

**EFFECT OF LABOUR TURNOVER ON PERFORMANCE OF THE KADUNA
STATE WATER CORPORATION HEADQUARTERS, KADUNA**

BY

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**A DISSERTATION SUBMITTED TO THE
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**DEPARTMENT OF PUBLIC ADMINISTRATION,
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MARCH, 2018

DECLARATION

I hereby declare that this dissertation entitled “Effect of Labour Turnover on Performance of the Kaduna State Water Cooperation Headquarters, Kaduna” has been written by me and it is a report of my research work. It has not been presented in any previous application for Masters Degree. All quotations are indicated and sources of information specifically acknowledged by means of reference.

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CERTIFICATION

This dissertation “Effect of Labour Turnover on Performance of the Kaduna State Water Cooperation Headquarters, Kaduna” meets the regulation governing the award of Master degree, of the School of Postgraduate Studies of Nasarawa State University, Keffi, and is approved for its contribution to knowledge.

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DEDICATION

I dedicate this dissertation to God Almighty who has kept me all through this journey.

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Abstract

Labour turnover in organisations have continued to pose a great concern in most organisations in Nigeria irrespective of whether it is public or private sector. This occurrence has a negative impact on the organisational growth. This study looks at the effect of labour turnover on performance of the Kaduna State Water Corporation, Kaduna with the view of the staff in the Headquarters. The study period between 2015 and 2017 was conducted. To obtain a more intense data, a quantitative research method was adopted. The questionnaire was designed with a five point closed end Likert scale questionnaire and distributed randomly to a sample size of 50 which was populated for the Headquarters. 70% of the questionnaires were responded to and a simple percentage technique was used to analyse the data obtained. The result showed that the labour turnover experienced in the organisation were more involuntary (85.71%) posing great effect (56.43%) on the organisation with policies and health been the major causes. The study revealed that this turnover is on a high side (79.8% separation) and causes forceful retirement of staffs and predominant with the senior staff. Hence, adequate work policies and remunerations by the management and government would do a lot in remedying these consequences which has become necessary.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizational labour turnover is a challenge for most organizations today, whether public or private due to negative consequences organizations face such as poor relationship with the management, staff dissatisfaction at the present work as well as lack of proper training and development of staff in the organization (Shamsuzzoha and Shumon, 2007). High labour turnover in organization indicates dissatisfaction of employees on what the organization provides as needs and desires (Thomas, 2009). Empirical studies done in both public and private organizations have come up with similar results. Thus, the rate of employees' turnover in public sectors in Kaduna State is increasing (Minja and Magalla, 2011). Supporting the same, Augustine (2011) comments that labour turnover is becoming a solemn trouble in today's business setting.

This situation threatens many organizations and has been termed as one of the management and organizational challenges (UNICEF Annual Report, 2011; TBA Newsletter, 2007; Mrara, 2010; Ernest and Young Report, 2012). Abdali (2011) argues that, labour turnover is significant because it has negative effects on the operation and largely shocks the organizational performance. In a similar way, Nwokocha (2011) affirms that labour turnover has cost many organizations so much fortune and radically affects financial performance of an organization. Despite employee turnover having a negative effect to any organization, involuntary turnover seem to have greater impact and is the most vulnerable than other types. Involuntary turnover incurs significant direct cost such as the process cost in replacement, recruitment and selection, hiring impermanent staff, management time and indirect costs such as the pressure on outstanding staff, costs of learning, goods and service superiority (Ongori, 2007). Though the rate of turnover is a loud cry of all organizations today, still the cause's

factors vary amongst organizations and employees and from time to time Khatri (2009) and Price (2003) point out that, poor management practices are the major source of employee turnover in Kaduna and Nigeria at large. Other researchers like (Mohammed and Simon, 2012) also supported the idea.

Kazi (2011) notes that employee turnover is caused by the factors that are outside of management control for instance, death of an employee, chaos in the country, in fulfilment of basic needs of life and health issues and other factors experienced by an employee in due cause of achieving personal fulfilment similar to job such as satisfaction with pay, nature of work and supervision, organizational commitment, distributive justice and procedural justice. According to Khatri (2009), a number of factors can be associated with turnover intention; it is not only controllable and uncontrollable but also demographic variable such education level is greater and positively associated with turnover while age, tenure and income level is negatively associated with turnover intention. Therefore, it should be agreed that most of employees who leave job are not satisfied with some of their engagement due to different factors as mentioned above.

In this regard, there is a need to understand management practice towards employee turnover because most employees leave the organization due to various factors including management practice (Marti, 2009). This area is yet to be surveyed in Kaduna.

1.2 Statement of the Problem

There is no doubt that public sector service delivery in Nigeria is in sordid state resulting in situations where public utilities are provided in erratic manner. Msafiri (2013) identifies that the bedrock of any established organisation lies on the strength of the labour which is the staff performance. The effect of Government policies can result to a total collapse or negative growth of an established organisation which therein becomes so expensive to manage or

restore when it happens. Labour turnover has been identified as the major cause affecting the present water situation with KSWC. Several factors attributed to labour turnover varies amongst various organisations and employees as well from time to time. Khatri and Price (2009) note poor management practices could lead to consistent retirement, frequent death and persistent withdrawals as the major source of employee turnover in Kaduna and Nigeria at large. Researchers like Mohammed and Simon (2012) support the assertion. Haruna and Doorgapersad (2014) on the other hand lamented that due to the recent economic crises faced in Nigeria, the need for more government effort is on the rise.

The continuous decline of staff performance in an organisation is a huge source of concern as it affects the growth and development of an organisation. This indicates the extent to which importance and efforts by the management are being put into the organisations as regards the staff status. Daniel (2014) poises that the types and number of employee death, resignation and termination from their various jobs affect the level of organisation stability and it is at alarming rate but stressed that though in some organisation a certain level of workers' mobility is accepted. In essence, retirement, withdrawal, death, resignation and incapacitation as an aspect of voluntary and involuntary labour turnover are end products of such shortcomings.

