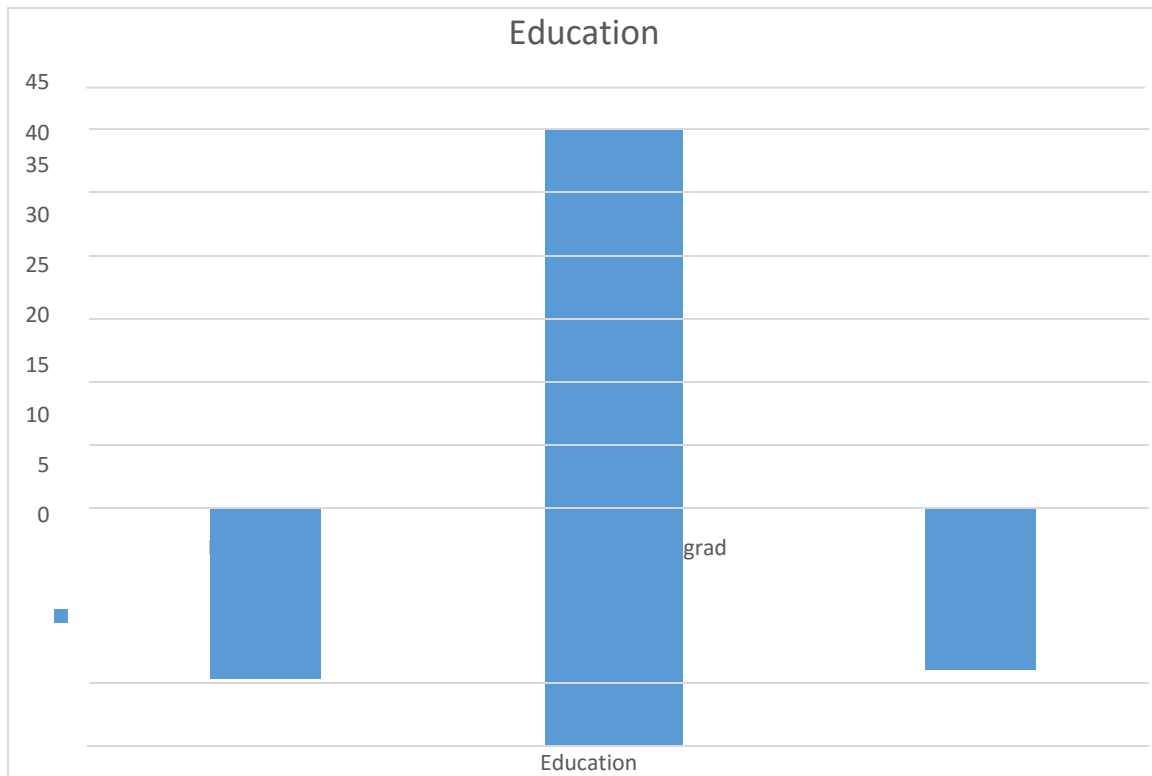


Figure 6 Education level of participants

Source: primary study (2025)

The fig above shows the education level of the participants. It is shown that 17 participants had at least attained a diploma, while 40 participants had a degree qualification and the remaining 16 had a post grad qualification. This shows that the study's participants were all learned and inhibited the ability to articulate the question under study and give profound responses.

