

The impact of employee perceptions of training on organizational commitment and turnover intention

An empirical study of nurses in Jordanian hospitals

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Abstract

Purpose – The purpose of this study is to investigate the impact of employee perception of training on organizational commitment, and consequently, the impact of organizational commitment on turnover intention.

Design/methodology/approach – This study adopted a quantitative research design. Data were collected from 302 registered nurses working at Jordanian hospitals using an email survey questionnaire. Using statistical package for the social science analysis of regression to test the hypothesized model.

Findings – The results suggest a strong relationship between two variables: perceived availability of training and perceived supervisor support for training and organizational commitment. On the other hand, the perceived benefits of training is found to be negatively related to organizational commitment. The study also confirms a strong inverse association between organizational commitment and turnover intention.

Research limitations/implications – Limitations and suggestions for future studies three as with all research, there are limitations to this work. First, only three employee perceptions of training are investigated in this study to include perceived availability of training, perceived supervisor support for training and perceived benefits of training. Given that employee perceptions of training include a number of factors, future research may consider other factors such as motivation to learn and co-worker support for training (Newman *et al.*, 2011). Second, the study uses a quantitative approach. Future studies may conduct interviews to examine the relationship between the variables. Third, the data came from registered nurses working in hospitals in a single industry; to increase the generalizability of the findings, there is a need for future research in other industries in Jordan. Fourth, other attitudinal constructs in addition to organizational commitment may act as potential mediators in the relationship between employee perception of training and turnover intention. Future studies can include mediating variables such as job satisfaction (Poon, 2004) and trust in management (Whitener, 2001), which may better explain the hypothesized relationships. Finally, the findings cannot be generalized, as there is a possibility of bias because of differences in knowledge of and attitude to perceived training.

Practical implications – The findings of the present study have implications for theory and practice. At the theoretical level, the current study adds to the body of knowledge on commitment and turnover. Specifically, the current study provides evidence of a strong or weak relationship between employee perception of training, organizational commitment and turnover intention. The research findings verify the applicability of the social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), and concurs with Fishbein and



Ajzen's (1967) model of beliefs, attitude and behavioral intentions in Jordanian hospitals. From the practical aspect, the study findings urge Jordanian hospitals to enhance employee perception of training and correlated development opportunities, so as to fulfill their employees' needs and expectations in terms of organizational development. Hospitals may achieve this by providing effective and more comprehensive training programs and urging supervisors to motivate their subordinates to participate in these programs (Jehanzeb *et al.*, 2013). This study results also confirm that perceived supervisor support is very significant to the maintenance of organizational commitment. Hospitals need to create an environment in which practicing training is highly motivated by supervisors. While supervisors are required to publicize the availability of training to the nursing workforce (Ha *et al.*, 2014). Furthermore, the study findings reveal no evidence of a link between perceived benefits of training and organizational commitment. The premise behind this result is attributed to the fact that employees believe that the benefits obtained from participating in training activities are very limited (Kadiresan *et al.*, 2015). So, supervisors are requested to raise their awareness of the benefits to be gained from participating in training programs. The role of supervisors here is very important, they should also unfreeze the old concerns of individuals through positive approach by communicating aggressively about the benefits of training. Moreover, hospitals need to focus more on promoting better relations between training and career development (Newman *et al.*, 2011). Finally, the study results suggest that organizational commitment is negatively related to turnover intention. So, to increase organizational commitment, the hospitals' management should first, design more effective in house training, as well as motivate their nursing workforce, and financially support external training programs that will foster the nurses' skills and knowledge. Second, create a culture of commitment to reinforce the relationship with nursing workforce and encourage them to consider the hospital as a family to which they belong (Diab and Ajlouni, 2015). Finally, the work and environmental conditions must be improved through the provision of career development and promotion opportunities (Silva and Dias, 2016).

Originality/value – This study makes a significant theoretical contribution to the literature, as it addresses an essential and not so well researched issue in Jordan a developing Arab country in Middle East. The paper investigates the interaction between employee perceptions of training, organizational commitment and turnover intention of registered nurses in Jordanian Hospitals.