Kolapo and Adeyeye (2011) examine the factor influencing industrial turnover on management performance; the study adopted survey method and hypothesis were formulated to test the findings. The study found out that industrial turnover is simultaneous to organizational performance in the studied organization.

Ndiajika and Kavir (2014) examine labour/government turnover and relation in Nigeria, the study adopted the frequency, percentage in making analysis, the finding showed that, the hypothesis accepted that the impact of trade unionism and collective bargaining contributed

to organizational performance. There is no doubt to this that a weak institutional framework, which results to poor managerial practices, has contributed to this backlog in the public sector organisations.

Several researchers studied the correlation between employee and productivity (Zeeshan *et al.*, 2016; Abdulraheem and Adebola, 2014; Akinruwa, Ajayi and Akeke, 2014). Molefiet *al.* (2014) used descriptive statistic using Chi-square to analyse staff turnover on performance while Butaliet *al.* (2013) used random sampling procedure to correlate. Ampomah and Cudjor (2015) adopted a simple random technique using a quantitative structured questionnaire to study his research in an electricity company in Ghana. Upon the mentioned studies and findings, which are not the major concern of the researcher, this present study therefore evaluates the extent to which labour turnover affects the performance of Kaduna State Water Corporation. With the current workforce restructuring hitting the country and Kaduna State in particular, this study poses this question; what are the effects of retirement, withdrawal, death, resignation and incapacitation on performance of Kaduna State Water Corporation?

1.3 Research Questions

In order to achieve the specific objectives of this study, the following research questions serve as guide:

- i. To what extent has retirement affected performance in Kaduna State Water Corporation?
- ii. What effect does withdrawal have on the performance of labour in Kaduna State Water Corporation?
- iii. To what degree has death factor affected performance level in Kaduna State Water Corporation?

- iv. To what magnitude has resignation affected performance of Kaduna State Water Corporation?
- v. To what degree has incapacitation affected performance of Kaduna State Water Corporation?

1.4 Objectives of the Study

The main objective of this study is to examine the effect of labour turnover on performance of the Kaduna State Water Corporation. In specifics, however, the objectives include the following:

1. To examine the effects of retirement as a form labour turnover on performance of Kaduna State Water Corporation.
2. To determine the effects of withdrawal on performance in Kaduna State Water Corporation.
3. To establish the degree to which death affects performance in Kaduna State Water Corporation.
4. To examine the effects of resignation on performance of Kaduna State Water Corporation
5. To determine how incapacitation affects performance of Kaduna State Water Corporation.

1.5 Significance of the Study

This research effort is significant in several ways to the researcher as well review the gaps found in labour turnover on performance. The research study would be of great importance to the Corporations management, as the result obtained will guide the proper supply of portable water to the general public. On completion of the study, the feedback provided would also expose the various causes of excessive labour turnover within the organisation

and as such the areas to which these setbacks can be contained. The feedback from the research will serve as stimulants to other researchers who may wish to understudy the same organization (Kaduna State Water Corporation) or other similar organizations in the area of high performance and management of the organization. Finally, it will add to the existing literatures on labour turnover for academic and management purposes.

1.6 Scope of the Study

The study concentrates on Kaduna State Water Corporation. The study covered the staff working in Kaduna State Water Corporation Headquarters. It only critically examined labour turnover and its effect on water provision to the people of Kaduna State at large. In terms of duration, it covered only the period from 2015 to 2017.

1.7 Definition of Terms

Labour Turnover

Labour turnover is the rate at which people leave an organization, sometimes known as ‘employee turnover, ‘wastage’ or ‘attrition’. In human resources context, it is referred to as the relative rate at which an organization gains and losses its personnel. It is also defined as the rotation of workers around the marketplace between firm, jobs and occupations and between the states of employment and the amount of organizational members missing throughout the period being considered divided by the average number of general population in that organization during the period.

Turnover

Turnover is referred to as the movement into and out of any organization by work force.

Involuntary Turnover

Involuntary turnover is considered to depend on factors that are outside of management control. These are uncontrollable factors and mentioned perceived alternative, employee

opportunity and job-hopping as examples. Employee deaths, chaos in the country, in fulfilment of essential needs of life and health matters has been declared as examples of involuntary turnover.

Voluntary Turnover

Voluntary turnover is dependent on employee can be experienced by an employee to realize individual achievement comparable to job. These controllable factors and mentioned satisfaction with pay, nature of work and supervision, organizational commitment, distributive justice and procedural justice are examples of voluntary turnovers.

Management Practices

Management practices are set of factors practiced by managers in their daily routine. Reward practice which refers to all the extrinsic rewards that the employees obtain in exchange for their salary, any inducement or additional benefit and any other benefits, grievance handling practice which refer to be perceived as fair and justice are examples of management practices.

Job Satisfaction

Job satisfaction is the state of fulfilment of expectations. It is a cognitive resultant effect from the nature of the job and the work benefits.

Organization

Organization, by its basic definition, is an assembly of people working together to achieve common objectives through a division of labour. An organization provides a means of using individual strengths within a group to achieve more than can be accomplished by the aggregate efforts of group members working individually.

Performance

The action or process of performing a task or function, or it is deemed to be the fulfilment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Public sector

The public sector is the part of the economy concerned with providing various governmental services. In general terms, the public sector consists of government and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods or services.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part of the literature examined the various concepts related to this study. We looked into the concept of labour, secondly the concept of performance was also observed in order to come to grips with the subject matter of the study. The concept of labour turnover was also elaborated as well as the causes of labour turn over and the relationships between labour turnover and performance and the common problems surrounding labour turnover on productivity. In order to look into the scientific discoveries in this field, we reviewed empirical literature mostly concerned with the effect of labour turnover on organisational performance. The theoretical framework we found to be more suitable for a study of this nature was the system theory.