### 4.3.4 Duration with the organization

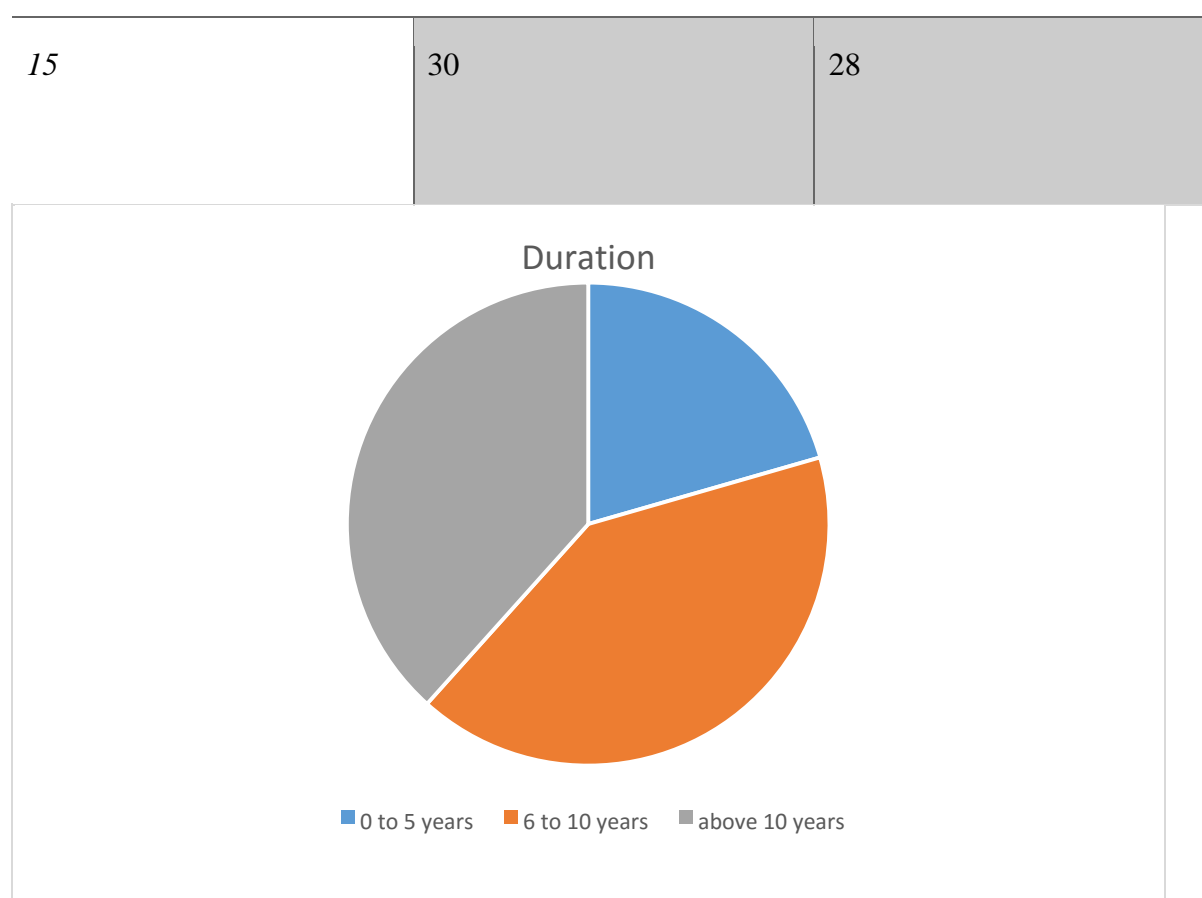
The duration of participants with the organization under study was also reviewed.

Table 4 Duration with the organization

**0 to 5 years**

**6 to 10 years**

**Above 10 years**



*Figure 7 duration*

Source: primary study (2025)

The table above shows the duration of the participants with the same organization used for the case study for the research. The table shows that 15 participants have been working at the institution not more than 5 years, whilst the majority, 30 had been in the institution for 6 to 10 years and the remainder 28 had been with the organization for more than 10 years. The research was able to draw responses from fresh employed employees to the most experienced employees, cultivating rich responses.

#### **4.3.5 The influence of HRM practices on employee voluntary Labour turnover**

The study analysed the influence of employee voluntary labour turnover, and the results follows;

*Table 5 the influence of HRM practices on employee voluntary labour turnover*

	<b>N</b>	<b>Mean</b>	<b>Std. dev</b>
<b>Skills development</b>	73	4.81	.776
<b>Rewards</b>	73	4.79	.772
<b>Employee satisfaction</b>	73	4.84	.781
<b>Career development</b>	73	4.77	.769

Source: primary study (2025)

The table above shows the influence of HRM practices on voluntary employee labour turnover. The table shows that, with a mean score above 3.0, skills development (mean 4.81, std dev .776), rewards (mean 4.79 std dev .772), employee satisfaction (mean 4.84, std dev .781), career development (mean 4.77, std dev .769), were all agreed to be influences of HRM practices on voluntary employee turnover.

