

# Impact Of Human Resources Management Practice on Turnover and Productivity in Brim Gas Energy Ltd. Jalingo Taraba State.

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*Abstract- Workers are the most vital assets for a company. Their significance lies not only in the need to emphasize the exceptional ones but also in the capacity to sustain them over the long haul. The aim of this research was to investigate how Human Resources Management practices affect turnover and productivity at Brim Gas Energy Ltd. Jalingo, Taraba State. The study utilized a survey research design, and 116 participants were sampled through a structured questionnaire. Multiple regression was utilized to analyze the data. The findings indicate that Training and Development (ETP) positively and significantly influences employee turnover. The Compensation and Reward System (CM) has a detrimental and insignificant impact on employee turnover. Performance Management (PM) and employee participation in Decision-making (PD) positively influence employee turnover and also yield no significant impact. It was determined that effective HRM strategies, such as training, performance evaluation, equitable compensation, and inclusive decision-making, play a crucial role in retaining employees. Employees tend to stay more engaged when they recognize support from the organization and chances for advancement. Organizations are encouraged to combine various HRM practices (training, performance management, compensation, participatory decision-making) to improve productivity while lowering turnover concurrently. Incentive schemes, acknowledgment initiatives, and advancement prospects should be implemented to inspire employees, boost involvement, and enhance commitment to the organization. Organizations need to regularly evaluate HRM practices through employee input, turnover rates, and productivity measures to pinpoint deficiencies and execute enhancements*

**Keywords:** HRM-Practice, Employee Turnover, Productivity.

## I. INTRODUCTION

Human Resource Management (HRM) is essential in influencing organizational performance and sustainability in the current competitive business

landscape. Organizations are progressively acknowledging that their employees are not merely a cost burden but a strategic resource that can enhance productivity, spur innovation, and foster long-term development. Efficient HRM practices like hiring and selection, training and development, compensation, performance evaluation, and employee involvement are crucial in shaping employee behavior and organizational results Gulo, Y., & Majaya, M. T. (2025).

Staff turnover continues to be a significant issue for numerous organizations, particularly in developing economies where the movement of skilled workers is elevated. Elevated turnover rates may result in higher hiring expenses, a decrease in organizational knowledge, and interruptions in operations. Simultaneously, employee productivity serves as a crucial factor for organizational success, influencing both profitability and competitiveness directly, according to Ahmed et al. (2025). Thus, recognizing the elements that affect both turnover and productivity is essential for managers and policymakers.

Human Resource Management practices are widely recognized as crucial factors influencing employee retention and productivity. For example, equitable pay, chances for professional advancement, and encouraging workplaces can inspire employees to stay with a company and excel in their performance Muqedi, O. J. A., Noor, K. M., & Sabri, S. A. (2023). In contrast, ineffective HR practices like insufficient training, absence of recognition, and poor leadership may result in discontent, heightened turnover intentions, and decreased productivity.

This research intends to investigate the effect of HRM strategies on staff turnover and efficiency in

organizations. The research aims to illuminate the connection between HR strategies and employee results, offering insights that may assist organizations in boosting retention rates and improving workforce performance.

#### Statement of the Problem

Although there is growing acknowledgment of Human Resource Management (HRM) as a strategic instrument for improving organizational performance, numerous organizations still face ongoing issues concerning employee turnover and inadequate productivity. In recent years, researchers have highlighted that keeping employees is a significant issue for organizations, especially in fast-paced and competitive settings where talented workers often look for improved prospects elsewhere Ahmed, F., Saha, A., Tasrif, M. A. A., Hasan, S. M. M., & Khatun, R. (2025).

Elevated employee turnover has become a significant organizational issue because of its related expenses and adverse effects on performance. Research indicates that companies with poor HRM practices frequently face higher turnover rates, resulting in the departure of talented workers, operational disruptions, and lowered organizational effectiveness Gulo, Y., & Majaya, M. T. (2025). Moreover, research shows that ineffective execution of HRM practices like insufficient pay, ineffective performance evaluation systems, and scarce training options greatly influences employees' desire to resign from their positions.