2.2 Conceptual Framework

2.2.1 Concept of Labour

Labour has evolved over the years due to the nature of work place. Borjas (2005) explained that the nature of workplace in any organization both at the microeconomic level and macroeconomic platform is very crucial in determining the level at which productive activities are carried out in an economy. This is because work activities do not take place in a vacuum but within a given work context. Therefore, a sound and harmonious industrial relation in an enterprise is essential not only to employers and workers but also to the society because efficient production of goods and services depends on it. The existence of harmonious industrial relations will reflect efficiency and quality, both of which depend on the level of workers' motivation. Hence, interactive processes are always involved (Borjas, 2005). The two parties involved in the interaction are the workers on one hand and the

employer(s) on the other. The employer primarily engages the workers in the belief that such an engagement will help in realizing the organizational goals. On the other hand, the workers chose to work because they expect that such employment will help in fulfilling their aspirations. Thus, if any of these beliefs is not met there is reduction in expectation. A harmonious workplace that ensures that the workers' aspirations are considerably satisfied and the employer's expectations are relatively met is paramount for high productivity. This is because both of them will work in ensuring that the vision of the organization is pursued with utmost dexterity. In other words, as workers are motivated, their morale and sense of value will be boosted which will not only increase their productivity, but also lead to improvement in the organizational output that will translate to the level of profitability (Borjas, 2005)

2.2.2 Concept of Performance

Brumbach (1998) defines "performance as both behaviour and results. Behaviour emanates from the performer and transforms performance from abstraction to action. Not just the instrument for results, behaviour is also outcome in their own right; the product of mental and physical effort applied to tasks and can be judged apart from results". Performance is a multi-dimensional construct the measurement of which varies depending on a variety of factors' (Bates and Halten 1995). They also stated that it is important to determine whether the measurement objective is to assess performance outcomes or behaviour.

Kane (1996) argues that performance is something that the person leaves behind and that exists apart from the purpose. In addition, Campbell (1990) believes that; 'performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors'.

The quality of employees and their development through training are major factors in determining long-term profitability and optimum productivity of organisations. To employ and keep employees, it is a good policy to invest in the development of their skills,

knowledge and abilities so that individuals and ultimately organisational productivity can increase. Traditionally, training is given to new employees only. This is a mistake as ongoing training for existing employees, would go a long way to help them adjust rapidly to changing job requirements.

Ultimately, training and development is about making a difference to the bottom line; both in terms of how employees feel about their jobs, as well as in the area of performance and productivity. It is all about adding real value to the organisation and the employees.

2.2.3 The Concept of Labour Turnover

Employees turnover, in the words of Isa (2014), is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. It can also be viewed as the rate of movement of employees in and out of an organization. To Mobley (2010), turnover is the complete discontinuance of membership in an organization by the person who received monetary compensation from the organization. In an attempt to further define labour turnover, Rampur (2010) gives it a wider definition. To him, labour turnover is the movement of employees out of the organization. One fundamental fact common to all the definitions is that labour turnover is the rate at which employees jump from one organization to another and this could be as a result of many factors which can emanate either from the employer or the employees (Isa, 2014). However, Griffin and Moorhead (2010) suggest that empowering employees through participative management enhances employees' involvement as well as motivation. Moorhead (2010) claims that getting employees to participate gives them the influence to make decision regarding their career. Moreover, empowering employees allows them to make decision within the area of their authority and responsibility, solves problem and sets their own objectives (Isa, 2014).

Labour turnover has been classified into internal or external. Internal turnover involves employees leaving their current positions and taking new position within the same organization. Both positive and negative results may be equally important to monitor this form of turnover as it is to monitor its external counterpart. Internal turnover might be moderated and controlled by typical human resource mechanics, such as an internal recruitment policy or formal succession planning (Benedict, 2012).

Employee turnover is expensive from the view of the organization. Voluntary quits which represent an exodus of human capital investment from organizations (Fair, 1992) and the subsequent replacement process entail manifold costs to organisations. These replacement costs include, for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quits (John, 2000). The reason so much attention has been paid to the issue of turnover is because turnover has some significant effects on organizations, (Isa, 2014). Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Hogan, 1992). Nearly twenty years ago, the direct and indirect cost of a single line employee quitting was between \$1400 and \$4000. Turnover has many hidden or invisible costs (Philips, 1990). These invisible costs are result of incoming employees, co-workers closely associated with incoming employees and position being filled while vacant. And all these affect the profitability of the organization. On the other hand, turnover affects on customer service and satisfaction. Catherine (2002) argues that turnover includes other costs, such as lost productivity, lost sales, and management's time. She estimates the turnover costs of an hourly employee to be \$3,000 to \$10,000 each. This clearly demonstrates that turnover affects the profitability of the organization, and if it's not managed properly it would have the negative effect on the profit.

Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary (Johnson, 2000). But the costs do not stop there. Each time an employee leaves the firm, it is presumed that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital adds to this cost since not only do organizations lose the human capital and relational capital of the departing employee but also competitors are potentially gaining these assets (Isa, 2014). Therefore, if employee turnover is not managed properly, it would affect the organization adversely in terms of personnel costs and in the end, it would affect its liquidity position. However, voluntary turnover incurs significant cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organizational memory) and the loss of social capital (Abdulraheem and Adebola, 2014).