Rewards are an important factor in influencing employee turnover. Competitive salaries and benefit packages attract and retain talent. However, financial rewards are not the only consideration. Recognition and appreciation for an employee's contributions can significantly enhance morale. Companies that celebrate accomplishments, whether through awards, bonuses, or simple recognition, foster a positive workplace culture. This recognition boosts employees' affiliation and loyalty, reducing the likelihood of voluntary turnover. Similarly, the study by Kurdi et al. (2021), found that pay had a major impact on workers' inclinations to leave their positions. Employee satisfaction is the culmination of both career development and rewards. Satisfied employees are more engaged, productive, and dedicated to their roles. HRM practices that focus on cultivating an optimistic work climate like fostering open communication and enhance work and life balance, lead to higher levels of employee satisfaction.

Effective HRM practices that prioritize career development, reward systems, and employee satisfaction have a profound impact on voluntary employee turnover. Organizations must

embrace these components to create a stable workforce and reduce the costs associated with high turnover. Concurrently, a study by BaniMelhem et al. (2018) used Amos18.0 software package and structural equation modelling (SEM) technologies to analyse data and investigate the effect of HR procedures on employee turnover intention in the public health care sector of the United Arab Emirates. The findings also indicated a strong inverse link between the intention to leave the healthcare industry and career progress.

#### 4.3.6 The impact of training practices on employee turnover

The study as well analysed the effect of coaching practices on worker's turnover and the results are shown below.

*Table 6 the impact of training practices on employee turnover*

	N	Mean	Std dev
<b>Increased opportunities</b>	73	4.59	.765
<b>Enhances skills</b>	73	4.74	.784
<b>Better job fit</b>	73	4.68	.782
<b>Employee satisfaction</b>	73	4.78	.789

Source: primary study (2025)

The table above shows the result of training practices on staff's turnover. With a mean score way above 3.0, it shows that the participants strongly agreed that, increased opportunities (mean 4.59, std dev .765), enhanced skills (mean 4.74, std dev .784), better job fit (mean 4.68, std dev .782), employee satisfaction (mean 4.78 std dev .789), constitute the impact of training practices on employee turnover.

The results above show that the participants vastly agreed that Training practices in the workplace have become increasingly important in recent years as companies strive to retain



their employees and reduce voluntary turnover. When organizations invest in employee training, they create increased opportunities, enhanced skills, better job fit, and ultimately foster higher employee satisfaction. These elements collectively contribute to a decrease in voluntary turnover, making training a vital component for successful workforce management. Increased opportunities arise from coaching programs that grant employees to acquire new abilities and grow their careers. In today's fast-paced and competitive business environment, employees seek growth opportunities that can lead to career progression. Companies that provide comprehensive training not only empower their workers with new competencies but also boost their confidence. Similarly, numerous studies conducted worldwide argue that T&D is necessary to guarantee a higher employee retention rate (Aburumman et al., 2020) and demonstrate the positive and significant impact of T&D on employee retention (Kalyanamitra, Saengchai, & Jermstittiparsert, 2020). Enhanced skills resulting from training programs directly impact employee performance. When workers are trained well, they can adapt to their job demands effectively, which leads to better productivity and a greater sense of accomplishment. This sense of progress not only enhances the quality of work but also builds a culture of excellence within the organization. Another critical aspect is better job fit, which training can greatly influence. When employees receive proper training aligned with their roles, they become more proficient and are better matched to their job demands. This alignment results in greater job satisfaction, as employees feel competent in their responsibilities. Employee satisfaction is significantly enhanced through training practices. Satisfied employees are less likely to seek new employment. Organizations that prioritize training demonstrate care and investment in their employees, creating a loyal workforce. Similarly, previous studies indicate that there is no significant impact of T and D on staff retention (Murtiningsih, 2020) or employee turnover intention (Santhanam et al., 2017).