Simultaneously, employee productivity is a crucial factor for organizational success, but numerous organizations find it difficult to reach peak performance levels. Recent research indicates that while HRM practices aim to boost employee skills and motivation, their inadequate execution frequently leads to diminished employee engagement and lower productivity (Jalil, H. S. A., Noor, A. M., & Ahmad, A. 2025). This scenario is especially clear in developing economies, where organizational frameworks and HR systems might not completely correspond with contemporary strategic HRM models.

Additionally, recent studies emphasize that HRM practices influence both employee turnover and

productivity in two ways. Efficient HRM systems can decrease turnover and enhance productivity at the same time, whereas ineffective systems typically result in the contrary effect. Nonetheless, in spite of this recognized connection, numerous organizations struggle to apply integrated HRM strategies that tackle both matters at the same time.

A significant concern highlighted by recent researchers is the absence of context-specific investigations, particularly in developing nations like Nigeria. Many current studies emphasize developed economies, which restricts the relevance of their results to local organizational contexts. Moreover, numerous studies investigate employee turnover and productivity independently, leading to a lack of insight into how HRM practices collectively impact these two crucial organizational results.

#### Objectives of the Study

To examine the impact of Human Resource Management practices on employee turnover and productivity in an organization.

#### Specific Objectives

1. To examine the influence of training and development on employee productivity.
2. To evaluate the impact of compensation and reward systems on employee retention.
3. To determine the relationship between performance appraisal and employee productivity.
4. To examine the impact of employees participatory decision-making on employee's productivity

#### Significance of the Study

This research regarding the influence of Human Resource Management (HRM) practices on employee turnover and productivity is important in various aspects, especially in relation to its contribution to knowledge, practice, and future studies.

#### Contribution to Knowledge

This research adds to the current literature by offering empirical data regarding the connection between HRM practices, employee turnover, and productivity in an organizational setting. Previous research has

frequently looked at turnover and productivity in isolation; this study combines both factors to offer a deeper understanding of how HRM practices affect organizational results.

#### Contribution to Practice

This research offers important understandings for organizational leaders, HR managers, and policymakers regarding the design and execution of effective HRM strategies. The results will assist organizations in recognizing the significance of recruitment, training, compensation, and performance evaluation in minimizing employee turnover and boosting productivity.

Moreover, the research will assist managers in recognizing deficiencies in their existing HR practices and implementing strategies that enhance employee satisfaction, engagement, and retention. Organizations can leverage the results to create policies that promote a nurturing workplace, boost employee retention, and ultimately improve overall performance and competitiveness

#### Contribution to Future Researchers

This research acts as a valuable resource for upcoming scholars focused on human resource management, employee conduct, and organizational effectiveness. It establishes a basis for additional empirical research by presenting pertinent variables, research models, and methods that may be reused or enhanced.

Furthermore, the research paves the way for future investigations to examine further elements like organizational culture, leadership approaches, and technology adoption that could impact the connection between HRM practices, turnover, and productivity. Researchers may further expand on this work by performing comparative studies across various industries, regions, or nations to enhance knowledge in this area.

#### Scope of the Study

The study focuses on the impact of HRM practices specifically recruitment, training, compensation, and

performance appraisal on employee turnover and productivity within an organization. Which is limited to a selected Brim Gas Energy Ltd Jalingo, Taraba State.