2.2.4 Determinants of Labour Turnover

There are various forms by which organisation can separate workers either with the intention to cause performance improvement or break new ground in market i.e. retirement, death and withdrawal, resignation and incapacitation. Smriti (2017) defines separation as a situation where the service agreement of an employee with the organisation comes to a halt and the employee leaves the organization. Akinruwa, Ajayi and Akeke (2014) note that at certain instances for an organisation to improve, it is encouraged to adjust their business plans and processes and this could involve periodical review.

i. Retirement: This form of separation occurs when an employee reaching the age of superannuation is terminated. It has been identified as the major cause of separation (Smriti, 2017). Though some people characterised retirement as a “role less role”. Retirement can be classified into two forms:

ia. Compulsory Retirement: This indicates compulsory retirement of employees from service when they attain the age of superannuation. At times in instance of rare professionalism, services of such a retiree may be reappointed.

ib. Voluntary Retirement: According to Smriti (2017), the organisation gives an option to its employees to retire even before superannuation. This is also known as “voluntary retirement scheme (VRS)”. Only recently employers in their effort to downsize the employees, provide certain incentives to encourage their employees to opt for voluntary retirement. Employees in return of voluntary retirement are given lumpsum payment. This is also called “golden hand shakes (GHS)”

ii. Death: This could be seen as an “attrition” which comes as a result of unpredictable or uncontrollable reduction in workforce. Although death is an unforeseen event but according to Talent Solutions (2016), in the case of attrition staffs are permanently reduced but in case of turnover efforts are made by company to replace the staffs. From interviews conducted in KSWC it is noticed that attrition is its case in the instance of death or withdrawal as no replacement has been made for quite some years now.

iii. Withdrawal: In the case of withdrawal which is usually seen as involuntary turnover occurs when an employer decides to terminate an employee which usually arises as a result of misconduct or poor performance. Withdrawal is termination of service of an employee as a punitive measure. Smriti (2017) stresses that this is a drastic step seriously impairing the earnings and image of the employee and is mostly considered when there is a wilful violation or persistent violation of rules and regulation by the employee. Haven noted as a drastic measure, it therefore should be resorted with great care and caution. Smriti (2017) advises that employees should therefore be served with advance notice and allowed to explain their position before engaging them in withdrawal.

iv. Employee **resignations** are a reality for any business. However, if the situation is not handled properly, key staff members' departures can lead to a downturn in productivity. Co-workers may question sticking with a current employer who risks losing them to competitors. Managers often attribute resignations to promise of better compensation. In reality, employees point out two factors that readily fall within managerial control -- including poor rapport with supervisors, and lack of advancement opportunities, Ralfh, (2012).

v. **Incapacitation** of employee happens when an accident reports are not required for every work-

related injury. The statute requires a report to be filed when the worker's whole or partial incapacity continues beyond the "day, turn, or shift which such injuries are sustained" as the result of an accident. "Incapacity" is not specifically defined within the law, but the division believes that the Legislature's intent was to reference a worker's whole or partial loss of the ability to perform his or her ordinary job tasks.

When in doubt, keep in mind the law contains no penalty for filing a report that ultimately proves to be unnecessary. There are penalties, however, for failing to file a report when one was required. The penalties include fines and limitations on the defenses the employer may assert if a claim is filed.

2.2.5 The Causes of Labour Turnover

Labour turnover is a gradual process. According to Mobley (1977), an employee starts by an evaluation of an existing job and the environment in which the work is being done. It is believed that work environment plays a pivotal role on an employee's decision to continue working in an organization or to quit. Job dissatisfaction follows in deciding to quit. The employee may, however, evaluate the utility of searching for the new job. The search for an alternative job takes place and employee evaluates all the jobs that are available for him or her. Comparison is further done with the present and the best alternative jobs that are found.

A final decision is reached by either remaining in the current job or quitting as the last stage. However, there exist the independent variables upon which jobs are being evaluated (Samson, 2012). These include: the pay package, company policies, rules and regulations, the Herzberg hygiene factors, work monotony and burnouts. This study was based on the employee decision process model adapted from (Mobley, 1977). The model represents a theoretical process of 10 stages that an employee goes through when either quitting or changing jobs.

2.2.6 Internal Causes of Labour Turnover

Internal labour turnover involves employees leaving their current position and taking new ones within the same organization (Kenya Bureau of Labour Statistics, 2009). The effects of internal turnover can be as important to monitor as its external counterpart. Internal turnover can be moderated and controlled by typical human resource mechanisms, such as an internal recruitment policy or formal succession planning (Samson, 2012). According to Samson (2012), employees' turnover is prevalent in the lodging industry. The following are the internal causes of turnover:

- i. **The performance of the organization:** An organization perceived to be in economic difficulty will raise the spectre of impending layoffs. Under such circumstances, workers will seek other employment.
- ii. **The organizational culture:** The reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of employees, 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.
- iii. **The characteristics of the job:** Hospitality employees are confronted with continuous crises and a great deal of daily uncertainties (Samson, 2012). Uncertainty creates high levels of job stress. They also experience jobs that are tightly controlled,

routine and monotonous (Lashley, 2000). Their role as service providers however demands that they present an appropriate emotional response regardless of the circumstance. Wood and Macaulay (1991) define emotional labour as the display of expected emotions by service agents during service encounters. The two authors further argue that, confirming to such expectations has significant psychological effects whose end result is employees leaving one job for another. According to Taylor (2002), 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.

- iv. **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 quit (Samson, 2012).
- v. **Demographics:** In their study on causes of labour turnover, Samson (1992) demonstrates that turnover is associated in particular situations with demographic and biographical characteristics of workers. There is an important role in explaining the functioning of labour markets, shedding light on the process of matching workers to firms and on the nature of the employment relationship. Labour turnover patterns have important implications for wage determination, work organization, career prospects and the accumulation of firm-specific human capital according to the (ILO, 2001). The use of life style factors such as smoking or past employment history such as many job changes; as an explicit basis for screening applicants in order to verify such bio-data empirically.

- vi. **The person:** In addition to the factors listed above, there are also factors specific to 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 (Samson, 2012). These traits are some of 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.

2.2.7 External Causes of Labour Turnover

According to Nankervis (1996), external factors exist outside the organization environment and are beyond its control. The external political, social and commercial environment can have a significant impact on the policies, practices, strategies and plans of human resource management. By analyzing the outside community and society, the proactive HR planner can assess likely current and future changes and determine possible impact on its workforce and organizational plans. Samson (2012) cites the following as the external causes of employee turnover.

