



**The Moderating Effect of Organizational Climate on
the Relationship Between Human Resource Practices,
Leadership Style and Employee Intention to Stay in
Jordanian Public Hospitals**

by

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LIST OF ABBREVIATIONS

WHO	World Health Organization
HCO	Health Care Organization
GP	General Practitioners
GCC	Gulf Cooperation Council
UNESCO	United Nation Educational, Scientific and Cultural Organization
MOH	Ministry of Health
HRM	Human Resources Management
SET	Social Exchange Theory
ER	Employee Retention
COM	Compensation
CD	Career Development
WLB	Work Life Balance
EEG	Employee Engagement
TRFL	Transformational Leadership
TRCL	Transactional Leadership
SPSS	Social Package for the Social Sciences
PLS	Partial Least Square
SEM	Structural Equation Modeling
AVE	Average Variance Extraction
F2	Effect Size
SE	Stander Error
R2	Coefficient of Determination

LIST OF SYMBOLS

A	Number of PLS or PCA components in the model
a	Number of the PLS or PCA component
b	PLS regression coefficient

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Kesan Moderatif Iklim Organisasi terhadap Hubungan Antara Amalan Sumber Manusia, Gaya Kepimpinan dan Hasrat untuk kekal di Hospital Awam Jordan

ABSTRAK

Kekurangan doktor perubatan di hospital awam telah menjadi fenomena serius yang dihadapi oleh sektor kesihatan di Jordan. Situasi ini menyebabkan penawaran kualiti perkhidmatan kesihatan menjadi terjejas. Antara faktor berlakunya perkara ini adalah kerana gelombang mobiliti kerana gelombang mobiliti pekerjaan global merenatasi seluruh tempatan dan antarabangsa. Baru-baru ini, terdapat kes-kes yang membimbangkan dari Jordan ke luar negara terutamanya di kalangan pekerjaan profesional seperti doktor perubatan. Kajian semasa berusaha untuk mengisi jurang penyelidikan dengan mencadangkan dan mengesahkan model pengekalan pekerja yang dianggap berguna untuk persekitaran kerja Jordan. Mengaplikasikan teori pertukaran sosial dan teori dua teori Herzberg, kajian ini mengkaji kesan pengaduan iklim organisasi terhadap hubungan antara amalan sumber manusia, gaya kepimpinan dan pengekalan pekerja di hospital awam Jordan. Soal selidik yang ditadbir sendiri digunakan untuk mengumpul data daripada Doktor perubatan untuk mengkaji bagaimana iklim organisasi menyederhanakan pengekalan pekerja dan amalan sumber manusia dan gaya kepimpinan di hospital awam Jordan. Data melalui dikumpul menggunakan alat pengukuran yang diterima oleh antarabangsa 383 soal selidik yang diedarkan di seluruh sampel dan diperiksa oleh analisis laluan partial least square (PLS), menunjukkan semua dimensi amalan HR adalah positif berkaitan dengan pengekalan pekerja kecuali penglibatan pekerja. Untuk gaya kepimpinan, manakala kepimpinan transformasi, gaya kepimpinan transaksional adalah disokong. Begitu juga, kedua-dua pemboleh ubah amalan HR dan pembolehubah gaya kepimpinan disederhanakan oleh iklim organisasi, kecuali pembangunan kerjaya yang tidak penting. Implikasi penemuan ini lebih bermanfaat kepada kerajaan Jordan dengan menarik perhatian pembuat dasar untuk mewujudkan persekitaran kerja melalui pampasan yang mencukupi, peluang pembangunan kerjaya, indeksimbangan kerja-kehidupan, penglibatan pekerja dan kombinasi gaya kepimpinan transformasi dan transaksional di tempat kerja. Ini bukan sahaja mengekalkan pekerja terbaik tetapi juga akan meningkatkan produktiviti di seluruh negara. Para ahli akademik juga akan mengambil keputusan ini sebagai rujukan dan cadangan dalam batasan kajian. Arahan kajian masa depan dicadangkan untuk menjaga batasan.

Kata kunci: amalan HR, gaya kepimpinan, iklim organisasi, Hasrat untuk kekal, Jordan.