#### **4.3.7 The relationship between compensation practice and employee turnover intention**

The study also examined the association between compensation practice and employee turnover intention and the results are shown below.

*Table 7 the relationship between compensation practice and employee turnover intention*

	<b>N</b>	<b>Mean</b>	<b>Std dev</b>
<b>Employee satisfaction</b>	73	4.49	.707
<b>Employee motivation</b>	73	4.59	.732
<b>Employee engagement</b>	73	4.66	.758
<b>Work life balance</b>	73	4.71	.773

Source: primary study (2025)

The table above shows the relationship between compensation practice and employee turnover intention. It shows that the majority of the participants agreed that employee satisfaction (mean 4.49, std dev .707), employee motivation (mean 4.59, std dev .732), employee engagement (mean 4.66, std dev .758), work life balance (mean 4.71 std dev .773) were factors which form the relationship between compensation practice and employee turnover intention.

According the results above, it shows that, Employee satisfaction, engagement, motivation, and work-life balance are critical factors that influence the relationship between compensation and employee turnover. Employee satisfaction is directly related to how individuals feel about their jobs and the compensation they receive. A competitive salary often enhances job satisfaction, encouraging employees to remain with the company. Employee engagement plays a vital role in turnover rates. Engaged employees are emotionally invested in their work and the success of their organization. Employee motivation is equally essential in this equation. A motivated workforce often leads to higher performance and lower turnover. Similarly, a study conducted by Butt & Nasir (2021), suggests that both financial and non-financial components play a significant role in maintaining employee retention. Compensation is a major motivator, but it should not be the only focus. Organizations that offer bonuses, incentives, and development programs alongside fair wages tend to see a commitment from their employees. Work-life balance has become increasingly significant, particularly in light of the recent pandemic. Employees now often prioritize their personal lives alongside their professional duties. Organizations that recognize this trend by offering flexible work arrangements or additional leave day's help to alleviate stress and promote a healthier balance. When employees enjoy a

satisfactory work-life balance alongside adequate compensation, reduces the chance of employees leaving their jobs. In today's competitive job market, organizations must understand how these elements interact to create a stable workforce. Addressing these factors effectively can lead to reduced turnover rates and heightened organizational success. Companies that effectively address these interconnected factors through competitive compensation and a supportive work environment will likely see a decrease in turnover rates and a more dedicated workforce. As the workplace continues to evolve, organizations must adapt their strategies to foster an environment that prioritizes employee well-being and stability. Dessler (2020) states that compensation includes all forms of payment earned from employment, encompassing direct financial payments such as wages and bonuses, as well as indirect payments such as insurance benefits and paid leave covered by the employer.

Hypothesis testing: the relationship between HRM activities and employee retention

*Table 8: Hypothesis testing*

<b>HRM practice</b>	<b>Standard</b>	<b>P value</b>	<b>hypothesis</b>	<b>Decision</b>	<b>coefficient</b>
<b>Training and development</b>	0.594	0.035	H1	Accept	
<b>Rewards</b>	0.460	0.000	H2	Accept	
<b>Compensation</b>	0.402	0.035	H3	Accept	
<b>Career development</b>	0.312	0.036	H4	Accept	

The table above shows the relationship between HRM activities and employee retention. With a p-value of 0.035 and a st coeff, 0.594, the study accepted that training and development was used as a strategy to alter the turnover decisions of the employees towards retaining them for the organization. This is similar to the study findings by (Aburumman et al, 2020, Santhanam et al, 2017). There was also a significant relationship between rewards and employee retention, with a coeff value 0.460 and a p value of 0.000. Therefore, rewards are being used to convince

employees to remain with the organizations and this goes in line with the study by Aleem and Bowra, (2020) and Malik et al, (2020). The results also show that there is a significant relationship between CD and employee retention, with a p value of 0.036. These findings are similar to the study findings by (Ramadhani et al, 2020 and Sari & Dewi, 2020). The study also revealed that there is appositive relationship between compensation and employee retention as shown by the p-value of 0.035. This goes in line with the study findings by Hassan (2022).