- i. **The economy:** One of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs. In a vibrant economy, the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.
- ii. **Better pay elsewhere:** Most employees feel that they are worth more than they are actually paid. There is a natural disparity between what people think they should be paid and what organizations spend in compensation. They further argue that when the

difference becomes too great and another opportunity occurs, turnover can result. Pay is defined as the wages, salary, or compensation given to an employee in exchange for services the employee performs for the organization (Samson, 2012). Gupta and Shaw (2001) argued pay as the most critical outcome of organizational membership for employees. The first and obvious solution to the need for pay is to compensate employees with the highest possible wages.

- iii. **Increases of pay in other industries:** According to Kusluvan (2003), one of the major causes of friction between the employers and their employees is a real or perceived lack of fairness in the distribution of wages. Kusluvan (2003) further indicates that, there are two extreme approaches to the determination of wages. At one extreme, there is a total transparency in which every employee can know what everyone else earns while on the other end, are employers who not only keep secret what they pay each employee but also make a condition of employment that salaries are not to be discussed between staff. Arriving at a fair system of awarding wages and salaries is not easy and too often is a matter of expenditure says (Kusluvan, 2003). Subsequently, the pay systems have been used to address specific managerial problems or goals. Thus, it is important to recognize the relative importance of each job, and remove any potential causes of dissatisfaction. Kusluvan (2003) states that, it is vital to adopt a methodical system of evaluating jobs so that wages and salaries are fairly distributed to all. This arises when an employee has the opportunity to take other employment that offers more conditions that are attractive. This researcher further reveals that because employees leaving voluntarily have not been dismissed by the employer, they are probably the employees that an employer would most like to retain. It is for the same reason that these employees should be interviewed to determine their reasons for leaving. The exit interview may reveal specific

information regarding conditions of employment, competitors' conditions and the quality or otherwise of supervision, training and selection procedures as cited by (Samson, 2012).

- iv. **A strong local or regional economy:** Kusluvan (2003) propose that almost all industrialized nations and many emerging countries have experienced long economic expansions. As economies grow, job growth will continue with the economic expansions translating directly into new jobs, which in turn create new opportunities for employees to leave current employment.
- v. **Low quality of employees overall:** Low unemployment rates lead to increased turnover because more jobs are available (Bolch, 2001). He further argues that, whenever the actual unemployment rate falls to 5 percent level or lower, it creates serious problems for employers seeking to fill job vacancies. Compounding the situation is the short supply of workers with special skills such as health care, hotels and other service based industries as cited by (Samson, 2012).

2.2.8 The Relationship between Labour Turnover and Performance

Individuals are particularly attached to a feeling of equity, which reinforces work psychologically. Employee expects that his or her effort will be rewarded by remuneration regarded as fair. On the other hand, employer takes for granted that in exchange for the wage paid, his or her employee will also supply an effort regarded as fair. According to Akerlof (1982), cited in Pierre and Andre (2004), the employees' gift consists of exceeding prevailing work standard, in exchange for which the employer pays him or her wage exceeding the so-called "reference" wage. Consideration of fairness makes employers to offer relatively higher wages in order to take advantage of the process of gift exchange. Most individuals take more satisfaction from their effort with higher relative wage. The problem of each worker consists of selecting a value of effort that maximizes his or her satisfaction.

A national survey by National Bureau of Statistics NBS (2009) in Nigeria reveals that, more than seven out of ten (70.5%) people (72.0% female and 69.6% male) who were interested in changing employer gave reason of low income in present job as the main reason why they are interested in doing so. 16.8% (17.0% males and 16.7% females) are of job not matching skill, 2.3% (3.1% males and 0.9% females) claimed that tools are grossly inadequate, 0.2% are of the opinion of recurring stoppage of work, and 2% (3.2% males and 3.1% females) claimed on excess hours of work (NBS, 2009). The degree to which workers are able and willing to move between jobs in different occupations and areas is known as labour mobility (NBS, 2009).

Management's interest in labour turnover is strongly related to the business cycle (Gaudet, 1960; Pettman, 1975). Under conditions of economic decline when the demand for labour is decreasing, turnover is not so much considered as a problem, but rather as a blessing for the prosperity of the individual, the firm and society. Thus, in the 1980s when western economies saw high unemployment rates, one could observe the rise of outplacement agencies, mobility centers, the promotion of 'employability' and the destruction of internal labour markets. Some writers even sensed the wake of a jobless economy (Bridges, 1994). In the 1990s, when the labour market became tenser and labour scarcity grew, the emphasis shifted towards the detrimental effects of turnover (White, 1995; Branch, 1998; Moody, 2000; Stein, 2000).

The inescapable message of the consultants' literature was that the costs of labour turnover were considerable: ranging from 50 per cent of an annual salary to 175 percent in case of some IT and marketing experts (Buckingham, 2000). Such publications show only a one-sided interest in the costs of labour turnover and neglect other effects. Additionally, in most cases, the claims put forward also lack an empirical basis.

The quality of personnel in the organization is very important because for them to be able to survive in a highly competitive environment, organization is highly dependent on the quality of its personnel (Abdulraheem and Adebola, 2014). They will be good in their job and their input will increase productivity. The quality of the personnel may arise from their academic qualification, skills acquired from past experience or creative and innovative mind. However, to have quality personnel may not guarantee productivity but the commitment of such personnel towards their work is equally important. A committed employee performs his work diligently and beyond expectation of the management. In order to increase the commitment of its personnel, it is important for an organization to employ high-performance personnel. This will have a multiplier effect on productivity. It will increase the performance of the employees. The management tries to increase labour productivity by increasing the commitment of its personnel (Abdulraheem and Adebola, 2014).