Keywords Jordan, Turnover intentions, Organizational commitment, Jordanian hospitals, Employee perceptions of training, Staff nurses, Registered nurses

Paper type Research paper

Introduction

Creating and sustaining a competitive advantage is the ultimate goal of business organizations. To achieve this goal, organizations need to invest in a valuable asset effectively (Alamri and Al-Duhaim, 2017; Rawashdeh, 2018). Investment in human resource practices is a great source of competitive advantage (Silva and Dias, 2016). The training process can be used as an example of human resource practices that contributes to gaining advantage over competitors (Jehanzeb *et al.*, 2013). It is defined as a systematic process that provides employees with the required knowledge, skills and expertise to perform their job successfully (Ramendram *et al.*, 2014). The significance of training is rapidly growing, and firms are adopting this strategy to compete with their competitors in the market (Scheible and Bastos, 2013). There is meaningful debate among scholars and professionals that training has an effective influence on organizational commitment (Alamri and Al-Duhaim, 2017). Esteban-Lioret *et al.* (2014) summarized that the offering of extensive training programs by organizations may lead to motivated, talented and committed employees. Committed employees potentially have better performance and lower rate of turnover (Huang and Chen, 2013). Evidence from prior work indicates that there is a strong relationship between the training of employees and organizational commitment (Alamri and Al-Duhaim, 2017; Silva and Dias, 2016; Jehanzeb *et al.*, 2013; Yang *et al.*, 2012). The evidence also supports the notion that committed employees are related positively to a variety of desirable outcomes, including job satisfaction and performance, and to a less likely intention to leave the organization. Based on the aforementioned discussion, it can be concluded that

training is instrumental in fostering positive employee attitudes such as organizational commitment and subsequently reducing undesirable behavioral outcomes such as turnover intention. Thus, it is reasonable to assume that in the context of registered nurses within the Jordanian hospitals, the implementation of training would be judged to be an important retention strategy.

In addition, the effective implementation of human resource practices has been noted as playing a vital role in creating and sustaining a highly committed workforce in the firm (Bhatti *et al.*, 2016). The social exchange theory suggests that people enter into a relationship with an organization to maximize the benefits they can gain (Blau, 1964). It is based on an implicit agreement that connects both employer and employee, and is known as a psychological contract (Rousseau, 1995). Psychological contracts are managed by the norm of reciprocity and have been noted to be a significant tool in determining organizational behavior (Garrow, 2004). In this context, and on the grounds of the norm of reciprocity (Gouldner, 1960), individuals could be more likely to show a positive work attitude and behavior and be less likely to engage in negative behavior. Fishbein and Ajzen (1967) proposed that people's intentions are a function of certain beliefs concerning an object, which, in turn, affects the people's attitude toward that object. The proposition is that the more positive the people's attitude toward the object, the more people will engage in positive behavior and the fewer people will be inclined to engage in negative behavior regarding that object. In the context of this work, an individual's beliefs toward the organization in the form of perception of the organization's training may lead to a positive attitude concerning the organization, in the form of organizational commitment that consequently, generates behavioral intentions, in the form of reduced turnover intention. The literature reflects that individuals increase their commitment toward the organization when it satisfies their needs and expectations effectively (Rawashdeh *et al.*, 2016; Kadiresan *et al.*, 2015).

Nevertheless, high turnover rates of nurses is an ongoing problem for healthcare organizations in Jordan, as well as in many other countries all over the world. In an exploratory study, Hayajneh *et al.* (2009) summarized that the overall turnover rate among registered nurses in Jordanian hospitals is 36 per cent. Job turnover has the high associated costs of selection, recruitment and training. In addition, newcomers only attain the productivity of the employee they replace after some time (Newmana *et al.*, 2011). To save these costs and reduce turnover, one of the possible organizational strategies is to invest in employee training. Organizational training and its managerial form can be a factor influencing organizational commitment (Silva and Dias, 2016). In effect, investigation on training and organizational commitment among nurses has been largely conducted in developed countries, such as Canada (Bartlett, 2001). As such, in view of increasing globalization, research on training and commitment among nurses in Jordan, a developing Arab country in Middle East, would definitely help expand the extant literature. Hence, the first objective of this study is to investigate the relationship between employee perception of training and organizational commitment among nurses in Jordan. Furthermore, as organizational commitment has been viewed as a salient predictor of turnover intention (Griffeth *et al.*, 2000) and given that this facet has been proposed by Meyer *et al.* (2002) to be investigated across cultures for a more in-depth recognition of the concept globally, the second objective of this study is to examine the effect of organizational commitment on nurses' turnover intention in Jordan. By doing so, it will help to better understand the correlation between employee perception of training, organizational commitment and turnover intention.