## II. LITERATURE REVIEW

### Conceptual Frame Work:

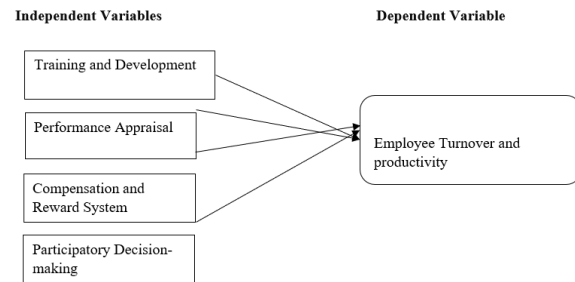


Figure 1: Conceptual framework

Source: Researcher's Construct, 2026

### Concept of Human Resource Practice

Studies have recognized HRM practices like recruitment, development, competitive perks, career advancement, and employee involvement as essential for managing human resources and reaching organizational objectives. Such practices affect employee actions, perceptions, and performance, guaranteeing that talented individuals can successfully meet organizational goals (Aktar & Pangil, 2018; Xiayan et al., 2021). HRM practices are strategic entities that effectively handle human resources, cultivate distinctive skills, promote social ties, and improve organizational knowledge (Li et al., 2019). They include all tasks, roles, and methods related to an organization's human resources, striving to attain a competitive advantage by managing resource availability and fulfilling organizational goals (Muqedi et al., 2023; Otoo, 2020). Every definition provided by the authors is applied in this study because they collectively reinforce each other.

Human resource management practices include recruitment, training, employee retention, health and safety, performance evaluation, and compensation management (Xiayan et al., 2021). These "soft" practices are designed to improve organizational performance by developing a talented workforce

through involvement, career growth, learning, and positive feedback (Aktar & Pangil, 2018). They likewise emphasize adaptable regulations, job structure, remuneration, advantages, and work-life harmony to draw in and keep skilled employees. Prior research has mainly focused on how HRM practices affect companies, highlighting the necessity of combining these practices to reach strategic objectives (Xiayan et al., 2021). Analysis of literature regarding HRM practices across various countries indicates that the most commonly explored topics include recruitment, selection, training, development, compensation, incentives, and performance evaluation (Muqedi et al., 2023).

#### Concept of Employee Turnover

Employee turnover is an important concept in Human Resource Management (HRM) that pertains to the departure of employees from an organization over a defined timeframe. It is typically quantified by the frequency of employee departures and replacements, serving as a key metric of workforce stability and organizational well-being. Recent studies indicate that employee turnover encompasses both voluntary departures (like resignations) and involuntary separations (such as terminations or layoffs). In modern HRM studies, employee turnover is seen not just as a workforce indicator but also as a sign of organizational efficiency. It offers understanding of employee contentment, involvement, and the general effectiveness of management methods. Research indicates that turnover is a typical occurrence in organizations; nonetheless, excessively elevated turnover rates frequently point to fundamental problems like ineffective management, insufficient pay, or scarce career advancement prospects.

#### Concept of Employee Productivity

Employee productivity is a key idea in Human Resource Management (HRM) and organizational research, concerning the efficiency and effectiveness of employees in using their abilities, expertise, and resources to meet organizational objectives. Productivity encompasses not just the amount of output but also the quality of work, adherence to deadlines, and the overall impact on organizational effectiveness (Sciencedirect.com, 2024).

Recent studies indicate that employee productivity is affected by a mix of personal, organizational, and environmental elements. Personal factors consist of abilities, drive, and contentment with one's job, whereas organizational factors involve HRM policies like training and development, performance evaluation, remuneration, and reward systems. Efficient HRM strategies boost employees' skills, drive, and chances to excel, ultimately contributing to increased productivity (Mdpi.com, 2025).

#### Theoretical Framework

The theoretical framework establishes the conceptual basis for comprehending how Human Resource Management (HRM) practices affect employee turnover and productivity within organizations. It clarifies the fundamental processes by which HRM strategies can influence employee behavior, engagement, and performance results

#### Human Capital Theory

Human Capital Theory, introduced by Becker (1964) and further developed by modern researchers, highlights that employees are essential resources whose expertise, abilities, and competencies play a crucial role in achieving organizational success. Investing in employees via HRM practices like training, skill enhancement, and ongoing learning boosts their productivity and lowers turnover.

Recent studies indicate that companies investing thoughtfully in human capital see enhanced employee retention and improved organizational performance (Ahmed et al., 2025).

#### Relevance to the Study:

The theory supports the premise that HRM practices enhance employee value and productivity while minimizing turnover by improving job satisfaction and engagement.

#### Assumption:

Employees with higher human capital contribute more effectively to organizational performance and are less likely to leave.

Criticism:

Human Capital Theory assumes that all employees respond uniformly to investments in skills and training, ignoring individual differences in motivation, personality, and external opportunities (Frontiers in Psychology, 2024).

