

Student(S) Name: OBUTE FAITH
Matric No. SBS/2041905523
Supervisors: MR. BOSSEY A.O
Head of Dept: DR. OGEDENGBE FRANK A.
Department: BUSINESS ADMINISTRATION AND
MANAGEMENT
School: SCHOOL OF BUSINESS STUDIES

CERTIFICATION

We, the undersigned hereby certify that this project titled “**Effect of Labour Turnover on Organizational Productivity**” (A Case Study of Zenith Bank Nigeria Plc, Benin City, Edo State)” was carried out by **OBUTE FAITH** with **Matric No. SBS/2041905523**, under our supervision in the Department of Business Administration and Management, Auchi Polytechnic, Auchi, Edo State.

We therefore certify that the project is adequate both in scope and quality and is submitted to the Department of Business Administration and Management in requirements of the award of Higher National Diploma in Business Administration and Management.

Mr. Bossey A.O
Supervisor

Date

Dr. OGEDENGBE Frank A.
*Head of Department
Business Administration
and Management*

Date

DEDICATION

This project is dedicated to God Almighty and to my late father Mr. Samuel
Obute my his soul rest in the bossom of our Lord Jesus Christ.

ACKNOWLEDGEMENTS

I wish to express my gratitude to God Almighty for giving me the strength and enablement to accomplish this work.

I wish to acknowledge my project supervisor Mr. Bossey A.O who contribute greatly to ensure that I have a stress-free project and my HOD Dr. Ogedengbe Frank A. and to all academic staff of Department of Business Administration and Management God bless you all.

I appreciate those who contributed to my life financially, spiritually, morally and otherwise to the success of my project.

My profound gratitude goes to my lovely mother and my brother Obute Lucky and to all my lovely sisters Obute Joy, Obute Anointing, Obute Gift, Obute Precious and my uncle (Osemeke Christopher).

Finally my appreciation goes to my lovely friends Okonofua Esther and Obechiri Marvis and all my course mates love you all.

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ABSTRACT

The effect of labour turnover on organizational productivity has received considerable attention. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organizations globally. The emphasis of this paper is to examine the actual reasons behind labour turnover and its damaging effects on organizational productivity. The survey method was adopted data were collected from primary and secondary sources. The primary source of data was the use of questionnaire. The population is 150 why sample size of 105 respondents was selected from Zenith Bank Nigeria Plc, Benin City. Data collected were presented with frequency table, simple percentage and chi-square were used to test hypotheses formulated. Based on the analysis, it was discovered that labour turnover has a sign significant relationship with organizational efficiency, secondly organization does not have any positive advantages when labour turnover occurs and thirdly it was discovered that there are measures of curbing labour turnover when organizations see it could halt efficiency. I was recommended that management should boost employees morale through the use of work factors, such as promotion adequate salary, conducted to improve employee productivity level in the organization and thus, reduce job dissatisfaction which lead to turnover policies on salary and promotion should be reviewed periodically as this will encourage high performance employees to become more productive and remain with the organization

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Employee turnover refers to the rate at which an employer gains and losses employee, how long the staff tend leave and join the organization (Armstrong, 2006). Horton (2007) states that it is becoming a major issue for the organizations especially for the low cadre jobs. There are many contributors to this scenario that are significant to the employee turnover. Such aspects can stem from both the company as well as the employees (Izzack, 2010). The employers are more concerned with the turnover as it impacts negatively and a very expensive aspect of the business world. (Thomas, 2003).

Over the last two decades of awareness of managerial issues, the issue of employee turnover still exists in most of the organization throughout the world. Even in the highly developed industrial nations, the rate of employee turnover is still very high. Moreover, looking into the gender perspective, woman pay may be less than that of man, requiring parallel education, training, skills, and responsibility. The level of performance or the ability of work done by the staff will only be achieved if the employees satisfied by the internal environment of an organization. Employee turnover in organization is one of the main issues that extensively affect the overall performance of an organization. It is often suggested that organization should be adopt the clear Standard Operation Procedures (SOP's) that decrease the gap among the top management and the middle management in order to identify and resolve the issue of employee turnover in the organization.

Employee turnover in organizations has received substantial attention from both academics and managers. Much of this attention has been focused on understanding its causes. Implicit in this approach is the assumption that turnover is driven by certain identifiable characteristics of workers, tasks, firms and markets and that by developing policies to address these characteristics managers might reduce the occurrence of turnover in their respective organizations. As noted by several observers, however, the consequences of turnover have received significantly less attention from researchers (Staw 1980, Mobley 1982, Glebbeek and Bax 2004). This lack of academic attention is particularly surprising given that industry studies have estimated the cost of turning over one employee earning \$8 per hour at \$3,500 to \$25,00 (Zeynep, 2008).

Martin (2005) when employees leave the company, the employer has to incur a considerable amount of direct and indirect expense. The costs of employee turnover can be staggering ranging from consuming quite a substantial amount of annual wage that an employer would otherwise pay to its workforce (Linda, 2002). The costs of employees turnover normally includes; advertising expenses, headhunting fees, resource management expenses, loss of time and efficiency, work imbalance and employee training and development expenses for new joiners (Harrie, 2002). The company may quarterly calculate employee turnover rates to meliorate the factors causing the turnover (Miller, 2006). If the company determines the most common causes of employee turnover, it would certainly be able to take the necessary steps for recruiting and retaining well-qualified personnel (Armstrong, 2006).

Martin (2005) a huge concern to most companies is that employee turnover is a costly undertaking especially in organizations that thrives and values viability of the business. Employees wage company benefits, employee attendance and job performance are all factors that contribute to employee turnover (Dessler, 2009). According to Murphy (2009) companies take a deep interest in their employee turnover rate because turnover affect the running of the business by creating disruptions which results to reduced production and profits of the organization.

Managing employees turnover for an organization is an important and challenging task for managers in today's competitive business world. Naturally, people want diversities in their everyday life; they seek for new and challenging jobs and good working environment in their job place. To provide these things to the employees

in an economic way is very difficult and cumbersome. But it is also critical for an organization to retain its talented employees.

Managing turnover is important in all types of organizations, be it government, private or non-profit making. However, in the public sector, there seem to be less incidence of turnover because of the existence of more fringe benefits apart from higher and regular payment of salaries/allowances. In private organization, though salary and benefits are high but security of jobs is less. Due to these reasons turnover rate in private sectors are higher than public sectors. Turnover rate also varies from manufacturing organization to service organizations. It is the contention of this writ-up that the owners of business organizations do not give much attention to the issue of staff turnover due to lack of knowledge of the negative and detrimental effect it has on the efficiency of the organization.