Literature review

Employee perceptions of training

Human resource management (HRM) can be viewed as the management of people to obtain a competitive position, particularly through human resource practices. Human resource practices are considered as the planned human resource deployment and the firm's progress aimed toward achieving the objectives through effective utilization of employees (Babu and Reddy, 2013). Training is one of the core practices of HRM. It has been seen as the most valuable human resource practice that contributes greatly to organizational competitiveness (Rawashdeh, 2018). Nowadays, it seems that a considerable number of business organizations focus attention on the training activities as one of the human resource practices that is very significant for the development of organizational commitment of the employees. Employees are considered as a key asset of an organization. Hence, it is very crucial for firms to invest in programs such as training, to promote their performance and competencies (Kadiresan *et al.*, 2015; Rawashdeh and Karim Al-Adwan, 2012). Many organizations have a specialized training department for developing their employees. Training helps organizations to keep their employees up-to-date and provide them with the required knowledge, skills, experiences and competencies, through a set of training and development programs (Ramendram *et al.*, 2014). In contrast, some organizations do not offer training programs as they consider it a demonstrative problem and economic burden on the organization. Despite this view, training is considered as a human resource essential strategy that can provide a series of benefits for the organization and its employees. For example, it motivates employees, equips them with new technologies and techniques, improves their skills and plays a vital role in increasing organizational commitment and lowering turnover intention (Alamri and Al-Duhaim, 2017).

Usually, when an organization provides employees with training, it may contribute greatly to the organizational commitment, which can be seen, such as psychological contract (Kadiresan *et al.*, 2015). It is reciprocal behavior and attitude from personnel at all levels built on their recognition of the effort made by the organization to improve their competencies, skills and experiences, and provide them future development opportunities (Jehanzeb *et al.*, 2013). Based on the human capital theory, employees tend to perceive the investment of the organization in training programs as a sign of stability in their jobs and in higher compensation (Scheible and Bastos, 2013). Whether training can accomplish its determined objectives depends not only on how a firm arranges it but also on how people perceive such training arrangements (Yang *et al.*, 2012). According to this notion, this study concentrates on employee perception of training. It proposes three types of employee perception of training: perceived availability of training, perceived supervisor support for training and perceived benefits of training. This is based on the fact that firstly, most previous works have confirmed that these three types of perception are significant to employees' work-related attitudes (Alamri and Al-Duhaim, 2017; Yang *et al.*, 2012; Santos and Stuart, 2003; Newman *et al.*, 2011). Second, these three types of perception significantly consider how people perceive training offered by firms. For instance, availability of training shows employee perception of organizational support; benefits of training reflect employee concerns with individual interests; and supervisor support for training indicates employee concerns with interpersonal relationships.

Perceived availability of training

The perceived availability of training is seen as the extent to which employees feel they are capable of accessing training opportunities provided by firms. It is related to the effective participation in training programs offered by the organization (Ashar *et al.*, 2013). Prior

studies have indicated that employees who have a positive perception of training are more committed to their organization (Bartlett, 2001). As previously found by research carried out in different countries such as China, the USA and Malaysia, there is a positive relationship between perceived availability of training and affective commitment but not continuance (Newmana *et al.*, 2011; Bartlett, 2001; Ahmad and Bakar, 2003). These results recommend that firms can improve affective commitment by increasing awareness of training programs. A few studies have reported a strong association between perceived availability of training and both affective and continuance commitment (Silva and Dias, 2016; Alamri and Al-Duhaim, 2017; Jehanzeb *et al.*, 2013).

Perceived supervisor support for training

The support for training is completely significant for employees, as it is an essential element to create a successful work environment for the development of the firm and its employees (Silva and Dias, 2016). The perception of this support is a facilitating tool for employee commitment toward their job, which comes from their involvement in training programs (Madera *et al.*, 2011). A growing body of research has reported that the support in the workplace environment has fundamental implications for organizational effectiveness. Scholars have suggested that social support reduces turnover and improves employee commitment and job satisfaction (Newmana *et al.*, 2011; Jehanzeb *et al.*, 2013; Eisenberger *et al.*, 2002; Maertz *et al.*, 2007). The collected evidence assures that social support has crucial implications for firm effectiveness. For a number of decades, studies have consistently maintained that social support is a great source for facilitating the psychological, physical and overall well-being of people (LaRocco *et al.*, 1980). There are three fundamental sources of social support – from work colleagues, family and friends (Eisenberger *et al.*, 2002). It has been indicated that senior colleagues' support for training can influence training effectiveness (Noe and Wilk, 1993). Some scholars have illustrated a strong association between supervisor support for training and both affective and continuance commitment (Silva and Dias, 2016; Alamri and Al-Duhaim, 2017; Newmana *et al.*, 2011; Bartlett, 2001). These outcomes prove the potential benefits that may be gained from the creation of an environment in which involvement in training and development programs is stimulated by supervisors. This kind of personal attachment to supervisors results from a prescribed social norm dictating an obligation to be loyal to senior colleagues (Wang, 2008).