Ability-Motivation-Opportunity (AMO) Theory

The Ability-Motivation-Opportunity (AMO) model is among the most extensively utilized theories in HRM studies. Put forth by Appelbaum et al. (2000) and subsequently advanced by modern researchers, the AMO theory suggests that employee performance is determined by three essential elements:

1. Ability (A): Workers need to have the required skills, knowledge, and expertise to carry out their duties efficiently. HRM practices like hiring, choosing, and development improve employees' skills.
2. Motivation (M): Employees tend to perform better when they are driven. Motivation can be enhanced by means of rewards, acknowledgment, professional growth, and systems for evaluating performance.
3. Opportunity (O): Workers should be provided the chance to fully harness their skills and drive. Opportunity-enhancing HRM practices encompass participative decision-making, job structuring, and nurturing work environments (Sparrow et al., 2025).

Recent empirical studies indicate that organizations adopting HRM practices consistent with the AMO framework achieve increased productivity and reduced employee turnover, as employees are skilled, motivated, and enabled to fulfill their roles (Frontiers in Psychology, 2024).

Relevance to the Study:

This theory underpins the study because it explains how HRM practices training (ability), performance incentives (motivation), and participative work arrangements (opportunity) can simultaneously reduce turnover and improve productivity.

Assumption:

Employees will perform optimally when their abilities are enhanced, they are motivated, and they have opportunities to contribute meaningfully.

Criticism:

Some critics argue that AMO theory oversimplifies human behavior by assuming that ability, motivation, and opportunity alone determine performance, neglecting external factors such as organizational culture, economic environment, and leadership style (Mdpi.com, 2025).

Social Exchange Theory (SET)

Social Exchange Theory (Blau, 1964) posits that relationships within organizations are based on reciprocal exchanges. Employees perceive organizational support and rewards as a form of positive treatment and, in turn, reciprocate with loyalty, commitment, and high performance. Conversely, inadequate HRM practices such as poor compensation or limited development opportunities can lead to higher turnover and lower productivity (Zhang & Long, 2024).

Relevance to the Study:

This theory explains why employees remain committed and productive when HRM practices are perceived as fair, supportive, and rewarding.

Assumption:

Employee behavior is influenced by perceived organizational support and the fairness of HRM practices.

Criticism:

SET focuses mainly on psychological perceptions and may not fully account for structural and environmental factors that affect turnover and productivity (Sang, 2025).

Empirical Review

Several recent studies have examined the relationship between HRM practices, employee turnover, and productivity:

Suhardi and Oktari (2023) investigated how compensation influences employee turnover intention through correlation and regression analysis. The research revealed that compensation has a notably adverse impact on turnover intention, suggesting that improved pay and benefits lower employees' desire to depart.

A study conducted by Ahmed et al. in 2025 revealed that HRM practices effectively decrease employee turnover and enhance organizational productivity through a mixed-method approach.

Zhang and Long (2024) indicated that HRM practices like compensation, training, and career development exhibit a significant negative correlation with turnover intention.

Yamoah et al. (2024) discovered that training, development, and compensation play essential roles in employee retention, particularly when matched with elevated employee engagement levels.

Fattah et al. (2022) studied workers in the telecommunications industry and discovered that participative decision-making greatly impacts turnover intention, with perceived organizational support serving as a mediator.

#### Research Gap

Despite the growing body of research on Human Resource Management (HRM) practices and their effects on employee retention and efficiency, various deficiencies persist that warrant this research.

Many studies have looked at the connection between HRM practices and either employee turnover or productivity alone, but very few have explored both outcomes at the same time within the same organizational setting. Many studies center on a singular result, such as employee turnover intentions (Zhang & Long, 2024) or productivity indicators (Ahmed et al., 2025), which restricts a comprehensive view of how HRM practices affect overall organizational performance.

Moreover, most of the current research takes place in developed nations, with little focus on developing countries, especially Nigeria. Contextual elements like

the economic climate, company culture, and employee traits can influence the effectiveness of HRM practices (Frontiers in Psychology, 2024). Consequently, results from Western or Asian settings may not completely translate to Nigerian organizations, underscoring the necessity for localized empirical research.