1.2 Statement of the Problem

Employee turnover can be harmful to a company's efficiency if skilled workers often leave the organization and the work population contains a high percentage of novice workers (Armstrong, 2009). According to a research study carried out by the Ministry of Energy in conjunction with the United Nation Development Program (Maxwell, 2010), statistics revealed that for the last 2 years, more than 35% of employees working for private sector organizations exited to other companies. The efficiency of many organizations have thus been threatened by huge costs/expenditure incurred on recruitment and selection of new staff to replace the work force gap created by the leaving employees (Lee, and Mitchell, 2000). Labour turnover as

noticed if looked into, could eat deep into the profitability and threaten the sustainability of any organization. As a global challenge as well as mandatory confrontation of the technological and environmental diversities which organizations have to face, many brows are raised on its persistence.

Zenith Bank Nigeria Plc has not been left out as labour turnover has been disrupting their activities and relatively their organizational efficiency. The human resource managers and the executives of these organizations have always been on their toes to proffer solutions to labour turnover. The consciousness of hiring, monetary and time cost recorded when highly frequent labour turnover occurs thereby affecting organizational efficiency which makes this a problem that begs for answer. Organizations lose not just financially, or in productivity when they have an employee with huge capital permanently departing from their organization. This could have been due to avoidable reasons. The technological and business demands of electronic dealing have also affect ways in which rations are carried out in Guinness Nigeria Plc, Benin City. Some fresh ideas been witnessed with the opportunities for new transfer and promotions, but those still have to be compare of contributions which are now available.

This project would look into how the effects of the voluntary or inventory labour turnover have impacted on the efficiency of the organization observed. As well to what extent, the organizations need to plan in anticipating an optimal level of human capital that can yield the needed efficiency in Guinness Nigeria Plc, Benin City which is becoming labour shortage.

1.3 Objective of the Study

The objective of this study is to achieve the following:

- (i) To have positive productivity advantage when labour turnover occurs.
- (ii) To examine the impact labour turnover has on organization's image.
- (iii) To examine the relationship between labour turnover and organizational efficiency.
- (iv) To investigate the impact of labour turnover on cost of recruitment, training and placement.

1.4 Research Questions

The following are the research questions developed for the course of this study.

They are stated below:

- (i) Is there measure of curbing labour turnover in organization?
- (ii) Does organization has positive advantage when labour turnover occurs?
- (iii) Does organizational efficiency has relationship with turnover?

1.5 Statement of Hypotheses

Hypothesis I

Ho: There are no measures of curbing labour turnover in organization for total productivity.

Hi: There are measures of curbing labour turnover in organization for total productivity.

Hypothesis II

Ho: There is no significant relationship between labour turnover and organizational productivity.

HI: There is significant relationship between labour turnover and organizational productivity.

Hypothesis III

Ho: Organization does not have any positive advantages when labour turnover occurs.

Hi: Organization have positive advantages when labour turnover occurs.

1.6 Scope of the Study

The research relates the Effect of Labour Turnover on organization productivity, using Zenith Bank a case study, it will define labour turnover, organizational productivity and relates the two key terms. It will discuss the immediate causes of labour turnover among the personnel within the entire organization. It will also separate labour turnover into two distinct types and recommend new approaches to the management of labour turnover in the organization.

1.7 Significance of the Study

The significance of this study is tailored towards the evaluation analysis and addition to the current existing body of knowledge. It would assist the human resource managers in capturing adverse labour turnover effect on organization's effectiveness

and productivity. Knowing the costly effect of an unchecked labour turnover on the organization productivity.

This study would help Human Resource managers on logical steps to militate against employee turnover. The recommendations can be used in helping organizations such as banks, public and private enterprises. It will enable them to reduce employee turnover and increase productivity and profitability.

1.8 Limitation of Study

A lot of problems hindered the researcher in carrying out a thorough and complete research in this work. They are the high cost involved in gathering data to yield adequate information, academic pressure, time factor, unavailability of materials in the school library and respondent's refusal to provide accurate answers to question asked. Also respondent's personal interpretation to the questionnaire and human bias in their responses.

1.9 Operational Definition of Terms

In social science, there is usually the problem of definition because finding an accepted definition is difficult. For the purpose of this research work, particular definitions will be deemed to be the most suitable definition to the terms used.

Turnover: The rate at which employees leave organization

Organization productivity: This is the extent to which the organization objectives are achieved by making effective use of the available resources.

Tenure: This is the length of time an employee continuously work in an organization, excluding services breaks due to illness, official leave etc.

Labour: Worker as a group, it can either be skilled or unskilled.

Voluntary turnover: This occur when an employee initiate the move to leave an organization.

Dissatisfaction: This is the inability of the management to satisfy the employee's needs in certain areas such as salary structure, good working environment etc.

Involuntary turnover: This occur when the move to leave the organization is initiated by the organization.

Job satisfaction: Is a technique which measure the extent of satisfaction employees get while working.

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Labour Turnover

According to Business Dictionary (2011), employee turnover is the ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period of the number of employees on payroll during the same period. Labour or worker or employee or staff turnover has it is often referred to, is the number of permanent employees leaving the company within the reported period versus the number of actual Active Permanent employees on the last day of the previous reported period (Armstrong, 2009).

Mayhew (1985), defined labour turnover as the number or percentage of workers who leave an organization and are replaced by new employees. Sometimes employee turnover benefits organizations positively, this might happen when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one. Employee turnover may also be costly as it requires different costs such as administrative costs of recruitment, cost of covering during the period in which there is a vacancy, training cost for the new employee etc. The rate of turnover varies from company to company. The highest level turnover is found in private sectors than public sectors. The levels of turnover also vary one region to another. The highest rates are found where unemployment rate is lower and where it is easy for people to get alternative employment.

2.2 Types of Labour Turnover

Noah and Yong-Pin: (2002) at first glance, the phrase “employee turnover” has a negative connotation a stigma associated with an employer’s obligation to reduce turnover at all costs. However, there are different types of turnover and all turnover are not negative. Turnover occurs for a variety of reasons, ranging from termination for poor performance to the departure of highly-skilled employees who resigned after they help grow start-up businesses to sustainable levels. There are four basic types of labour turnover.