2.2.9 Problems Relating to Labour Turnover on Performance

The nature of workplace in any organization both at the microeconomic level and macroeconomic platform is very crucial in determining the level at which performance activities are carried out in an economy. Evans and Ogunrinola (2005) pose that such happens because work activities do not take place in a vacuum but within a given work context. Therefore, a sound and harmonious industrial relations in an enterprise is essential not only to employers and workers but also to the society because efficient production of goods and services depends on it. The existence of harmonious industrial relations will reflect efficiency and quality which depends on the level of workers' motivation. Hence, interactive processes are always involved. The two parties involved in the interaction are the workers on one hand and the employer(s) on the other (Evans and Ogunrinola, 2005). The employer primarily engages the workers with the belief that such an engagement will help in realizing the organizational goals. On the other hand, the workers chose to work against pleasure because

they expect that such employment will help in fulfilling their aspirations. Thus, if any of these beliefs is not met, there is reduction in expectation. A harmonious workplace that ensures that the workers' aspirations are considerably satisfied and the employer's expectations are relatively met is very paramount for high productivity. This is because both of them will work in ensuring that the vision of the organization is pursued with utmost dexterity (a kind of partners in progress). In other words, as workers are motivated, their morale and sense of value will be boosted which will increase their productivity, which will lead to improvement in the organizational output that will translate to the level of profitability (Evans and Ogunrinola, 2005). The same can be applied to labour turnover in an organization.

Some of the principal factors that could be responsible for employees' turnover include job satisfaction, compensation, job demands, work environment, career growth opportunity, job challenges etc. Msafiri (2013) sees job satisfaction as an "employee's indication of personal welfare associated with performing the job allocated", while Chiang and Jang (2008) express that job satisfaction is a "function of extrinsic and intrinsic outcomes (rewards) provided by the job". Mudor and Tooksoon (2011) argue that employee's jobs satisfaction could derive from many things such as salary, their relationship with their managers as well as the quality of the environment in which they work. Mullins (2001) state that employees who are unsatisfied in their workplace sometimes may chose to stay in the organization but their performance may affect the whole organization.

According to Snow and Yanovitch (2010), employees' job satisfaction increases performance with reduction of turnover. Furthermore; satisfied employees makes workplace more pleasant for all, as well as reducing absenteeism and grievances. Chon and Maier (2010) propose that customer satisfactions are linked to retention problems and morale in an organization. Consequently the major aspect of human resources management plans in the organization are

growth and development, employee job contentment, involvement, training and motivation as seen in the works of (Abdulraheem and Adebola, 2014).

According to Zeeshan *et. al.* (2016), money alone is not the solution for employee turnover. But Abdulraheem and Adebola (2014) in their works mentioned some problems related to labour turnover and productivity such as:

- i. **Compensation:** compensation is one of the oldest and commonest factors responsible for employees' turnover. Manu (2012) concludes that employees quit from organisation due to economic reasons while Hissom (2013) argues that the most common reason for employees' turnover rate being so high is salary scale since employees are usually in search of jobs that pay well. Undoubtedly, in a situation whereby two employees perform the similar work with similar responsibilities and yet one of the employees is at advantage when it come to remuneration obviously the employees that is at disadvantage will surely be looking for a better offer. It is not uncommon to find out that organizations that pay less will have a higher labour turnover than those that higher.
- ii. **Job Demand:** This is another variable that can affect the rate of labour turnover in an organization. The amount of labour needed in an organization will fluctuate with the demand for the final product or service, labour turnover and absenteeism among personnel. In an attempt to outperform their competitors and also increase their level of profit most especially to reduce overhead costs, management set some unbelievable targets for their staff that make some of them go to any length so as to meet the target. This also leads to increase in work load and which some staff may not be able to cope and will prefer to leave the employment.
- iii. **Work environment:** If working conditions are substandard that lacks some basic facilities such as safety provisions, restrooms and adequate lighting employees

obviously will not be willing to put in their best. Labour turnover particularly arises from unhappiness from job place. The state of the mind of the employees will affect their behaviour. The behaviour and attitude of employees has great influence on customer perception and satisfaction of service quality. In other word, employees that provide high quality of service create excellent experience for the customers. Rampur (2010) concludes that employees also push to leave job due to the dissatisfaction in their present workplace. In a similar vein, Hissom (2013) argues that employees are more likely to stay in an organization that the working environment is predictable and conducive. Career growth opportunity: Rampur (2010) states that employees prefer other companies that may provide them with the higher posts and increased compensation packages while Europhia (2008) asserts that growth in career is much more important than salary in Europe or America but it is counted equivalent to salary in Asian context. An employee who is stagnant in a particular position for a very long time without promotion will obviously not be satisfied with his job.

2.3 Consequences /Benefits of Labour Turnover on Organisational Performance

Whereas the success of a business has been tagged to a more functional and effective labour source, most professionals who have given more attentions to the problem behind the poor performance of labour in an organisation have pinned their reason to the increasing rate of turnover in an organisation which is an emerging contemporary phenomenon .Zeeshan*et. al.* (2016) express turnover rate as that at which an organisation loses or gain their employees while Msafiri (2013) states that the performance of an organisation comprise of the actual output or results of an organisation as measured against its intended outputs (or goals and objectives). The achievement of an organisational objective is solely dependent on employees' performance. Abdulraheem and Adebola (2014) note that this is so as a high

productivity level of an organisation signifies the true reflection of the performance of employees.

Msafiri (2013) insists that no organisation can make do without labour turnover as its cost makes up the largest proportion of operational costs of businesses in an organisation. Regardless of good planning, labour turnover must occur as not all employees can be retained at all time in reality and thus consist of dual effect which comprise of positive and negative consequences (Ampomah and Cudjor, 2015). While the negative is always the phenomenon mentioned and tackled by most researchers because of its huge damage to the organisation, the positive consequences on the other hand can be of good help to an organisation such like separation which creates opportunities to hire from diverse background and redistribute cultural and gender composition of the workforce, reduced labour costs, replacement of poor performance, infusion of new knowledge by new employees, less stress and better use of skills and renewed interest in work for those who leave, increased innovation, cross breeding between old and new employees,(Msafiri, 2013).