Perceived benefits of training

Training can provide both employees and the organization with several benefits (Kadiresan *et al.*, 2015). For employees, the benefits include job safety, employee commitment and job satisfaction (Alamri and Al-Duhaim, 2017); personal and job-related benefits (Silva and Dias, 2016); and motivation, job and career development (Jehanzeb *et al.*, 2013). For the organization, the benefits are mostly related to performance improvement, productivity, profitability, efficiency, effectiveness and operating revenue (Rawashdeh, 2018); in addition to other benefits, such as improved firm reputation, reduced employee turnover, talented employees and cost reduction (Ramendram *et al.*, 2014). Evidence from prior work suggests that employees who recognize the benefits of training are more committed and more motivated to take part in training programs (Yang *et al.*, 2012). Previous studies have confirmed a positive association between perceived benefits of training and affective and continuance commitment (Silva and Dias, 2016; Alamri and Al-Duhaim, 2017; Newmana *et al.*, 2011; Ahmad and Bakar, 2003). Bartlett (2001) proposed differentiating between the career-related and personal benefits and job-related benefits of training. He found a statistical relationship between the perceived career-related and personal benefits of training

and both affective and continuance commitment. These results urge firms to increase the personal and career-related benefits of training to improve organizational commitment.

Organizational commitment

Nowadays organizational commitment is becoming an essential part of the academic research agenda (Silva and Dias, 2016). Organizational commitment is very important for firms to attract and retain talented employees, as only committed ones will be willing to maintain their link with the firm and exert great effort toward attaining its goals (Nagar, 2012). Many constructs of organizational commitment have been conceptualized over the past several years. Various definitions of organizational commitment are presented in the literature. Most of these definitions are of a generic nature, i.e. the connection of employees to the organization (Kadiresan *et al.*, 2015). Some other definitions suggest that organizational commitment involves human relations matters such as turnover, job satisfaction, employee performance and attaining organizational goals and objectives, and therefore, it is definitely important to firms (Memari *et al.*, 2013). According to Watson (2010), organizational commitment is traditionally seen as an ultimate faith in and adoption of firms' values and goals, a complete willingness to remain working for the organization, and an encouragement to make a maximum effort on behalf of the firm. Sirin and Sirin (2013) proposed that organizational commitment is considered as a significant aspect of the individual's psychological state, including the potential attitude toward the firm. Generally, speaking, organizational commitment is perceived as the extent to which individuals consider themselves as members of the firm and are satisfied with belonging to it (Kadiresan *et al.*, 2015; Meyer *et al.*, 2013).

The most widely used commitment construct is the three-component model developed by Meyer *et al.* (1993). These components are affective, continuance and normative commitment. Normative commitment has its antecedents in personnel values as determined by their social and familial background and cultural and prior experience. These are all exogenous to this study, which concentrates instead on the effect of human capital interventions after individuals are hired in an organization, particularly training, on their affective and continuance commitment (Newmana *et al.*, 2011). For this reason, only two components are included in this study, affective and continuance commitment. Affective commitment expresses the individuals' emotional and identification attachment to their organization (Meyer *et al.*, 2013). Employees with a high level of affective commitment are more likely to remain working for the organization because of a strong sense of belonging to it (Nagar, 2012). Continuance commitment refers to the perceived costs to the individuals as a result of quitting their job, which may include the possible loss of things such as benefits if they opt to leave, seniority status within the firm and lack of alternate employment (Meyer *et al.*, 2002). Those individuals with continuance commitment remain working for the firm out of self-interest (Newmana *et al.*, 2011).

Nevertheless, many business firms today emphasize on the training programs as one of the human resource functions as a very important practice for the development of the organizational commitment of individuals. Earlier studies in Jordan, on training in healthcare services, provide obvious evidence of a positive correlation between investment in training and performance (Diab and Ajlouni, 2015). However, no empirical research has been conducted in Jordan on the relationship between the perceptions of training and organizational output. This work fills this gap by investigating the relationship between perceptions of training and organizational commitment, and the latter's relationship with the turnover intentions. This research investigates the extent to which perception of training

can be used as an instrument by Jordanian hospitals to improve the organizational commitment and reduce the turnover intentions of registered nurses.