- (a) **Involuntary Labour Turnover:** Involuntary turnover occurs when employers terminate an employee or ask an employee to resign. The latter may ultimately

be considered voluntary turnover; however, the initial decision is to affect an involuntary turnover. When employees are terminated for violating workplace policies, poor performance or business slowdown, the departure is considered involuntarily. Some instances of involuntary turnover may cause trepidation among remaining employees. Employees who witness regular involuntary turnover of terminations might be concerned about their own job security other employee terminations may come as a relief to remaining employees, whose morale and productivity suffer when poor performances affect the workplace climate.

- (b) **Voluntary Labour Turnover:** Voluntary turnover occurs when employees leave of their own volition. Employees who resign, retire or simply leave the organization for other reasons are counted in turnover analyses as voluntary turnover. Attrition is often part of the turnover analysis. Human resources experts define attrition as a decrease in the workforce for voluntary departures. The difference between attrition and voluntary turnover is that employers do not replace employees who leave by virtue of attrition. While some instance of voluntary turnover may occur because employee at dissatisfied a number of employees resign for reasons unrelated to working conditions. Examples of voluntary of turnover for nonworking-related reasons are employees who leave their jobs to travel with spouse, or students who leave the workplace to return to school.

- (c) **Positive Labour Turnover:** Desirable or positive-turnover occurs when the workforce experiences change due to new employees bringing fresh ideas and perspectives to the company replace workers who are terminated for poor performance. Infusing new talent in an organization can re-energize the workplace, catapult efficiency and boost profitability. Employers may initially be apprehensive about this type of turnover, simply because the word turnover has a negative connotation. Replacing a stagnant workforce can be costly; however, employers ultimately realized the return on investment in recruitment and selection processes for new and highly engaged employees.
- (d) **Negative Labour Turnover:** Negative turnover is often referred to as undesirable turnover when employees leave under a cloud of circumstance such as suggested wrongful termination, mass exodus of disgruntled workers or workplace conflict Mass layoffs business closure and plant shutdowns might also be classified as negative or undesirable turnover-layoffs have a devastating impact on workers and the surrounding community. The negative effects of losing jobs in certain areas can create a downward spiraling effect to economic conditions for employees of other nearby companies. For example, when employees suffer job loss from plant shutdown, surrounding companies that provide services such as meals other lunchtime and break-time services also suffer from lost revenue.

2.3 Causes of Labour Turnover

Employee turnover is caused by an array of work-related and non-work related issues. This can be put into two groups i.e

(1) Avoidable causes

(2) Unavoidable causes

(1) **Avoidable causes: these include:**

(i) Dissatisfaction with jobs,

(ii) Dissatisfaction with remuneration

(iii) Bad working conditions

(iv) Odd hours of work,

(v) Lack of incentives and promotional avenues

(vi) Lack of adequate recreational facilities

(vii) Inadequate housing and medical facilities,

(viii) Poor worker-supervisor relationship

(ix) Poor group relations,

(x) Discrimination between one worker and another etc.

(2) **Unavoidable causes Unavoidable causes may be personal or impersonal**

These include:

(i) Personal betterment,

(ii) Retirement, death or disablement,

(iii) Domestic responsibility i.e to look after old parent,

(iv) Discharge due to factors like unsuitability, insubordination and negligence,

(v) Marriage in case of women workers etc.

Avoidable Causes

The most common reason for an employee to leave their employment is job dissatisfaction. Job dissatisfaction may be a result of a few issues and this progress into turnover. Employee's may be satisfied with their multiple duties or salary (Horn & Kinicki, 2001). Other employees may not be dissatisfied with perceived promotion opportunities which in turn cause the employee to consider leaving the company. Employees may have reached the extent of their advancement or have been in the same position watching others rise past them (Werbe & Bedeian 1989). Job dissatisfaction is usually followed by job avoidance. Employees tend to avoid work by procrastinating, calling in sick, and simply not showing the proper care at their job. These symptoms are mostly noticeable and management should be aware of the actions employees take when they are dissatisfied with their jobs (I-Tom & Kinicki, 2001).

Low compensation and other salary (remuneration) issues are also reasons for turnover, which can be considered a sub-category of job dissatisfaction. Most managers believe this is the main reasons for turnover; this notion is questionable because it is a view from the manager's perspective (Laser 1980) Compensation issues may have been the most common reason for resigning given to management for leaving the job because maybe it can be understood and sometimes uncontested by management employees unsatisfied with their present pay will begin their job search unnoted (Employee turnover, 2000). Due to pay dissatisfaction, employees will search for a better job. Employees may also come across a better position outside the

company without being dissatisfied with their present position, but the better position itself becomes the reasons for leaving company (Sheehan, 1995).

Another factor of turnover is the fact that many managers are unaware of the true cost of turnover and others do not know the general core cause and those causes specific to their areas of responsibility therefore cannot take action (Employee turnover, 2000). Poor management deteriorates employee morale, and cannot determine the reasons people do not want to work there anymore. Management is not at fault in most cases; fault reflects on poor training (White, 1995). The lack of adequate training of employees is also a cause for turnover. This training includes that of management. Managers sometimes are not trained and oriented to deal with the prevent certain situation which causes management to miss the signs and warnings creating personnel management problems within the company (Laser, 1980). In addition, some managers are under the mistaken impression that turnover cannot be stopped one hundred percent, yet it may be minimized dramatically by taking the proper actions and precautions (Employee turnover, 2000).

Hiring personnel are executing faulty or inadequate practices when screening and finally hiring employees. This situation creates a mismatch of the company and the employee (Noah & Yong-Pin, 2002). The decline in today's work ethic and record high job-hopping makes extremely difficult for hiring mistakes not to occur. A large number of employee turnover are due to hiring mistakes. During the interview process, the employee exposes one facet of themselves in an attempt to influence the hiring decision (Bowin & Harvey, 2001). The human resources department or the hiring

manager is sometimes pressured to hire an individual to fill the spot out of the pool of applicants. The most qualified applicant may not suit the financial compensation, thus the company settling for the next best and sometimes a few people later next best (Bowden 1952).