Moreover, there is a lack of empirical research that combines various HRM practices like training, performance evaluation, compensation, and participatory decision-making into one analytical framework to assess their collective effect on turnover and productivity. Many earlier studies focus on single HRM practices separately (Sang, 2025), resulting in a lack of insight into the overall impact of holistic HRM strategies.

### III. RESEARCH METHODOLOGY

This study utilized a survey research design. The intended population includes 116 managers and staff members of Brim Gas Energy. The group consists of workers from various departments (HR, administration, production, operations) to guarantee representativeness. Krejcie and Morgan (1970) sample table.

The tool for gathering data was a structured questionnaire utilizing a 5-point Likert scale, ranging from SD = strongly disagreed to SA = strongly agreed. Data were examined through inferential statistics (multiple regression analysis) utilizing SPSS V.26 software. The survey consisted of three parts: Part 'A' addressed the background details of respondents, Part 'B' focused on HRM practices, and Part 'C' gathered information about employees' intentions to leave. The survey was confirmed. The researchers administered 116 questionnaires to the management and employees of Brim Gas Energy Ltd Jalingo, receiving 110 back, while six questionnaires were not returned.

#### Multiple Regressions Model

This study employed the regression model, as suggested by Muthen and Muthen (2007), due to the continuous nature of the dependent variable. Multiple regression analysis was employed to sequentially assess the relationship among different variables to determine the strength of the predictor variables in relation to the dependent variable. The equations and models for the direct causal links among the variables

examined. In this research, Employee Turnover (ETP), Training and Development (TR), Performance Appraisal (PA), Compensation (CM), and Participatory Decision-making (PD) act as the independent variables, whereas the employees' intention to leave is the dependent variable. The model was adjusted, altered, and detailed based on the particular goals of the study, which are outlined as:

$$ET = \beta_0 + \beta_1 TR + \beta_2 PA + \beta_3 CM + \beta_4 PD + \varepsilon$$

Where:

- ETP = Employee Turnover and Productivity
- TR = Training and Development
- PA = Performance Appraisal
- CM = Compensation
- PD = Participatory Decision-making
- $\beta_0$  = Constant
- $\beta_1, \beta_2, \beta_3, \beta_4$  = Regression coefficients
- $\varepsilon$  = Error term

Model 2: HRM Practices → Employee Productivity

$$EP = \beta_0 + \beta_1 TR + \beta_2 PA + \beta_3 CM + \beta_4 PD + \varepsilon$$

Where:

- EP = Employee Productivity
- Other variables as defined above

Decision Rule (T-Test)

If  $t = 0.025 < t^*$ ,  $H_0$  will be discarded and  $H_1$  will be embraced. If not, the alternative hypothesis  $H_1$  will not be accepted, and the null hypothesis  $H_0$  will be accepted.

The software chosen for the analysis of all estimations will be analyzed using Statistical Packages for Social Sciences (SPSS version 24).

#### IV. RESULT AND DISCUSSION

This part provides findings and discussions from the research carried out to assess the effects of Human Resource Management practices on employees' intentions to leave. This section is organized as follows: response rate, display of demographic

characteristics of respondents, and lastly the display of the inferential statistics. The research collected answers from 116 participants, including principals from the selected schools. Following data cleaning, screening, and verification, 110 out of 116 completed questionnaires were deemed useful, indicating a 95% effectiveness.