THE MODERATING EFFECT OF ORGANIZATIONAL CLIMATE ON THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES, LEADERSHIP STYLE AND INTENTION TO STAY IN JORDANIAN PUBLIC HOSPITALS

ABSTRACT

The shortage of medical doctors in public hospitals has become one of the phenomenal challenges facing the health sector in Jordan and how to manage their limited resources to generate desired medical care. Human resources turnover has increased in the last decades because of the wave of global job mobility across local and international sphere, Recently, there are alarming cases of brain drain from Jordan to overseas especially among professional jobs like medical Doctors. The current study sought to fill the research gap by proposing and validating employee retention model considered useful for Jordanian work environment. Applying social exchange theory and Herzberg two factors theory, this study examines the moderating effect of organizational climate on the relationship between human resource practices, leadership styles and employee retention in Jordanian public hospitals. Self- administered questionnaire was used to collect the data from medical Doctors in order to examine how organizational climate moderates the employee retention and human resource practices and leadership style in Jordanian public hospitals. Data were collected utilizing international accepted measurement tools 383 questionnaires distributed across the sampled and examined by partial least square (PLS) path analysis show all the dimensions of HR practices to be positively related to employee retention except employee engagement. For leadership styles, while transformational leadership, transactional leadership style was supported. Similarly, both variables of HR practices and leadership styles variables were moderated by organizational climate, except career development which is insignificant. The implication of these findings is more beneficial to Jordanian government by way of drawing the attention of policy makers to create work environment through adequate compensation, career development opportunities, work-life balance indices, employee engagement and combination of both transformational and transactional leadership styles at work place. These will not only retain the best brains but will also increase productivity across the country. The academics will also draw from these results as references and recommendations within the limitations of the study. Future study directions were suggested to take care of the limitations.

Keywords: HR practices, leadership styles, organizational climate, employee intention to stay, Jordan.

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This chapter introduces and discusses the background of the study in relation to its rationale. Pragmatically, this chapter also presents the problem statement, research questions, and objectives of the study. Finally, the scope and significance of the research are highlighted, as well as terminology operational definition and thesis organization.

1.2 Background of the Study

Humans are considered the most significant asset of any organization's assets (Wambui, 2014). Thus, the staff retention rate is considered vital for the organization to ensure its survival. In fact, studies and organizations have been highly concerned with human resources due to their significance. These resources consist of the skills, abilities and knowledge of the organization's employees. Human resources are considered as being an indicator for the organizational potentials and health (Armstrong, 2010). For instance, employees are considered the organisation's key resource that can participate in achieving a competitive advantage for the organization. Such resources can also participate in raising the employee retention rate and making it high (Akinyi, 2014). In addition, employee retention rate is highly influenced by the ability of the workforce to achieve and sustain a competitive advantage for the organization (Khan, 2010). Thus, it should be noted that human resources' efficiency and ability play a prominent role in reaching a high rate of employee retention (Mensah, 2014).

Having a high employee retention rate is considered one of the recruitment objectives of any organization. This is because replacing an employee with a new one (i.e. turnover) shall have negative impacts on the organization, especially on its productivity, service quality and profitability (Tanwar & Prasad, 2016). It shall make the organizations incur high costs. Such high costs are attributed to the costs needed for replacing the old employees with new ones and finding new skilled employees who are qualified for the job (Kwenin, 2013).

The concept of employee retention started to emerge with the emergence of the regulations in 1970's and early 1980's. Before that, most people joined organizations and remained in them for a very long time, and others remained in them for their whole lives. Since that period, the rates of job mobility and voluntary job turnover have been increasing dramatically. That led employers to face a challenge represented in the high rates of turnovers. Such high rates led the organizations' managements to face a constant challenge represented in retaining their current employees. These rates led these managements to develop efficient strategies constantly to avoid employee turnover (Mckeown, 2002). According to Kochachathu (2010), employee retention is considered an influential factor that affects the organization's level of success and it is one of the major indicators that reflects the organization's health.

There is an increasing global attention in the issue related to employees' retention in organizations. Retaining the qualified employees has a direct impact on the efficiency of the organization they are working in. The organizations' demands for employees who are highly qualified have been increasing and organizations have been competing in recruiting such employees. In other words, recruiting talented qualified employees and retaining them represent a challenge that have been facing organization constantly. That

have participated in the emergence of strategic approach in the human resource management practices (Wilkin & Nwoke, 2011).