Some causes of turnover are inevitable. Minors are subject to their rules at home and may not be capable, available or flexible to work. Family issues such as with children and elderly parents may arise where an employee may need to leave a company either temporarily or permanently. An employee's retirement is cause for replacement. Other employees may be lost due to illness or death (Bowden, 1952). All of these are inevitable circumstances. Some may be anticipated such as a retirement, child's birth and a minor returning to school, so the appropriate actions can be taken to minimize the effects of turnover.

Turnover rates may increase quickly due to any of these factors. The main problem is that most businesses do not have programs in place to assist in the identification of problems which may cause turnover (White, 1995). It seems that the most common answer is job dissatisfaction of some sort. Without any warning of the causes of turnover, it can become detrimental to a company in many forms. In addition to the above causes of labour turnover Mobley (1982) also identifies a number of factors that contribute to employee turnover. Some of these factors are below:

- **The economy:** One of the most common reasons given for leaving an organization is the availability of higher paying jobs. Some minimum wage workers report leaving one job for another that pays only N19,500 to the one

that pays above that. Obviously, in a better economy the availability of alternative jobs plays a role in moreover, but this tends to be overstated in exist interviews.

- **The performance of the organization:** An organization perceived to be in economic difficult will also raise the specter of impending layoffs. Workers believe that it is rational to seek other reemployment.
- **The organizational culture:** Much has been written about organizational culture. It is sufficient to note here that the reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers and its development of a sense of shared goals, among other factors, will influence such indices of job satisfaction as turnover intentions and turnover rate.
- **The characteristics of the Jobs:** Some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance and capacity to elicit a sense of accomplishment. A job's status is also important as are many other factors.
- **Unrealistic expectations:** Another factor is the unrealistic expectations and general lack of knowledge that many job applicants has about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quite.

- **The persons:** In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover. These traits are some to the same characteristics that predict job performance and counterproductive behaviours such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnover.

2.4 Cost Associated with Turnover

In today's job environment, where competition is intensifying particularly due to globalization, human resource development is of significance. Organizations are continually trying to maintain their highly-skilled employees and to encourage them to improve their abilities. Corporations are always concerned about losing their experienced human capital due to the financial and operational implication that turnover brings to them (Gomez-Mejia and Balkin, 1992 Griffeth and Hom, 1995). The lack of retention ability in an organization has led to the loss of skilled and experienced employees. Turnover can decrease customer service levels, lower.

Company profits and cause training and expatriation losses (Hom and Emerson, 1998, Reicheld 1993) according to Hom and Griffeth (1995) (Cascio, 1991, Terez, 2000) the costs that organizations incur in view of high level of turnover are as follow:

- **Separation cost:** The includes all cost regarding laying off the employee such as exit interviews. Termination and hiring administrative csots and separation payments.
- **Replacement cost:** This relates to hiring new employee to the organization. This is exemplified by costs needed to attract applicant entry interviews, testing, moving expenses, and acquisition and dissemination of information.
- **Training Cost:** This includes formal and informal training costs for new employees.
- **Vacancy cost:** This is due to non productivity in the gap period between the loss of an employee and the hiring of a replacement in the meantime, the organization may employ a temporary employee to accomplish certain tasks. Cascio, 1991 added a category to this cost known as the performance differential between the employee who leaves and the replacement.
- Lost efficiency due to the time required for a new workers to get up to speed on the job.
- Lost efficiency associated with the time that coworkers must spend away from their work to help a new worker.

- Costs associated with the period prior to voluntary termination when workers tend to be less efficient.
- In some cases costs associated with the communication of proprietary trade secrets, procedures and skills to competitive organizations.
- Public relations costs associated with having a large number of voluntary or involuntary terminations in the community spreading gossip about the organization.
- Increased in employment insurance costs.

2.5 Relationship among Turnover and Productivity

Turnover deeply relates with the efficiency of an organization. Employee turnover can hamper the overall efficiency of an organization and is often a symptom of other difficulties. Efficiency is the extent to which the organization objectives are achieved by making effective use of the available resources. Various terms affect efficiency such as incentive scheme, line balancing, scheduling etc. when the rate of turnover in an organization is high, efficiency will be very low and when turnover is low, efficiency will be high. The relationship between turnover and efficiency is a mutually dependent type.

2.6 Consequences of Employee Turnover on Organizations Productivity

Employee turnover can be extremely devastating for any company. It makes it difficult for the employers to maintain a steady and successful operation. Losing a single key worker can decrease the likelihood of a project's success and can reduce investors confidence in the firm. An rate regardless of cause has an enormous negative

impact on the company and those employed with the organization. Sometime even consumer and customers suffer by the amount of change in the business. Employee turnover can have a negative effect on the performance of the business (Glebbeck and Bax, 2004). The most common find of the effects turnover has on an organization is financial loss. These costs can be separated into two categories. Tangible costs include the time spent in recruiting selecting, interviewing and training new employees. These expenses are visible and noted in the cost of advertising and manpower expenses. A manager spends time away from his principal duty to be involved in the hiring process. A certain amount of capital is lost due to the time devoted to other functions instead of managing everyday functions (White, 1995). Employee turnover can become expensive if not controlled by the company. The company has paid for the employees training and for those conducting the training and now has to do it over again (Laser, 1980).

Intangible losses include the loss of the knowledge the persons leaving is taking with them. The greater the intellect of the person, the larger the loss. The company now must create a succession plan unless it is already in place due to high turnover (Kramer, 1999). The workload of the remaining employees is increased due to the missing person. Coworkers must now pick up the slack and work longer or more shifts until a new employee is hired, which also creates overtime in certain industries. Companies may have to deal with the negative publicity which follows businesses with high turnover rates (White, 1995).

It has to be noted that a financial burden on a company is not the only effect of turnover. It also takes a toll on the employees that remain with a company. Attitudinal and behavioral consequences occur with those staying with a business (Sheehan, 1995). Negative attitudinal and behavioural can be seen after the new workloads are issued to co-workers. Overworking remaining workers may create stress for them. On the other hand, positive reactions can be expected if the person was a poor performer or has left a higher rank position available (Kramer, 1999). Employees begin to compare their current situation with that of the former colleagues and start to develop conclusions about the situation. They also attempt to explain the reasons the person may have left and try to justify them (Scheehan, 1995).