Turnover intention

In this globalization era, most business organizations cannot retain their employees over the long run (Oluwafemi, 2013). The potential loss of talent and knowledge may bring additional problems to decision-makers in terms of human resources. Given the negative effect of turnover on the performance of a firm, decision-makers seek appropriate policies to retain talented workers (Dong *et al.*, 2012). Turnover intention refers to the intention of employees to voluntarily leave the firm (Nicol *et al.*, 2011). In fact, turnover intention influences organizational efficiency, through the loss of talented employees, difficulties in getting the job done and potential costs (Matz *et al.*, 2014). These potential costs may include replacement cost, training cost, separation cost and vacancy cost (Kadiresan *et al.*, 2015). In Jordan, Hayajneh *et al.* (2009) concluded that the overall turnover rate among nurses in Jordanian hospitals is 36 per cent, which considered a serious issue and incurs negative impact on hospital performance.

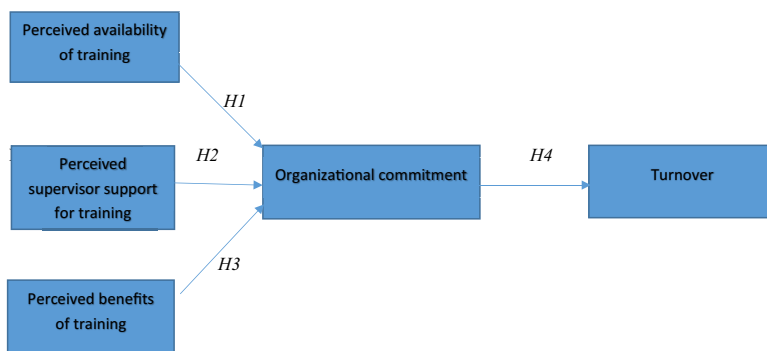
Turnover refers to the ratio of individuals who quit from their firm at a specific period of time and the average number of individuals still working for the firm at the same time (Abdali, 2011). Turnover intention is connected to some traits of individuals, such as an intention to seek another job, intention to leave the firm or a feeling to quit the job (Carmeli and Weisberg, 2006). Turnover intention may occur either voluntarily or involuntarily. Voluntary turnover happens when the employee decides to resign from the organization willingly, while involuntary turnover happens when the organization initiates employee termination (Greyling and Stanz, 2010). It is not easy to measure actual turnover, and thus, most scholars depend on turnover intention as the best variable to predict the actual turnover in organizations (Park *et al.*, 2014). Hence, the adoption of the turnover intention concept to represent the actual turnover is acceptable.

Employees typically withdraw from firms due to several reasons (Alonso and O'Neill, 2009). This subsection of literature review shows some turnover intention drivers. The assumption in this review is that the opposite of turnover intention is the intent to stay (Costen and Salazar, 2011). The turnover intention drivers may include but not limited to, leadership (Long and Thean, 2011); job satisfaction (Yücel, 2012); compensation (Riddell, 2011); training (Alamri and Al-Duhaim, 2017; Silva and Dias, 2016; Jehanzeb *et al.*, 2013; Yang *et al.*, 2012); and organizational commitment (Bonds, 2017; Sow, 2015; Alamri and Al-Duhaim, 2017; Newmana *et al.*, 2011; Silva and Dias, 2016). The intent of this study is to examine how organizational commitment relates to the turnover intention in the Jordanian healthcare service organizations. Previous results have shown strong evidence that turnover intention is negatively related to organizational commitment (Alamri and Al-Duhaim, 2017; Newmana *et al.*, 2011; Silva and Dias, 2016).

Figure 1 demonstrates the research's conceptual framework and the hypothesized relationships between the adopted constructs.

- H1. There is a positive relationship between perceived availability of training and organizational commitment.
- H2. There is a positive relationship between perceived supervisor support for training and organizational commitment.

Figure 1.
Research framework



- H3.* There is a positive relationship between perceived benefits of training and organizational commitment.
- H4.* There is a negative relationship between organizational commitment and turnover intention.

Methodology

Procedure and sample

A survey questionnaire was used to gather data for hypotheses testing from employees working in public and private hospitals in Jordan. Before implementing the survey, the instrument was reviewed by five heads of nursing departments in Jordanian hospitals, and three academic professors in the University of Jordan to identify problems with wording, content and question ambiguity. Some minor edits were introduced and some changes were made based on their suggestions. The respondents in this study are full-time nurses, working in managerial and non-managerial positions in Jordanian hospitals. The information on a total of 99 Jordanian hospitals was obtained from the Jordanian Ministry of Health annual report, which includes the public, private and university hospitals. Military hospitals were excluded from this study. A cluster random sample was used in this study. Three clusters were established – one for the northern region, the second for the central region and the third cluster for the southern region. A proportional random sample of 25 per cent of the total number of hospitals was selected. Accordingly, 25 Jordanian hospitals were included in this research, 5 hospitals from the northern region, 17 hospitals from the central region and 3 hospitals from the southern region. Proportionate sampling was used whereby a survey questionnaire was distributed in proportion to a number of staff nurses in each hospital via e-mail sent to the head of the department. A total of 500 questionnaires were distributed. Respondents were given three weeks to complete the questionnaire. After the specified period, a total of 374 questionnaires was collected, out of which 302 were found to be useable for further analysis with the response rate of 60 per cent, which meet [Kline \(2010\)](#) suggestion that a sample of 200 or larger is suitable for analysis.