The main goal behind retaining employees lies in preventing the highly qualified employees from leaving the organization they are working in, because leaving it shall have negative impacts on the organization's levels of productivity performance, and profitability (Samuel & Chipunza, 2009). The organization's ability to hold on to its current employees who are highly qualified and talented is considered a crucial factor in affecting the organization's future and ability to survive. In the light of the aforementioned, strategic staffing has become an important matter for any organization that wants to succeed and survive. In other words, it should be noted that employee retention has many benefits and advantages on the organization. The need for proposing employee retention strategies has been increasing since the emergence of globalization and the creation of regional economic blocs. That is because these factors have increased labour mobility and human capital flight between nations (Punia & Sharma, 2008). Gurbuz and Mert (2011) define employee retention as being the organization's ability to hold on to their current employees who add a value to their organization for a period that is longer than its counterpart in its competitor organizations. On the other hand, Li-Qun (2013) defines employee retention as being a voluntary procedure taken by an organization to create a work climate that aims to keep its employees for a long period of time. However, succeeding in retaining the employees who are highly qualified and show a high performance is considered more challenging for managers. That is because such kind of employees usually move frequently from one job to another, especially with having numerous attractive organizations in the contemporary business market that is highly competitive and provides such employees with amazing offers.

There are various kinds of functions performed within organizations. Such functions may be related to the fields of development, research, marketing and accounting. However, human resource management is considered one of the most important functions performed within organizations. Numerous organizations have become aware about the influence of the human resource management practices due to their role in achieving a competitive advantage for the organization (Khan, 2010). According to Bratton and Gold (2009), human resource management (HRM) is considered as being a strategic approach adopted by the organization to manage its employment matters and issues. Such management aims to improve the employees' capabilities to achieve a competitive advantage for the organization. The organization can have an efficient human resource management (HRM) through adopting a group of distinctive integrated employment practices, programmes and policies. Thus, having efficient human resource management (HRM) practices is considered to be the main factor in leading any organization to success (Stavrou-Costea, 2005). Furthermore, human resource management (HRM) practices can be used to improve the employees' abilities, skills, behaviours and compliance to the code of ethics.

It is known that human resource management practices participate in reducing the rates of employees' turnover intentions (Slattery & Selvarajan, 2005). It is believed that the possibility of having employees leaving decreases and thus, they may stay longer if the organization they are working in adopts efficient human resource practices. Such efficient practices may include raising their income and independency, and providing them with better opportunities (Stewart & Brown, 2009). In other words, efficient human resource management (HRM) practices do not only participate in reducing employees' turnover intentions, but also serve as an efficient strategy for retaining the organization's employee. Thus, organizations should exert more efforts to improve the efficiency of the

human resource management (HRM) practices. Organizations should be concerned with investigating the relationship between employee retention and human resource management (HRM) practices. Such investigation should be conducted in order to understand the factors that influence the employees' decisions in relation to stay working for their organization or leave it.

Some scholars believe that there many reasons behind seeing an employee leaving the organisation he works for. However, the efficiency of the human resource management practice and the leadership style are considered some of the most influential reasons leading employees to leave and thus, raising the turnover rates. However, improving the efficiency of those practices can be used as a strategy to retain the current employees (AlBattat & Som, 2013; Ongori, 2007; Price, 2001; Weibo, Kaur, & Zhi, 2010).

The leadership style being adopted is considered very significant and influential in any organization. For instance, it can ruin the organization or improve it. However, whether it is going to ruin the organization or improve it depends on the efficiency of the organization's leadership and the leadership style it is adopting, in other words, leadership affects the organization's future. However, the leaders' practices play also a significant role in governing this future. That is because they guide the employees subordinate to them to the best way of performing their duties (Thrush, 2012).

Leadership style has a major influence on employee retention rate. In addition, the experiences and backgrounds of the organization's leaders have an influence on the employees' intentions in relation to stay working for the organization or leave it. Organizations may be considered complex based on the leadership style it adopts which has an impact on the characteristics of its employees. Thus, there are numerous leadership

styles practiced in organizations. Such styles may be laissez-faire, visionary, charismatic, servant, transactional transformational, democratic, or autocratic. The leadership style is considered as being a key factor that can participate in reducing the turnover rates and employees' intentions to leave the organization (Northouse, 2013; Robbins, Judge and Boyel, 2013).