Most of the above effects on a company are negative, costing billions of naira and stretching human resources (Employee turnover 2000). Many academic scholar pointed out turnover as the correlation between job dissatisfaction and decreased organizational commitment. The stronger the feeling of discontent in one's job the more likely one is to begin a search for an alternative job. Small percentage of turnover may cause a lot of effect on the organization efficiency. Turnover directly affects the efficiency of any organization. It causes a replacement which is costly and time consuming. So many formalities have to be maintained to replace a person. There are also other difficulties during the replacement of workers such as follows: (Mobley, 1982).

- The newly replaced worker may not be efficient like the previous one.

- The newer one takes time to be easy with the new system, with the co-worker, to be habituated with the new environment etc.
- During the time of replacement the co-worker faces problems due to the vacancy. After the replacement the co-worker have to spend time from their task to help the new worker.
- Some organizational authority point on the turnover tendency of the worker that affects their efficiency. Suppose, a worker may get assurance from another organization for joining and the joining date may be after one month later, then the worker gives up concentration from working. At this time, efficiency of the organization reduces.
- Newly appointed employee may not be trained properly for the new position and needed time consuming training to settle down with the new job place.
- There may be cultural differences between new employees with the previous one which slows down his/her job performance. Demographic position also influences workers performance and characteristics.
- Companies that predominately loss poorer performers do not have as negative of an effect from turnover as those with a higher disproportioned turnover rate losing a greater number of its better performers (Martin, 2005). In this case the company is using turnover to its advantage. The effect is the opportunity to hire more effective replacements than those who left and quickly replace the knowledge lost. The financial loss still exists, but the burden placed on the

remaining workers is hardly felt because the loss of a poorer performer can be easily covered, the costs of turnover are not as extensive in certain industries such as manufacturing retail, where production jobs are easy to learn and competition is vast; therefore it is possible to hire already trained employees (White, 1999).

2.7 Preventive Actions to Labour Turnover on Organization's Productivity

- The way to reduce some of the effects of turnover is to act during the stage in which the cause is being considered as a reasons for leaving.
- Management needs the appropriate training in order to detect and be able to deal with certain situations that may arise in order to prevent the person from
- Leaving
- Employee issues should be taken care or before resignation is given
- (Employee turnover, 2000).
- Company leadership should be involved in practicing good personnel management techniques which will assist in the reduction of job dissatisfaction and thus turnover.
- Poor management is a cause of dissatisfaction and can be resolved by using good management skills (Laser, 1980).
- Company training should be evaluated periodically as well as occasional audits of employee performances and standards evaluations should be

conducted to gain a better perspective on employee satisfaction (Coleman, 1989).

- Management should be involved in finding out the reasons people are leaving. They should also work to promote job satisfaction and create a stronger company loyalty. This information can be gathered by using exist interviews and surveys. Exit interviews may be too late for the person leaving, but it may help others. Employee surveys give the manager a better understanding of how the employees feel about their jobs and can help gage lob satisfaction (Coleman, 1989).
- Managers should recognize the preventing turnover as a difficult task which require knowledge of certain issue leadership should learn in order to be more successful at keeping employees and reducing the turnover rate (Bowden, 1952).
- Open door policies are another form of gathering information and possible insight into employee job satisfaction and receive innovative and productive ideas to help keep the company at a healthy stage (Coleman, 1989).
- The selection process must be standard and those executing the process must abide by the standard developed by company leadership. Employees should be carefully selected and screened which will result in hiring better quality employees. If better people are hired, the results will be in mutual benefits, workers will be productive and are likely to stay longer with company. Efficiency enhances job satisfaction (White, 1995). An extensive amount of

time is spent improving hiring procedures in order to come up with the best possible candidate from those who have applied. Progress is being made, it is important to notice the limitations. There can be such thing as too much time spent investigating possible candidates. Candidates are more than likely looking at more than one job opportunity. So time is crucial, in addition, the more time spent, the more money spent and lost if the person turns over soon. This is not to say hire at will, only that hiring personnel should be accurate and effective as well as efficiently expedient (Bowden, 1952).

A human resource program properly designed to suit the needs of the company can very well reduce turnover which in turn can immensely improve the bottom line figures. Programs must operation efficiently and effectively in order to avoid capital losses from turnover (Glebbeck and Bax, 2004)

Companies should strive to keep salary and compensation information private which can reduce dissatisfaction and animosity between employees (Coleman, 1989). The solution to compensation issues might be easily resolve if that is the sole reason for leaving a company, pay employees more than competitors do Bowden, 1952). If that's the case a company will have another issue to deal with after all employees figure this out bankruptcy. Other work-related issues should not be ignored. Employees may be using pay as an excuse or they feel they are working more for less. There is more than one reason people leave and manager should be aware, as ignoring other issues can be critical to the result of turnover (Coleman, 1989)

2.8 Summary of the Review

So far, the meaning of labour turnover has been made known-employee turnover is the ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period. Labour or worker or employee or staff turnover has it is often referred to is the number or permanent employees leaving the company within the reported period versus the number of actual Active Permanent employees on the last day of the previous reported period (Armstrong, 2009), the various types of labour turnover has been explained. Causes of labour turnover were identify, cost associated with turnover and inconsequence's of labour turnover on organization's efficiency were also discussed.

Finally, preventive actions to be taken in reducing the effects of turnover so that there can be an increase in organization efficiency level were also analysed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study is designed to assess the Effect of Labour Turnover on Organization's efficiency. The researcher therefore employs the survey research design as means of gathering relevant data questionnaires are developed by the researcher to elicit responses from the respondent.

2.2 Population of the Study

Research population relates to the entire phenomenon, people or organization. Which a study relates, the study population of this work comprises all organization

that requires human labour. However, since it is practically impossible to study all organization. Zenith Bank Nigeria Plc, Benin City will be use as study organization. This made up of total population of 150 staff which comprises of Senior and Junior staff.

3.3 Sample and Sampling Techniques

A sample of 100 staff was selected in category one (workers), while a sample of 20 people was selected in category two (management). In the whole sample of 120 people was selected for the study with the use of random sampling.

To obtain the credibility of the sample the researcher used the company's register which comprises of both senior staff and junior staff. This sample will be use to generalized the entire organizations.

3.4 Instrumentation

Research instrument are devices used for measuring or recording data. Instrument of data collection is very important to develop because it enables the researcher to focus on the fact and figure.

This is structured with opinions of age, marital status, education, work experience, gender, agreed, satisfactory etc.

3.5 Method of Data Collection

For any research to be meaningful and the objective of the study to be met, information and data are indispensable inputs. The main sources of data used in this

research are basically of primary and secondary data which were gotten through questionnaire.