Table 1: Respondents Characteristics

Respondents Characteristics	Frequency	Percentage (%)
Gender		
Male	84	76.4
Female	26	23.6
Age		
30-45	98	89.1
46-50	6	5.5
51- 55	4	3.6
56 years and above	2	1.8
Education		
ND	46	41.8
Degree	62	56.4
Masters/Ph.D	2	1.8
Total	110	

Source: Field Survey, 2026

According to the findings illustrated in Table 1 male staff makes up 76.4% of the respondents while female staff makes up 23.6%. This indicates that male respondents form a significant proportion of all participants. The study also sought to establish the average age of all the participating in the study. The average age of respondents has indirect impacts on the other factors that determine customer satisfaction. The findings indicate that the greatest proportion of respondents is aged between 30-45 years with 89.1% of the respondents and 46-50 years constitute a total of approximately 5.5% for respondents within this age group, followed by 51-55 years with 3.6% and the less are those within 56 years and above which constitute 1.8% of the population as illustrated in Table 1. Respondent's average level of education is one of the factors that have been identified in the literature as affecting employee turnovers. This study established that a significant majority of the employees under study are those with degree holders. As illustrated in Table 1 56.4%) of the respondents in the study had a

degree, 46% had a National Diploma, while 2% are respondents with Masters/Ph.D. in Brim Gas Energy Ltd. Jalingo Taraba State.

**Reliability analysis**

This research performed a reliability assessment to determine the reliability of the independent variables by utilizing Cronbach’s Alpha. In HRM practice, the reliability is 0.864, while Employee Turnover stands at 0.708. The Variable-Total statistics indicate that every variable scored above 0.7, signifying that they are all reliable.

**Multiple Regression**

The assumptions of multiple regression, including autocorrelation, linearity, homoscedasticity, normality, and collinearity, were examined. The Durbin Watson test for autocorrelation was performed to check for any violations in the assumption; the findings indicate that there is no autocorrelation present in the residuals of the regression model specified. The crucial acceptance criterion of Durbin Watson lies between 1.5 and 2.5; for this research, it can be presumed that the value is within the critical range at 1.681, as illustrated in table 2 below, indicating no violation of autocorrelation in this study. The results indicate that the variables exhibit a linear relationship, there are no homoscedasticity issues that could lead to heteroscedasticity problems, and the acceptable VIF range is between 1 and 10. In this study, the VIF presented in Table 4 shows that regression assumptions were met, and multicollinearity is not a concern. Thus, this research ETPs the multicollinearity requirement of multiple regression.

As per Gujarati (2012), data must follow a normal distribution for simple and multiple regression models. Residuals are expected to be roughly normally distributed (Gujarati, 2012). Consequently, different statistical methods like P-P Plot, Histogram, Skewness, and Kurtosis are employed to assess the normality of the data in this research

Table 2 provides a summary of the regression model applied in this study. Coefficient of determination explains the extent to which changes independent variable can be explained by the change in the independent variables or the percentage of the

variation in the dependent variable employee turnover that is explained by all the four independent variables (Participatory Decision-making, Performance Appraisal, employee training and development). According to the first model applied in this study in Table 2, R = 0.544, R<sup>2</sup> is 0.513, and adjusted R is 0. implying that the independent variables studied explain 42.6% of the role of HRM practice on employee turnover other variables not studied contributed 54.4% of the variability in employee turnover intention.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. error of the Estimate	Durbin-Watson
1	0.544 <sup>a</sup>	0.513	0.408	3.97800	1.681

a. Predictors: (Constant TR, PA, CM, PD)

b. Dependent Variable: ETP  
 (Field Survey, 2026)

Note:- TR=Training and Development, PA= Performance Appraisal, CM= Compensation, PD=Participatory Decision-making, ETP= Employee Turnover.

The ANOVA report on Table 3 which assesses the overall significance of the regression model applied in this study indicates that, p<0.05 (Sig. =0.00) and therefore our model is significant and the F. statistic indicates 24.341 at 0.000 significance level

Table 3: ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2087.106	5	415.421	24.341	0.000 <sup>b</sup>
Residual	2469.261	75	15.824		

Total	4556	1
	.367	8
		0

Note:- TR=Training and Development, PA= Performance Appraisal, CM= Compensation, PD=Participatory Decision-making, ETP= Employee Turnover.

a. Predictors: (Constant TR, PA, CM, PD)  
 b. Dependent Variable: ETP  
 (Field Survey, 2026)