#### **4.4 Chapter summary**

The study aimed at analysing the impact of HRM practices on voluntary employee labour turnover. With the use of pie charts and table, the chapter provided graphical data presentation which was presumed as easy to present and analyse. Data was analysed using descriptive statistics and discussed with the guidance of research objectives. The next chapter presents the summary of major findings, conclusions and recommendations of the study.

## **CHAPTER 5**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

The prior chapter presented the results from the field study and analysed them in relation to the study procedure. This chapter is set to provide a summary of the study, draw conclusion from the results of the study, guided by the research objectives and provide recommendations derived from the whole study.

#### **5.2 Summary**

This research aimed to analyse the sway of HRM actions on worker's voluntary work turnover on MOHCC Bindura. The research had the following objectives; to analyse the influence of HRM practices on employee voluntary labour turnover on MOHCC Bindura, to examine the impact of training practices on employee turnover and to identify the relationship between compensation practice and employee turnover intention. This research study was guided by Hierarchy of needs by Abraham Maslow seconded by Herzberg's Two-Factor theory. The study followed a quantitative research methodology, utilizing the positivist research philosophy and a case study research design. The study used the Slovin's formula to determine the sample size for the study. Data was collected through questionnaire and analysed using descriptive statistics. A mean score above 3.0 implied that the majority of the participants agreed with the phenomenon under study, while a mean score below 3.0 meant that the participants were in disagreement with the corresponding phenomenon.

##### **5.2.1 The influence of HRM practices on employee voluntary labour turnover on MOHCC Bindura.**

The study analysed the influence of employee voluntary labour turnover, and the results showed that participants greatly believed that HRM practices influences employee voluntary labour turnover. Participants agreed that skills development influences, rewards, employee satisfaction, are all influences of HRM practices which affect employee turnover decision. This was shown by all the mean scores, scoring above 3.0 which was the determinant value, the results follow; development (mean 4.81, std dev .776), rewards (mean 4.79 std dev .772), employee satisfaction (mean 4.84, std dev .781), career development (mean 4.77, std dev .769),

### **5.2.2 The impact of training practices on employee turnover on MOHCC Bindura.**

The study also examined the impact of training practices on employee turnover and the research findings showed that the majority of the participants agreed. It was vastly agreed that enhanced skills, better job fit, employee satisfaction and increased opportunities constitute the impact of training practices on employee turnover at MOHCC Bindura. The results follow; increased opportunities (mean 4.59, std dev .765), enhanced skills (mean 4.74, std dev .784), better job fit (mean 4.68, std dev .782), employee satisfaction (mean 4.78 std dev .789).

### **5.2.3 The relationship between compensation practice and employee turnover intention on MOHCC Bindura.**

The study also analysed the relationship between compensation practice and employee turnover intention and the results are shown below. The results showed that employee satisfaction, employee motivation, workforce involvement and flexibility in work arrangements were all agreed on as the positive relationship factors of organizational compensation practices and employee turnover intention on MOHCC Bindura. The results follow; employee satisfaction (mean 4.49, std dev .707), employee motivation (mean 4.59, std dev .732), employee engagement (mean 4.66, std dev .758), work life balance (mean 4.71 std dev .773).