Primary Sources: The primary source of data collection was through the survey method that is oral interview and the use of questionnaire administered to the respondents of the chosen case study.

Secondary Sources: The secondary sources of data collection were gotten from work of other scholars. Relevant information was also obtained from publication and document. Text books of acclaimed scholars were also used in gathering background information, materials issued by the company under study also provided the required information. Other sources of secondary data are from lecture notes and related seminar papers.

3.6 Method of Data Analysis

An essential requirement on sampling design is that it most adequately represent the population from which the sample is drawn so as to provide relevant about the characteristics of the population. To this end a sample of 120 will be selected. This sample is drawn to cover all the departments and the different levels of management in the organization. The approaches adopted for the data is the simple arithmetic percentage.

The simple percentage formula is given below:

$$\frac{\text{Total Number Respondent}}{\text{Total Number of Retrieved Questionnaire}} \times \frac{100}{1}$$

While the chi-square formula is given as $\chi^2 = \frac{\Sigma(O-E)^2}{E}$

At 5% level of significance.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND DISCUSSION

4.1 Data Presentation/Analysis

This chapter covered questionnaire analysis. Analysis of data, test of hypotheses and discussions of findings.

This chapter is concerned with the analysis of the various data gotten from the field survey, the responses to the questionnaire will be examined and analysed simple percentage. Out of the one hundred and twenty (120) copies of the questionnaire administered only one hundred and five (105) were completed and returned giving a response rate of 87.5% as seen in the table below.

Table 1: Distribution of Questionnaire table

Analysis	Number of questionnaire	Percentage (%)
Questionnaire returned or retrieved	105	87.5
Questionnaire not returned	15	12.5
Total	120	100

Sources: Field Work 2021

Table 2: Age Distribution of Respondent

Age of Respondent	Number of Respondent	Percentage (%)
20-34	45	42.9
35-44	30	28.6
45-54	20	19
55 and above	10	9.5
Total	105	100

Sources: Field Work 2021

The age range of respondent has been found in some studies to be factor iii job dissatisfaction. Hence, the age range of the respondent in this study may influence their rate of turnover in the organization. From the table, it is evident that those between the ages of 20-34 years constitute the greatest number in the sample of worker selected for this study. In fact, this group represents 42.9% of the respondent used. This is follow by those within the ages of 35-44 years which 28.6% of the respondent in the study. The ages of 45-54 years represented only 19% of the respondents while those between the ages of 55 and above represented only 9.5%. the implication of this is that there is likely going to be high turnover rate. Since 71.5% of the worker fall below 44 years this age bracket is known to be the agitation age of workers.

Table 3: Sex Distribution of Respondents

Sex of Respondent	Number of Respondent	Percentage (%)
Male	75	71.4

Female	30	28.6
Total	105	100

Sources: Field Work 2021

Table 2 shows the sex distribution of the respondents of which 71.4% of the respondents were male while 28.6% were females. This shows that there are more male than female in the organization. This was also observed in the course of this research.

Table 4: Marital Status of Respondents

Marital Status	Number of Respondent	Percentage (%)
Single	67	63.8
Married	38	36.2
Total	105	100

Sources: Field Work 2021

Table 4 shows that single people constitute the bulk of the respondents used in this study. Single people represent 63.8% of the respondents while the married represent 36.2% of respondents which have indicates that there more single people in the organization.

Table 5: Educational Qualification of Respondents

Education Qualification	Number of Respondent	Percentage (%)
Primary school leaving certificate	8	7.6
SSCE	23	22
OND or NCE	20	19
HND or BSC	34	32.4
Others (Specify)	20	19
Total	105	100

Sources: Field Work 2021

Table 5 shows that 7.6% of the respondents have primary school leaving certificate 22% have SSCE certificate, 1.9% have OND or NCE qualification while 32.4% have either HND or BSC qualification and 19% have other qualification that is specified by them.

Table 6: Distribution According to Department

Department	Number of Respondent	Percentage (%)
Operation	49	46.7
Marketing	34	32.3
Management staff	22	21
Total	105	100

Sources: Field Work 2021

Table 6 above shows that 46.7% of the respondents are in operation department 32.3% are in marketing department while 21% are management staff.

Table 7: Distribution According to Length of service in the organization

Length Of Service	Number of Respondent	Percentage (%)
Below 2 years	16	15.3
2-6 years	31	29.5
7-12 years	36	34
13 years and above	22	20.9
Total	105	100

Sources: Field Work 2020

The table above shows that 15% of the respondents have worked for a period below 2 years in the company 29.5% have worked for a period between 2 and 6 years,

34.2% have worked between 7 and 12 years while 20.9% have worked for a period of 13 years and above.

Table 8: Have you had any in-service training since you joined this company?

Response	Number of Respondent	Percentage (%)
Yes	79	75.2
No	26	24.8
Total	105	100

Sources: Field Work 2021

The table above shows that 75.2% of the respondents had in-service training while 24% had none.

Table 9: Labour turnover is sometimes an indicator of low morale

Response	Number of Respondent	Percentage (%)
Strongly agreed	65	61.9
Agreed	30	28.6
Neutral	-	-
Disagreed	10	9.5
Strongly disagreed	-	-
Total	105	100

Sources: Field Work 2021

The table above shows that 61.9% of the respondent strongly agreed to the statement labour turnover an indicator of low morale while 28.6% agreed and 9.5% disagreed of the respondents was neutral or strongly disagreed with the statement.

Table 10: What work factors is most important to employee in avoiding labour turnover

Work factors	Number of Respondent	Percentage (%)
Promotion	37	35.2
Salary	22	21
Job security	31	29.5
Specify others	15	14.3
Total	105	100

Sources: Field Work 2021

From the table above, when asked what work factors is most important to employee in avoiding labour turnover, 35.2% of the respondents responded promotion, 21% responded salary 29.5% responded job security, while 14.3% specify other factors to be good relation with coworkers and good supervision.

Table 11: What do you hate most about your job as an employee?

Factors	Number of Respondent	Percentage (%)
Lack of recommendation	23	21.9
Inadequate work material	35	22.9
Poor supervision	32	33.3
Others	15	24.8
Total	105	100

Sources: Field Work 2021

From the table above 21.9% responded lack of commendation, 33.3% responded inadequate work materials and 30.5% responded poor supervision while 14.3% specify other factors.