Some scholars assume that having a high turnover rate can be considered as being a serious problem, which often makes the organization face various negative challenges and effects. Such negative effects may include incurring more costs for training new employees and recruiting them and reducing the organization's level of productivity. Such negative effects may include raising the level of emotional instability among the organisation's employees (Ishak et al., 2011; Taufik, Sumarjan, & Sulaiman, 2012). According to Ponnu and Chuah (2010), having a high employee turnover rate has various negative impacts on the organization, such as: incurring more financial costs, and raising the probabilities of losing the knowledge, experience and skills that the organization possess. Having a high turnover rate shall have other negative impacts, such as: a decline in the employees' behaviour and compliance to the code of ethics. The beliefs of Ponnu and Chuah (2010) are consistent with the results concluded by Babtunde and Laoye (2011). For instance, Babtunde and Laoye (2011) believe that having a high employee turnover rates is considered to be a problem that has various negative impacts on the organization's levels of productivity, growth, and financial performance. In addition, such high rates shall increase the costs of publishing advertisements seeking to attract new employees to replace the old ones who left. High turnover rates shall consume time in interviewing potential employees and training the selected ones. Such rates shall make the organization incur more uniform costs and agency fees and have a negative influence on the service quality and customer experience and value (Davidson et al., 2010). The

overall costs incurred by the organisation for an employee turnover shall increase with each time an employee leaves the concerned position in the organisation. Hence, employee turnover will always be considered as a major challenge facing organizations. Therefore, retaining employees is considered as being a major challenge facing human resources management (HRM) practitioners in a constant manner. Thus, there is a need to propose new strategies that can attract potential employees and retain the current ones within the organization. Such strategies shall also participate in achieving the organization's goals. Furthermore, adopting efficient strategies to reduce the turnover rates shall reduce the costs that the organization incur due to employee's turnover (Boushey & Glynn, 2012).

Major problems and challenges have been facing the healthcare sector all around the world. Such problems and challenges are represented in retaining the current employees and having shortage in the number of workers who are needed to replace the employees who leave their organizations, especially in healthcare organizations. Medical employees' turnover is considered problem because it extremely costly for any organization – including healthcare organizations – to hire new workers and train them. As for labour shortage, it is considered to have major negative impacts on the healthcare organizations and their services and performance level (Steinmetz, Vries, & Tijdens, 2014). According to the World Health Organization (WHO, 2013), having a shortage in the number of workers in the healthcare sector is considered something common on the international level. However, the severity of this problem increases in the countries in which its healthcare sector shows a low work performance. In the third Global Forum on Human Resources for Health, the World Health Organization (WHO) presented its reports which indicate that the world will face a major challenge represented in a shortage of (12.9) million healthcare workers by the year 2035. According to the World Health

Report (2006) which was issued by the Health Workforce Decade (2006-2015), extra attention must be given to the retention of healthcare workers. As for the Kampala Declaration (2008), it indicates that retaining healthcare workers who are efficient, and responds quickly is considered something crucial.

Having efficient human resources management (HRM) practices is considered to serve as being a key strategy for retaining the current professional efficient employees within any health care organization (HCO). Due to the retention and recruitment rates in the health care sector of many countries during the 20th and 21st centuries, the roles performed by human resource managers in any health services organization shouldn't be underestimated (El-Jardali, Tchaghchagian & Jamal, 2009).

There is global shortage in the number of employees specialized in the healthcare sector. Such shortage is considered to be a serious problem facing the healthcare sector all around the world. Such shortage can be seen clearly in the number of in physicians and nurses. This shortage is considered a problem because not having a sufficient number of qualified and experienced healthcare human recourses shall prevent the health service organizations from providing their patients with the health services they need (Alameddine, Saleh, El-Jardali, Dimassi, & Mourad, 2012). On the global level, countries have been facing human resource challenges, such as: the employees' lack of knowledge, shortage in the number of workers, having a poor work environment, employees' misdistribution and skill-mix imbalance. In many of the countries that suffer from low and low-middle levels of Income, providing a sufficient number of healthcare professionals is faced by many challenges, such as: the limited training capacities and education, the growing shortage in the number of workers, an aging population, demographic factors, and poor retention recruitment and strategies. Such challenges also