Measures

The items used in this study were adapted from previously published studies. These items provided a valued source for data gathering and measurement as their reliability and validity have been verified through previous research and peer reviews. Perceived availability of training with five items was adapted from [Newmana et al. \(2011\)](#). The items

included: “my organization provides a good environment for new recruits to learn job-specific skills and knowledge” and “my organization provides assistance for its employees to take management training and development courses.” The coefficient for this scale is 0.928. Supervisor support for training was measured by five items, taken from [Noe and Wilk \(1993\)](#). The coefficient for the scale is 0.951. Perceived benefits of training were measured by five items taken from [Noe and Wilk \(1993\)](#). The coefficient for this scale is 0.936. Organizational commitment was measured using six items adapted from [Mowday *et al.* \(1979\)](#). The items for organizational commitment include: “i would accept almost any type of job assignment to keep working for this hospital.” The coefficient for this scale is 0.879. Turnover intention was measured using six items adapted from [Farh *et al.* \(1998\)](#). The items for turnover intention include: “i think a lot about leaving this hospital.” The coefficient for this scale is 0.909. All responses were measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data were analyzed through descriptive statistical methods with mean, standard deviation, percentage, Pearson correlation coefficient, *t*-test and regression, performed by statistical package for the social science. The reliability of all constructs of the instrument ranges from 0.88 to 0.95, which exceeds [Hair *et al.*'s \(2010\)](#) minimum cut-off value of 0.70. Accordingly, all the research constructs in this study were considered as reliable.

Results and discussion

The demographic details of respondents in [Table II](#) is as follows, gender: 54 per cent are male and 46 per cent are female. Age – the highest respondents are in the age group of 21-30 years, which accounts for 41 per cent, followed by 31-40 years at 36 per cent and above 40 years at 23 per cent. Experience: 14 per cent of the respondents are less than 5 years, 66 per cent from 5 to 10 years and 20 per cent are above 10 years. Educational qualifications: 5 per cent of the respondents are diploma and less, 6 per cent graduates and the remaining 89 per cent are undergraduates. The mean score and standard deviation (SD) for our study variables in [Table IV](#) are 3.16 for perceived availability of training (SD = 0.64), 3.36 for perceived supervisor support for training (SD = 0.68), 3.44 for perceived benefits of training (SD = 0.70), 3.01 for organizational commitment (SD = 0.59) and 2.95 for turnover intention (SD = 0.61). The mean score and standard deviation reflect conformity of respondents' perception of these items.

To test the study hypotheses, the Pearson correlation coefficient and multiple linear regression analysis were used. [Table V](#) indicates that there is a positive correlation between organizational commitment and two types of employee perception of training (perceived availability of training and perceived supervisor support for training) as $p = 0.680$ and 0.662 , respectively (> 0.50). There is no correlation between organizational commitment and the third type of employee perception of training (perceived benefits of training) as $p = -0.196 < 0.50$. Also, there is no correlation between turnover intention and

Region	Public hospitals	Private hospitals	University hospitals	Total
Northern	13	7	1	21
Central	16	51	1	68
Southern	4	6	0	10
Total	33	64	2	99

Table I.
Jordanian hospitals
according to region
(northern, central and
southern) and the
health sector (public,
private and
university)

Source: www.moh.gov.jo

EJTD 44,2/3	Category	Frequency	(%)
200	<i>Gender</i>		
	Male	163	54
	Female	139	46
	Total	302	100
	<i>Age group</i>		
	21-30	124	41
	31-40	109	36
	Above 40	69	23
	Total	302	100
	<i>Education</i>		
	Diploma and less	15	5
	Undergraduate	269	89
	Graduate	18	6
	Total	302	100
	<i>Experience</i>		
Less than 5 years	42	14	
5-10 years	199	66	
Above 10 years	61	20	
Total	302	100	

Table II.
Demographic data
for respondents

	Level of the effect	Mean
Table III. Scale on the relative importance of the mean	Low	2.33 and less
	Medium	2.34-3.67
	High	3.68-5
	Note: These categories were derived according to the following equation: interval length = (highest weight – lowest weight)/(three levels) = (5 – 1)/3 = 1.33	