Table 4: Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.178	1.150		3.411	0.000		
	TR	0.616	0.080	0.720	8.488	0.000	0.432	2.130
	PA	0.001	0.072	0.002	0.005	0.783	0.618	1.618
	CM	-0.062	0.084	-0.050	-0.549	0.671	0.512	1.953
	PD	0.154	0.080	0.145	1.867	0.073	0.585	1.710

a. Dependent Variable: Employees Turnover and productivity  
 Source: Researcher Computation, 2026

Table 4 presents the coefficients of the variables, revealing that the Employees (TR) variable has  $\beta = 0.720$ ,  $t = 8.488$ ,  $P = 0.000$ , indicating a positive and significant impact of Employee Training and Development (TR) on employees' turnover intention; thus, we accept the null hypothesis and dismiss the alternate hypothesis. The results of this study align with Kesen's (2016) research, which assessed 239 employees from 36 service companies and discovered that employee training greatly lowers turnover intention, particularly when employees undergo multifunctional and comprehensive training.

Performance Management (PM) has  $\beta = 0.002$ ,  $t = 0.005$ ,  $P=0.783$  this shows that Performance Management (PM) has no significant effect on employees turnover, therefore, the null hypothesis is accepted and the alternate hypothesis is rejected since the calculated value is greater 0.005 significance level.

The Compensation and Reward System (CM) exhibits values of  $\beta = -0.06$ ,  $t = -0.549$ ,  $P = 0.671$ , indicating that Compensation negatively impacts employee turnover without significant effect, thus the null hypothesis is accepted and the alternative hypothesis is dismissed. The findings of this research do not align with the work of Suhardi and Oktari (2023). The research revealed that compensation significantly

negatively influences turnover intention, showing that improved salaries and benefits decrease employees' desire to depart. The negative symbol in the figure indicates that if an effect exists, it will be detrimental. The greater the impact of the Compensation and Reward System (CRS), the lesser the intentions of employees to leave. Ultimately, Employee Participatory Decision-making (PD) has  $\beta = 0.145$ ,  $t = 1.867$ ,  $P=0.073$ , indicating that employees' involvement in decision-making significantly impacts employee turnover at a one-tail significance level. A prior study by Fattah, Yesiltas & Atan (2022) discovered that participative decision-making greatly impacts turnover intention, while perceived organizational support serves as a mediator.

## V. CONCLUSION AND RECOMMENDATION

This research investigated how Human Resource Management (HRM) practices affect employee turnover and productivity in organizations, specifically at Brim Gas Energy Ltd Jalingo. Drawing from recent empirical data and theoretical models like AMO Theory, Human Capital Theory, and Social Exchange Theory, the conclusions are: Successful HRM strategies, such as training, performance evaluation, equitable compensation, and inclusive decision-making, play a crucial role in employee

retention. Employees are more inclined to stay dedicated when they sense support from the organization and chances for advancement (Zhang & Long, 2024). Entities that strategically invest in human resources and execute thorough HRM practices achieve greater productivity levels, regarding both output and quality of work (Ahmed et al., 2025; Khatoun et al., 2025). High employee turnover adversely impacts productivity, whereas effective HRM practices lower turnover rates and enhance performance. This underscores the twofold effect of HRM as a tool for both retention and performance improvement.

#### Recommendations

Based on the study findings, the following recommendations are proposed for organizations and HR practitioners:

- i. Organizations should integrate multiple HRM practices (training, performance management, compensation, participatory decision-making) to simultaneously enhance productivity and reduce turnover.
- ii. Continuous training and professional development programs should be prioritized to improve employee abilities, motivation, and career satisfaction, thereby reducing turnover.
- iii. Reward systems, recognition programs, and career progression opportunities should be used to motivate employees, increase engagement, and strengthen organizational loyalty.
- iv. HRM strategies must be adapted to the local organizational context, including cultural norms, economic conditions, and workforce characteristics, to maximize effectiveness in retention and productivity outcomes.
- v. Organizations should periodically assess HRM practices using employee feedback, turnover statistics, and productivity metrics to identify gaps and implement improvements.
- vi. Policymakers and organizational leaders should recognize HRM as a strategic function and allocate resources toward evidence-based HRM initiatives that promote workforce stability and organizational performance.

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