2.4 Evaluating the Extent of Labour Turnover on Organisational Performance.

It could be said for complex tasks than for simple tasks, that tasks which are complex in nature require greater innovation i.e exploratory than simpler tasks requiring repetitive act i.e. exploitation (Ton and Huckman, 2008). Although, the average effect of turnover on work group performance is negative. It is very easy for competitors to gain access to knowledge and skill of another firm through separation and where it occurs it takes time before such an employee fits into the new job hence. Akinruwa, Ajayi and Akeke (2014) narrate that this causes the replacement of an existing employee to become a huge cost on an organisation and could be destructive to service delivery as this could have a significant level of negative effect on the organisation's performance.

Molefiet. *al.* (2014) identify that with the current rate of the ongoing labour turnover in an organisation, it is imperative to obtain empirical evidence through investigation its causes and impacts. Hence, he saw competition as one major challenge to labour turnover in South Africa as most skilled employees who are already in short supply under pressure as they are being attracted by more than one job at a time with various kinds of incentives. Anselem (1998) used this formula below to measure the turnover rate of an organisation:

$$\frac{L+A}{\frac{1}{2}(S_o+S)} \times 100^{1/1} \quad \text{equation 2.1}$$

A = Arrival (Recruitment)

L = Leavers (excluding death)

S_o = Size of labour force at start of period (2013)

S = Size of labour force at end of period (2016)

2.5 Empirical Link between Labour Turnover and Performance

Sarah, Gaia and Christopher (2008) examined the effect of employee turnover on employee productivity where the research group explored the impact of labour turnover on firm performance. They did this by analyzing the predictions of an extension of the efficiency wage model of Salop as developed by (Garino and Martin, 2007). The model separates incumbent and newly hired workers in the production function. They also believed that within this theoretical framework, an exogenous increase in the turnover rate could increase profits if firms do not choose wages unilaterally. They tested the theoretical predictions of the model using UK cross-section establishment-level data, for the 2004 Workplace and Employee Relations Survey. In accordance with their theoretical priors, the empirical results support the standard inverse relationship between the quit rate and firm performance where firms unilaterally choose the wage and generally support a positive relationship between firm performance and the quit rate where trade unions influence wage setting.

In the study “Employee Turnover-A Study of its Causes and Effects to Different Industries in Bangladesh” Shamsuzzoha, Hasan and Shumon (2015) tried to find out the actual reasons behind turnover and its damaging effects on the productivity of different industries in Bangladesh. The authors of this paper visited and studied several local industries both from government and non-government sectors in Bangladesh and observed the suffering for turnover problems. The objective of these case studies were to find out the actual reasons of turnover, its negative effects and possible recommendations that could be helpful to the local industries for their productivity and market share.

Ogunrinola and Osabuohien (2007) looked into the causes and effect of industrial crisis in Nigeria. The authors were of the view that a harmonious workplace that guarantees satisfaction of workers’ and employers’ aspirations is very essential for enhanced productivity. Nevertheless, when the interest of either or both of the parties involved in industrial relations is unsatisfied, industrial crisis becomes imminent. Using asymmetric information and pluralistic industrial relations theoretical framework, the study established that unions’ intensity, inflation rate and unemployment rate had direct influence on industrial crisis, while wage and measure of trade liberalization had inverse impact on it. The results of the econometric analysis also revealed that industrial crisis exerts negative effects on the level of economic activities in Nigeria, denoting that industrial crisis portends great cost to the economy as a result of reduction in productive hours. Some recommendations such as improvement of minimum wage policy of the government, reduction in inflation and unemployment rates that will help ameliorate the level of industrial crisis, were suggested.

David and Jameelah (2013) attempted to analyze the labour productivity effects of health capital in Nigeria. They adopted the generalised method of moments(GMM) methodology in the estimation having tested for unit root and possible co-integration. They found that health capital investment is a significant determinant of labour productivity. Evident from the

hypotheses the null hypothesis of an insignificant impact of health capital investment on labour productivity in Nigeria is vehemently invalidated on the basis of a significant Wald coefficient. The analysis indicates that health capital investment enhances productivity of the labour force. Given that Nigeria is a highly labour-intensive economy, importance must be accorded to having a healthier workforce in order to maximize productivity. Another essential finding in the study) lies in the statistical significance of the education-labour and health capital-labour interaction terms. The Nigerian government has to build capacity through investment in education in order to enhance productivity of the labour force. This would protect the economy from further negative trends in productivity growth.

Albert and Yahaya (2013) utilized the documentary and analytical approach to examine the challenges and prospects of effective industrial conflict resolution in Nigeria. It was observed that significant among the reasons that have vexed off the situation is the unprecedented jumbo salaries and allowances being paid to political offices holders. They were of the view that other factor is related to government persistent character of reneging from implementing signed agreement with its labour union. The authors therefore recommend that parties should endeavour to respect signed agreement as a way of reducing the persistent labour unrest.

In addition, Kolapo and Adeyeye (2011) conducted an empirical study of the factors influencing industrial conflicts in Nigeria. The study asked three questions which are; (i) Does public or private policy affect worker's agitation in the management of industrial conflict? (ii) To what extent does the crisis proneness affect productivity within the industrial sector? (iii) What relationship exists between the strike activities and wage rate policies of the government? The second null hypothesis had: There is no significant difference between the crisis-proneness and the productivity measures in an Industrial sector and the Positive hypothesis had: There is significant difference between the crisis-proneness and the

productivity measures in an Industrial sector. The third null hypothesis had it that: There is no significant relationship between the strike activities and wage rate policies of the government, while the positive hypothesis said: There is significant relationship between the strike activities and wage rate policies of the government. They were able to find out that change in wage rate, price expectation and union membership concentration influence industrial conflicts in Nigeria. Also the simultaneous equation model revealed that wages were significantly affected by strikes activity. Strike activities were not affected by wages only during the period under study.