	Category	Mean	SD	Level
Table IV. The mean and standard deviation for the survey items in Jordanian hospitals	Perceived availability of training	3.16	0.64	Medium
	Perceived supervisor support for training	3.36	0.68	Medium
	Perceived benefits of training	3.44	0.70	Medium
	Employee perception of training	3.32	0.67	Medium
	Organizational commitment	3.01	0.59	Medium
	Turnover intention	2.95	0.61	Medium

organizational commitment as $p = -0.584 < 0.50$. To test the correlation of employee perception of training types, **Table V** indicates a significant correlation; the strongest correlation is between perceived availability of training and perceived benefits of training ($p = 0.523$), while the weakest correlation is between perceived supervisor support for training and perceived benefits of training ($p = 0.464$).

As can be seen in **Table V**, there is no issue of collinearity problem in this data as the correlations between the independent variables are not high. This implies that multiple

Table V.The correlation
among survey items

Research variables	Organizational commitment	Perceived availability of training	Perceived supervisor support for training	Perceived benefits of training	Turnover intention
Organizational commitment	1	0.680**	0.662**	-0.196**	-0.584**
Perceived availability of training		1	0.493**	0.523**	0.242**
Perceived supervisor support for training			1	0.464**	0.317**
Perceived benefits of training				1	0.185**
Turnover intention					1

Note: **Correlation is significant at the 0.01 level (two-tailed)

regression analysis can be carried out to answer the hypotheses of the study. To test *H1*, the *t*-values is 6.976 as in [Table VI](#), indicating that there is a significant relationship between perceived availability of training and organizational commitment as the significance level (0.002) related to *t*-values is less than 0.05, suggesting the presence of the relationship. To test *H2*, the *t*-values as in [Table VI](#) is 2.457, which indicates that there is a significant relationship between perceived supervisor support for training and organizational commitment as the significance level (0.035) related to *t*-values is less than 0.05, suggesting the presence of the relationship. To test *H3*, the *t*-values as in [Table VI](#) is -0.405, which implies that there is an insignificant relationship between perceived benefits of training and organizational commitment as the significance level (0.147) related to *t*-values is more than 0.05, suggesting no evidence of a relationship. To test *H4*, the *t*-values as in [Table VI](#) is 2.616, which implies that there is an insignificant relationship between organizational commitment and turnover intention, as the significance level (0.068) related to *t*-values is more than 0.05, suggesting no evidence of a relationship.

The above findings underline the contentions of the social exchange theory ([Blau, 1964](#)). The present results indicate a positive association of two variables to organizational commitment: the perceived availability of training and supervisor support for training. This is in congruence with the findings of prior studies ([Silva and Dias, 2016](#); [Jehanzeb et al., 2013](#); [Newmana et al., 2011](#); [Ahmad and Bakar, 2003](#); [Bartlett, 2001](#)). The positive relationship between perceived availability of training and organizational commitment means that the employee who views training availability in the firm positively is more interested to stay with

Dependent variable	Independent variable	B (std. coeff.)	S. E	<i>t</i> -value	Sig.	Adj. <i>R</i> ²	<i>F</i> value
Organizational commitment	Perceived availability of training	0.510	0.0731	6.976744	0.002		
	Perceived supervisor support for training	0.462	0.0188	2.457447	0.035	0.41	24.85**
	Perceived benefits of training	-0.167	0.0412	-0.40534	0.147		
Turnover intentions	Organizational commitment	-0.225	-0.086	2.616279	0.068	0.043	4.13*

Table VI.
Multiple regression
analysis**Notes:** ***Significance at 1%; **significance at 5%; *significance at 10%

the firm for fear of missing the chance to participate in training that quitting from work may incur. In addition, conducting specific training programs for nurses within the hospitals leads to high commitment, this cause non-transferability of the acquired skills (Bakar, 2003). It has been seen in various organizations that where training was being carried, the individuals felt more secure, had positive productivity and ultimately demonstrated a significant commitment toward that organization (Ha *et al.*, 2014). This study findings also confirm that supervisor support is very significant for motivating employees to participate in training programs in firms and the potential implementation of skills learned. This may be because of the existing culture that places high significance on personal relations rather than on the system itself. In such a culture, the commitment of employees may come from the obligation to the system they believe in rather than the personal connections they may have (Bartlett (2001) and Rawashdeh *et al.* (2015)). Contrary to expectations, the study shows no evidence of a relationship between perceived benefits of training and organizational commitment. This explains that employee perception of the benefits of training might not lead to greater training participation. This may be a result of the non-voluntary training in most Jordanian hospitals. Although employees who perceive benefits from training may be more encouraged to join, it may not improve their commitment if they do not get promotion or the opportunity to practice learned skills (Jehanzeb *et al.*, 2013). The study also asserts that organizational commitment is negatively related to turnover intention. The premise behind this result, when looking at the profile of the respondents it was indicated that the majority of them (41 per cent of the respondents) are between 21-30 years of age. While at this age, they are still in the exploration stage of their career and it is plausible for them to have the tendency to leave. This is especially when they perceive themselves as having the potential to be employable outside. The above results concur with prior work (Jehanzeb *et al.*, 2013; Newmana *et al.*, 2011; Silva and Dias, 2016).