## **5.3 Conclusion**

### **5.3.1 The influence of HRM practices on employee voluntary labour turnover at MOHCC**

#### **Bindura.**

It is clear from the results that HRM practices greatly influences the employee behaviour with regards to staff turnover voluntarily. Practices such as rewards, training and development, compensation and compensation all play a vital role in determining whether employees stay or abandon the organization for better standards. With a mean score of 4.81, skills development was greatly supported as an influence of HRM practices on employee voluntary turnover. This implies that Training and development improves the skills of employees, which in turn assists them decide whether to stay with the organization. Employees needs training and development so that their skills can remain suitable with their job task so that they feel fitting with the organization. Reward system is another HRM practice factor which influences employee voluntary turnover. With a mean score of 4.79, reward system is believed to be crucial influencing the employees on whether to remain with the organization or to vacate. Thus when employees are rewarded accordingly they will remain with the organization, while they are bound to abandon the organization due to lack of rewards. Employee satisfaction is reflected

in its mean score of 4.84, highlighting its paramount importance in employee retention. Satisfied employees are typically more committed and engaged in their jobs. Factors that contribute to employee satisfaction include workplace culture, relationships with colleagues, and job security. Career development also emerged as a significant factor, with a mean score of 4.77. Employees want to know they have a future in the organization. Companies that provide clear career paths, mentorship programs, and advancement opportunities are likelier to retain their staff. HRM practices such as skills development, rewards, employee satisfaction, and career development are vital in influencing voluntary employee turnover. Organizations that prioritize these aspects benefit from lower turnover rates, higher employee loyalty, and an overall more productive workforce.

### **5.3.2 The impact of training practices on employee turnover at MOHCC Bindura.**

The relationship between training practices and employee turnover has become increasingly significant in recent years. As organizations strive to enhance their workforce's capability and retention rates, effective training has emerged as a vital strategy. Data collected from participants reveal an overwhelmingly positive sentiment toward various training practices, with mean scores consistently above 3.0, indicating a strong agreement on their benefits. One of the most prominent findings from the data is related to increased opportunities, which received a mean score of 4.59 and a standard deviation of 0.765. This proposes that employee's feel more engaged and valued when they are provided with opportunities for growth and development. Furthermore, enhanced skills were rated with a mean score of 4.74 and a standard deviation of 0.784. This statistic underscores the importance of continuous skill development in the workplace. Organizations that invest in training help equip their employees with the tools necessary to excel in their roles. The concept of better job fit also received strong support, with a mean score of 4.68 and a standard deviation of 0.782. This finding indicates that targeted training helps align employees' skills and interests with their job roles. When employees feel that their roles align well with their personal and professional aspirations, job satisfaction increases significantly. A satisfied employee is less inclined to leave, as they find fulfilment and purpose within their work environment. Employee satisfaction itself achieved a remarkable mean score of 4.78 and a standard deviation of 0.789. High employee satisfaction is often a direct result of effective training practices, which empower workers and foster a positive work atmosphere, the data clearly illustrates that training practices have a profound impact on employee turnover. Increased opportunities, enhanced skills, better job fit, and overall employee satisfaction are crucial components that contribute to employee retention. As

businesses continue to evolve in response to market demands, investing in comprehensive training programs will remain essential for maintaining a motivated and committed workforce.

### **5.3.3 The relationship between compensation practice and employee turnover intention at MOHCC Bindura.**

The relationship existing between compensation practices in an organization and employee voluntary labour turnover was another crucial in which the study analysed. The research highlighted that factors including employee satisfaction, motivation, and work life balance and employee engagement contribute immensely to employee voluntary turnover decision. This implies that when there is a lack of these factors, employees are bound to make the decision to leave the organizations, while their presence influences the employees to remain in the organization. The employee turnover decision is vastly influenced by employee satisfaction. With a mean score of 4.49, participants vastly agreed that employee satisfaction affects how they make their decision regarding remaining with the organization or leaving the organization. Employee satisfaction comes with different dimensions as employees vary in what they desire. The organization ought to understand the labour market and offer competitive compensation such that employees can appreciate what they are being given. Furthermore, employee motivation scores a mean of 4.59, indicating that participants strongly believed that motivation greatly influences employee turnover decision. Therefore, when employees are motivated, they remain with the organization, while de-motivated employees are more likely to make the decision to leave the organization. More so, employee engagement was greatly supported, with a mean score of 4.66. This implies that workers who are emotionally invested with the organization are more likely to remain with the organization compared to employees who have no emotional connection with the organization and are likely to abandon the organization when other opportunities are presented. With a mean score of 4.71, work life balance was also seen to be crucial in employee turnover decision. Employees who feel that the compensation they are getting is helping balancing their work and life, they are bound to remain with the organization. The relationship between compensation practices and employee turnover intention is multifaceted. Factors such as employee satisfaction, motivation, engagement, and work-life balance collectively influence an employee's decision to remain with a company. Organizations that prioritize these elements in their compensation strategies are more likely to foster a loyal workforce, ultimately leading to reduced turnover rates.