Table 12: If you are opportune to work somewhere else, how will you leave the organization

Factors	Number of Respondent	Percentage (%)
With reluctance	20	19
With regret	24	22.9
Happily	35	33.3
No feeling	26	24.8
Total	105	100

Sources: Field Work 2021

From the table above, 19% respondents with reluctance, 22.9% responded with regret 33.3% responded happily, while 24.8% responded no feelings.

Table 13: In your response to the above question what do you think is responsible?

Factor	Number of Respondent	Percentage (%)
Inadequate salary	57	54.3
Lack of motivation	19	18.1
Too much supervision	17	16.2
Others	12	11.4
Total	105	100

Sources: Field Work 2021

From the table above 54.3% responded inadequate salary 18.1% responded lack of motivation and 16.2% responded too much supervision while 11.4% specify other factors to be job insecurity and little chance of promotion.

Table 14: There are measures of curbing labour turnover when organization see it could half efficiency.

Response	Number of Respondent	Percentage (%)
Strongly agreed	56	53.3
Agreed	15	14.3
Neutral	9	8.57
Disagreed	12	11.43
Strongly disagreed	13	12.38
Total	105	100

Sources: Field Work 2021

The table above shows that 53.3% strongly agreed with the statement 14.3% agreed and 8.57% natural, 12.38% strongly disagreed while 9.5% disagreed with the statement.

Table 15: Does your organization witness labour turnover?

Response	Number of Respondent	Percentage (%)
Yes	70	66.7
No	35	33.3
Total	105	100

Sources: Field Work 2021

From table 15 above, 66.7% responded that their organization witness labour turnover while 33.3% responded No.

Table 16: Organization has any efficiency advantage when labour turnover occurs

Response	Number of Respondent	Percentage (%)
Strongly agreed	19	18.1
Agreed	14	13.3

Neutral	10	9.5
Disagreed	24	22.9
Strongly disagreed	38	36.2
Total	105	100

Sources: Field Work 2021

The table above shows that 18.1% of the respondents strongly agree to the statement organization has any efficiency advantage when labour turnover occurs, why 13.3% agreed, 9.5% neutral, 22.9% disagreed and 36.2% strongly disagreed.

Table 17: Organization efficiency is disrupted when labour turnover take place

Response	Number of Respondent	Percentage (%)
Strongly agreed	56	39.1
Agreed	25	23.8
Neutral	12	11.4
Disagreed	15	14.3
Strongly disagreed	12	11.4
Total	105	100

Sources: Field Work 2021

From table 17 above 39.1% of the respondents strongly agreed to the statement that organization efficiency is disrupted when labour turnover take place 23.8% disagreed, 11.4% was neutral and 14.3% agreed while 11.4% strongly agreed.

4.2 Test of Hypotheses

Hypothesis One

Ho: There are no measures of curbing labour turnover in organizations for total productivity.

Hi: There are measures of curbing labour turnover in organization for total productivity.

Variables	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Strongly agreed	41	21	20	400	19.05
Agreed	25	21	4	16	0.76
Neutral	12	21	-9	81	3.86
Disagreed	15	21	-6	36	1.71
Strongly disagreed	12	21	-9	81	3.86
Total	105	105			29.24

Sources: Field Work 2021

$$X^2 \text{ (Calculated)} = 29.24$$

$$\text{Degree of freedom} = k-1 \quad 5-1 = 4$$

$$\text{Level of significance} = 5\%$$

$$X^2 \text{ of } 0.05 = 9.49$$

Decision

Since the calculated value (29.24) (>) greater than the table value (9.49), the alternative hypothesis (Hi) is accepted while the null hypothesis (Ho) is rejected. This means that there are measures of curbing labour turnover in organization in total productivity.

Hypothesis Two

Ho: Organization does not have any positive advantage when labour turnover occurs.

Hi: Organization has positive advantage when labour turnover occurs.

Table 18 will be used to test the above hypothesis

Variables	O	E	O-E	(O-E)²	$\frac{(O-E)^2}{E}$
Strongly agreed	19	21	-2	4	0.19
Agreed	14	21	-7	49	2.33
Neutral	10	21	-11	121	5.76
Disagreed	24	21	3	9	0.43
Strongly disagreed	38	21	17	289	13.76
Total	105	105			22.47

Sources: Field Work 2021

$$X^2 \text{ (Calculated)} = 22.47$$

$$\text{Degree of freedom} = k-1 \quad 5-1 = 4$$

$$\text{Level of significance} = 5\%$$

$$X^2 \text{ of } 0.05 = 9.49$$

Decision

Since the calculated value (22.47) (>) greater than the table value (9.49), the alternative hypothesis (Hi) is accepted while the null hypothesis (Ho) is rejected.

This means that organization has positive advantage when labour turnover occurs.

Hypothesis Three

Ho: There is no significant relationship between labour turnover and organizational productivity.

Hi: There is significant relationship between labour turnover and organizational productivity.

Table 19 will be used to test the above hypothesis

Variables	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Strongly agreed	56	21	44	1936	92.19
Agreed	15	21	-6	36	1.74
Neutral	9	21	-12	144	6.86
Disagreed	12	21	-9	82	6.56
Strongly disagreed	13	21	-8	64	3.05
Total	105	105			110.4

Sources: Field Work 2021

$$X^2 \text{ (Calculated)} = 110.4$$

$$\text{Degree of freedom} = k-1 \ 5-1 = 4$$

$$\text{Level of significance} = 5\%$$

$$X^2 \text{ of } 0.05 = 9.49$$

Decision

Since the calculated value (110.4) (>) greater than the table value (9.49), the alternative hypothesis (H_i) is accepted while the null hypothesis (H_o) is rejected. This means that there are positive advantage when labour turnover occurs.

4.3 Discussion of Findings

The data collected were analyzed using various mathematical techniques and using the collected data three hypotheses were tested and amongst other it was discovered and concluded thus;

From table 19 above, 39.1% of the respondents strongly disagreed, 23.8% disagreed, 11.4% was neutral and 14.3% agreed while 11.4% strongly agreed. So

organization efficiency is disrupted when labour turnover take place. From table above shows that 18.1% of the respondent strongly agreed, why 13.3% agreed 9.5% neutral 22.9% disagreed and 36.3% strongly disagreed. It can be said that organization has any productivity advantage when labour turnover occurs. Also from table 16 53.3% strongly agreed with the statement, 14.3% agreed and 8.57% neutral, 12.38% strongly disagreed while 9.5% disagreed. It can be said that there are measures of curbing labour turnover when organizations see it could halt productivity.