Implications

The findings of the present study have implications for theory and practice. At the theoretical level, the current study adds to the body of knowledge on commitment and turnover. Specifically, the current study provides evidence of a strong or weak relationship between employee perception of training, organizational commitment and turnover intention. The research findings verify the applicability of the social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) and concur with Fishbein and Ajzen's (1967) model of beliefs, attitude and behavioral intentions in Jordanian hospitals.

From the practical aspect, the study findings urge Jordanian hospitals to enhance employee perception of training and correlated development opportunities, so as to fulfill their nurses' needs and expectations in terms of organizational development. Hospitals may achieve this by providing effective and more comprehensive training programs and urging supervisors to motivate their subordinates to participate in these programs (Jehanzeb *et al.*, 2013). This study results also confirm that perceived supervisor support is very significant to the maintenance of organizational commitment. Hospitals need to create an environment in which practicing training is highly motivated by supervisors. While supervisors are required to publicize the availability of training to the nursing workforce (Ha *et al.*, 2014). Furthermore, the study findings reveal no evidence of a link between perceived benefits of training and organizational commitment. The premise behind this result is attributed to the fact that employees believe that the benefits obtained from participating in training activities are very limited (Kadiresan *et al.*, 2015). So, supervisors are requested to raise their awareness of the benefits to be gained from participating in training programs. The role of supervisors here is very important, they should also unfreeze the old concerns of individuals through positive approach by communicating aggressively about the benefits of training.

Moreover, hospitals need to focus more on promoting better relations between training and career development (Newmana *et al.*, 2011). Finally, the study results suggest that organizational commitment is negatively related to turnover intention. So, to increase organizational commitment, the hospital's management should first, design more effective in house training, as well as motivate their nursing workforce and financially support external training programs that will foster the nurses' skills and knowledge. Second, create a culture of commitment to reinforce the relationship with nursing workforce and encourage them to consider the hospitals as a family to which they belong (Diab and Ajlouni, 2015). Finally, the work and environmental conditions must be improved through the provision of career development and promotion opportunities (Silva and Dias, 2016).

Limitations and suggestion for future studies three

As with all research, there are limitations to this work. First, only three employee perceptions of training are investigated in this study to include the perceived availability of training, perceived supervisor support for training and perceived benefits of training. Given that employee perceptions of training include a number of factors, future research may consider other factors, such as motivation to learn and co-worker support for training (Newmana *et al.*, 2011). Second, the study uses a quantitative approach. Future studies may conduct interviews to examine the relationship between the variables. Third, our data came from registered nurses working in hospitals in a single industry; to increase the generalizability of the findings, there is a need for future research in other industries in Jordan. Fourth, other attitudinal constructs in addition to organizational commitment may act as potential mediators in the relationship between employee perception of training and turnover intention. Future studies can include mediating variables, such as job satisfaction (Poon, 2004) and trust in management (Whitener, 2001), which may better explain the hypothesized relationships. Finally, the findings cannot be generalized, as there is a possibility of bias because of differences in knowledge of and attitude to perceived training.

Conclusion

In this study of hospitals in Jordan, we attempted to investigate the impact of employee perception of training on organizational commitment, and consequently, the impact of organizational commitment on turnover intentions. A strong relationship is established between two variables: perceived availability of training and perceived supervisor support for training with organizational commitment. Nonetheless, contrary to expectations, perceived benefits of training is negatively related to organizational commitment. Our study also confirms a strong inverse association between organizational commitment and turnover intention. This study results are consistent with prior studies conducted in Asian countries such as china and Malaysia. These results imply that Jordanian hospitals should actively apply effective training programs to increase commitment of nurses to the organization, which, in turn, can result in a reduction in their turnover intention. That will eventually contribute to patients' satisfaction through the continuity of nursing care, devotion of greater efforts and provision of high-quality healthcare services.

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Further reading

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