## **5.4 Recommendations**

The study looked into the influence of HRM practises and employee voluntary labour turnover at MOHCC Bindura. The study drew recommendations from the field study.

### **5.4.1 The influence of HRM practices on employee voluntary labour turnover at MOHCC Bindura.**

The study uncovered that workers are prone to migrate from their companies if they misfire their full capability and they are also not fairly respected and recognized. To influence employees to stay, organizations should implement welfare measures that promote specific behaviours. In this case, retaining top performers is crucial as losing them to competitors can be detrimental in the long run. The study highlights that human resources are a vital organizational asset that requires proper care. The study revealed that employee retention is largely dependent on understanding and meeting the unique needs of each individual as motivations for retention vary. Therefore, the study concludes that employers must comprehend and satisfy their employee's needs to achieve this. The research also revealed a strong link between employee retention strategies and organizational performance, recommending performance-based retention strategies to boost overall performance.

### **5.4.2 The impact of training practices on employee turnover at MOHCC Bindura.**

The organization needs to conduct regular training needs assessment to identify the particular areas which needs improvement so that employees can retain relevant skills to the organization. In the training assessment, there is need to involve employees in the process such that employee can feel needed and appreciated.

The organization should adopt a multi training systems approach so as to provide for different learning skills to the employees. This will help as employees may react differently to different learning methods but with the same outcome, which is grasping required concepts.

The organization should facilitate feedback and assessments coming from the front of the employees as this can help improve the training approach. Employees need to feel free to voice their opinions concerning the training methods such that changes can be done were required.

Organization should also provide support during training sessions, like mentoring the employees so that they can have a much fitting training session. This can help individuals who

may be faced with life stressing situations, and having them offered support could help them through the learning process.

#### **5.4.3 The relationship between compensation practice and employee turnover intention at MOHCC Bindura.**

There is need for a regular check and research in the Labour market you determine three competitive salaries of employees. This helps the organization to maintain a fair salary that I was able to have the employees satisfied when they compare with other organizations.

There should be a clear and fair compensation policy within the organization to ensure that employees are paid competitive salaries based on their qualifications and job descriptions. Failure to have a clear compensation policy could spark disgruntlement among employees.

The study also recommends a clear reward system that is just and fair among all employees regardless of position. This helps the employees feel that there is equality in the organization and there is fairness among the employees.

#### **5.5 Future studies**

This study focused on the bond between HRM practises and workers' voluntary labour turnover. The survey recommends future studies to analyse the strategies which can enhance employee retention in organizations.

#### **5.6 Chapter summary**

The chapter provided a recap of the research, draw conclusion from the results of the study, guided by the research objectives and provide recommendations as derived from the whole study. The next section provides for the appendices, including the references and research tool used for the study.

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## Annexure A: BUSE APPROVAL LETTER



BINDURA UNIVERSITY OF SCIENCE EDUCATION

Private Bag 1020  
BINDURA, Zimbabwe  
Tel: 066271 – 7127, 7620, 7615  
Dr S.Chisango: 0773194510

### HUMAN RESOURCES MANAGEMENT DEPARTMENT

15 May 2025

Ministry of Health and Child Care

P.O. BOX 98

BINDURA

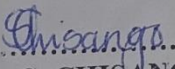
ZIMBABWE

#### RE: REQUEST FOR DATA COLLECTION

Please may you assist our student Nzara Donald (B191549B) carry his research in your organization on his topic on "An investigation of the influence of Human Resources Management practices on employee voluntary labour turnover in an organisation. A case study of Zimbabwe, MOHCC, Bindura". He is our 4.2 student at Bindura University of Science Education in the Department of Human Resources Management.