From the above discussion and findings it was discovered using x to analysis hypothesis one shows that there is a significant relationship between labour turnover and organization productivity. A high labour turnover will lower the productivity of an organization and a low labour turnover will also boost the productivity of the organization.

Hypothesis two shows that organization does not have any positive advantage when labour turnover occurs. Labour turnover makes employers tasks of maintaining steady and successful operation difficult and lead to financial loss. And in hypothesis three, it was discovered that there are measures of curbing labour turnover when organizations see it could halt productivity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Having thoroughly analysed labour turnover in Zenith Bank Nigeria Plc. Benin City, Edo State, the study has obtained:

- (1) That labour turnover is sometime an indication of low morale
- (2) The research also reveals that promotion is the most important work factor to employees in avoiding labour turnover.

- (3) Through the questionnaire analysis it was discovered that organization has efficiency advantage when non efficiency is disrupted when labour turnover takes place.
- (4) It was also discovered that organization productivity is disrupted when labour turnover takes place.
- (5) The research also revealed through the questionnaire that turnover has negative economic implication on the individual.
- (6) It was discovered that employees leave one organization for another due to inadequate salary.
- (7) It was also reviewed that turnover is reduced among high performer by sufficiently motivating them.

Finally it was also discovered that salary which is the reward for a worker effort can reduce turnover in an organization if properly looked into and other job factor such as provision of adequate work materials provision of incentives, fringe benefits, criteria services etc.

5.2 Conclusion

Turnover can have a detrimental effect on an organization and its employees if company management allows it.

There are tools to assist in addressing the causes of turnover. Since turnover is often used as a performance indicator, maybe the preventive measures should be as well.

It is impossible to eliminate turnover altogether, therefore, management must learn how to deal with it and the effects it has on a company.

In addition, management should be better prepared to take the proper actions after a event occurs.

All effort should be focused on maintaining employee job satisfaction and managing controllable causes of turnover.

In conclusion, the assessment of the workplace environment is crucial and a regular system to capture and evaluate feedback must be in place in order to maintain a healthy work environment.

5.3 Recommendations

After a thorough investigation on the effects of employee turnover on organization productivity and having identified and examined the major causes and effects of employee turnover and based on the findings listed, the following recommendations are hereby suggested.

- (1) Management should boost employees morale through the use of work factors such as promotion, adequate salary, commendation, adequate supervision and motivation.
- (2) In-service training should be conducted to improve employee's efficiency level in the organization and thus, reduce job dissatisfaction which lead to turnover.
- (3) Policies on salary and promotion should be reviewed periodically as this will encourage high performance employees to become more efficiency and remain with the organization

- (4) Management should ensure that the working environment is conducive and there is a smooth cordial relationship among the employees.
- (5) Management should give room for employee participation in decision making as this will make the employee feel important in the organization and thus, enhance efficiency and loyalty to the organization.
- (6) There should be perfect dissemination of information regarding changes amendments and operations in the organization to the employees to enable them adapt to the new changes and so reduce job dissatisfaction, employee redundancy and turnover.

5.4 Suggested Areas for Further Studies

Due to the importance of labour in any organization which time and resources was not on my side to cover the whole field, I hereby suggest the following topics for further studies.

- (1) Effect of labour turnover on organization productivity.
- (2) Motivation a Vitter tool in halting labour turnover.
- (3) Training and development a solution to corbel labour turnover.

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APPENDIX I

Department of Business
Administration and Management
School of Business Studies
Auchi Polytechnic, Auchi
Edo State

The Manager
Zenith Bank Nigeria Plc
Benin City
Edo State

Sir,

**REQUEST TO USE YOUR ORGANIZATION TO ELICIT
INFORMATION FOR ACADEMIC RESEARCH WORK.**

Kindly approve my request to enable me use your company to carry out my academic research work. I am a final year student of the above named department carrying out a research on the Effect of Labour Turnover on Organizational Productivity using your Bank as a case study.

I would be happy if you can instruct your staff to provide me the necessary information for the study.

I assure you that every information provided will be treated with utmost confidentiality and will be used purely for academic research only.

Thanks for your co-operation.

Yours faithfully,

OBUTE FAITH

APPENDIX II

QUESTIONNAIRE

Instruction: Please mark (x) in the box provided as appropriate

Section A

1. Age: 20-34 { } 35-44 { } 44-54 { } 55 and above { }
2. Sex: male { } female { }
3. Marital status: married { } single { }

4. Present academic qualification: Primary school leaving certificate { } SSCE { }
 } OND { } HND or BSc { } others specify -----
5. Department: -----

Section B

6. How long have you been in this organization? Below 2 years { } between 2-6 years { } between 1-12 years { } 13 years and above { }
7. Have you had any in-service training since you joined this company?
 Yes { } No { }
8. Labour turnover is sometimes an indicator of low morale. Strongly agreed { } agreed { } neutral { } disagreed { } strongly disagreed { }
9. What work factor is most important to employee in avoiding labour turnover?
 Promotion { } salary { } job security { } specify others -----
10. Is the work factor in (9) above satisfied? Yes { } No { }
11. Does the question in (9) above affect your productivity? Yes { } No { }
12. What do you hate most about your job as an employee? Lack of commendation { } inadequate working material { } poor supervision { } other specify
13. If you are opportune to work somewhere else, how will you leave the organization. With reluctance { } with regret { } happily { } no feeling { }
14. In your response to the above question what do you think is responsible inadequate salary { } lack of motivation { } too much supervision { } specify others
15. There are measures of curbing labour turnover when organization sees it could halt efficiency. Strongly agreed { } agreed { } neutral { } disagreed { } strongly disagreed { }
16. If you were to advice management on what to do to prevent staff from leaving the organization for other job, what will be your major point -----

17. Does your organization witness labour turnover? Yes { } No { }
18. Organization has any efficiency advantage Strongly agreed { }
agreed { } neutral { } disagreed { } strongly disagreed { }
19. Organization efficiency is disrupted when labour turnover takes place Strongly
agreed { } agreed { } neutral { } disagreed { } strongly disagreed { }
20. Are there measures of curbing labour turnover when organization sees it could
lower efficiency? Yes { } No { }