Your assistance to our student will be greatly appreciated.

Regards

  
.....  
Dr S. CHISANGO  
Chairperson





:

**Annexure B Request Permission to Conduct the Research**

Bindura University of Science Education

Private Bag 1020

Bindura

25 May 2025

The Provincial Medical Officer

MINISTRY OF HEALTH AND CHILD CARE

P.O BOX 98 Bindura

Zimbabwe

Dear Madam

**Ref: Request for permission to carry out a research at this organization**

I am a student at Bindura University of Science Education studying a Bachelor of Commerce Honors Degree in Human Capital Management. It is a requirement of the university that all students on attachment carry out research projects in partial fulfilment of the degree's requirements. I am therefore kindly seeking for permission to carry out a research at this organization on '**An investigation of the influence of Human Resources Management (HRM) practices on employee voluntary labour turnover in an organization**'. Please note that your response will be only used for academic purposes and will be highly confidential.

Your reply and assistance will be greatly appreciated.

Yours faithfully

DONALD NZARA

.....

:  
Annexure C Permission for the Study


Bindura University of Science Education  
Private Bag 1020  
Bindura  
14 April 2023  
The District Medical Officer  
MINISTRY OF HEALTH AND CHILD CARE  
St Albert's Mission Hospital  
Private Bag 9047  
Centenary  
Dear Madam

Ref: Request for permission to carry out a research at this organisation

I am a student at Bindura University of Science Education studying a Bachelor of Commerce Honours Degree in Human Capital Management. It is a requirement of the university that all students on attachment carry out research projects in partial fulfillment of the degree's requirements. I am therefore kindly seeking for permission to carry out a research at this organisation on 'An investigation of the effectiveness of Human Resources Management (HRM) practices on organisational performance'. Please note that your response will be only used for academic purposes and will be highly confidential.

Your reply and assistance will be greatly appreciated.

Yours faithfully  
DONALD NZARA



No objection. Approved to carry out research in Centenary District and provide feedback on findings.  
Singer.

MINISTRY OF HEALTH AND CHILD CARE  
FEDERAL GOVERNMENT OF ZIMBABWE  
DISTRICT HEALTH OFFICE  
20 APR 2023  
ST ALBERT'S MISSION HOSPITAL  
PRIVATE BAG 9047  
CENTENARY

:

## **Annexure D QUESTIONNAIRE**

My name is Donald Nzara a student at Bindura University of Science Education focusing on investigating the influence of human resources management practices on employee voluntary labour turnover in organisation. This questionnaire is part of a study designed to gather information on the influence of human resources management practices on employee voluntary labour turnover in organisation. The questionnaire should only take up to 15 minutes of your time.

### **General Instructions**

Indicate your selected response by marking with a tick (✓).

Do not write your name or any form of identification

### **Section A: Demographic information**

1. What is your age?

20 to 30 years	31 to 45 years	Above 45 years

2. Are you male or female?

Male	Female

3. What is your level Education?

Diploma	Degree	Post grad

4. How long have you been with the organization?

0 to 5 years	6 to 10 years	Above 10 years

## Section B

Tick in the boxes below corresponding to your answer

1. What is the influence of HRM practices on employee voluntary labour turnover?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Skills development					
Rewards					
Employee satisfaction					
Career development					

2. What is the impact of training practices on employee turnover?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7Increased opportunities					
Enhances skills					
Better job fit					
Employee satisfaction					

3. What is the relationship between compensation practice and employee turnover intention?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Employee satisfaction					
Employee motivation					

Employee engagement					
Work life balance					