Ndajiya and Kabir (2014) conducted a study primarily to investigate labour/government relations in Nigeria. The study used a population of 500, which comprised of all the workers and government officials in the selected areas of study. Frequency count, percentage and statistical mean were used to analyze the results. The authors in their findings reveal that, the respondents accepted all the impact of trade unionism and collective bargaining on Nigeria development. That is, trade union and collective bargaining contributed to economic development in Nigeria, provision of infrastructural development such as water, electricity, road and schools facilities, Provision of the knowledge of laws that regulate labour activities in Nigeria, improvement of capacity building of workers, education, finance and independent, guarantee of workers' salary, protection of workers right and personnel interest, boosting worker physical integrity and moral dignity of the individual and prevention workers from being threatened or dismissed without reasons; the finding also reveals that the respondents, responded positively to the perceived causes of strike actions in Nigeria; that is, Poor infrastructural Development, High rate of corruption, Failure to implement collective agreement such as harmonized salary structure, Military intervene into democracy, refusal to ascend to union, poor or delay in salary and wages of worker, Dissolution of trade union to segment to reduce their power, Retrenchment and unemployment problems and strike may

call back without consulting member. Similarly, the finding also reveals that the respondents accepted, all the items on reasons why successive and present governments subvert labour movement activities in Nigeria; that is, Military government demoralize union right, Problems of internal democracy is a threat to trade unionism, Both military and political leaders bane or arrest and even imprisons labour leaders, Regularism of trade union act pose a problems and Fear and apathy created in worker through unending rationalization retrieval of workers' wages salary cuts.

Finally, the finding reveals that the respondents responded positively to the measures/strategies to regulate labour movement; that is, Nigerian workers must fight and dement the right at all times, Government should provide basic amenities such as water, electricity, improve agriculture and basic education to Nigerian, Improve salary structure and wages, Government in all level must fight corrupt leaders, Immunity clause should be removed in the constitution of the federal republic of Nigeria to tried corrupt leaders, Government should protect the right of workers, Prompts payment of salary and arrears to person and retired workers, There should be rule of law and due processes, Provision of employment opportunities and Employers should not victimize workers.

Akekere and Yousuo (2013) investigated the impact of wage differentials on labour turnover in the public service between the state and federal employees. The study is of the view that the relevance of this study was found to be important to this research because they are concerned specifically with Public sector. The study employed the logit model in the analysis, using a sample of 840 employees, in accordance with the theoretical priors, the empirical result support the standard inverse relationship between wage differential and labour turnover. That as state workers' wages increase, the probability of a state worker leaving to Federal Civil Service falls by 0.2901 percents. They therefore, recommend for a

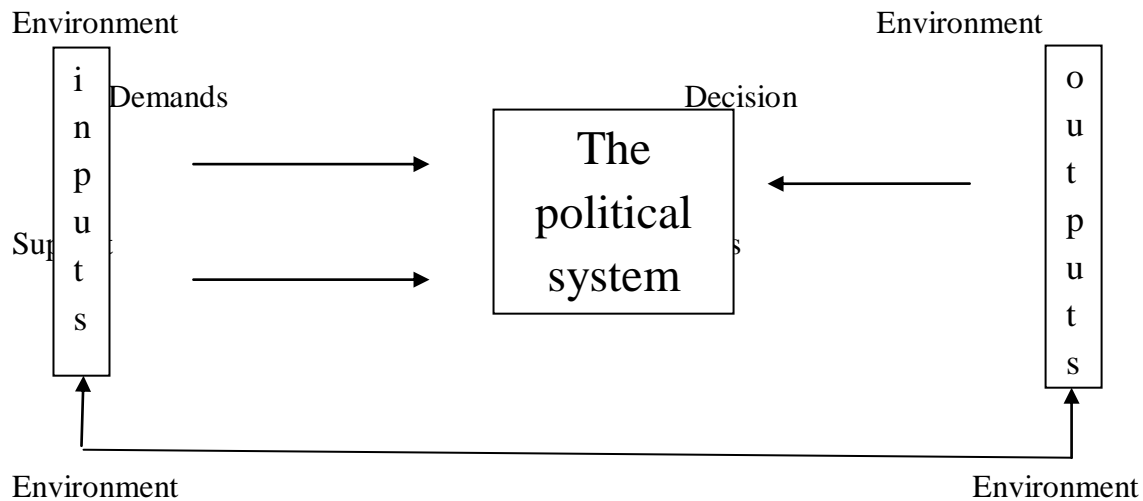
unified salary structure with no disparity to harness the legislative wage structure we assume to practice. This they believe will reduce labour turnover in the economy.

Although, Daniel (2014) examined the effect of labour turnover in Kaduna State Water Board but didn't look at it from the performance point of view. The population consisted of staff of (KSWC) headquarters with the population of 100. The entire population was use as a sample size. A questionnaire designed in five Likert scale constitutes the instrument of data collection. The data he obtained were analyzed using mean (\bar{x}) scores. His analysis indicated that labour turnover in (KSWC) arises from agitation for better pay as well as condition of service, industrial disharmony, lack of effective team work, relocation and constraint arising from illness of an employee. He recommended, among other things, that incentives to motivate employees must be put in place to enhance efficiency and dedication to duty as well as facilitate the retention of staff and discourage them from deflecting from their organization.

2.6Theoretical Framework.

The systems theory was propounded by David Easton in (1965); he was renowned for his application of system to the study of political science. Easton 1965 proposed that a political system could be seen as a delimited (i.e. all political system have precise boundaries) to fluid (changing) system of steps in decision making.

He illustrated the theory in the diagram below;



Source: Easton, (1965) An Analysis of Political Life, New York

Step 1: Changes in social or physical environment surrounding a political system produce 'demand' and 'supports' for action or the status quo directed as "input" towards the political system, through political behaviour.

Step 2: These demands and supporting groups stimulate competition in a political system leading to 'decisions' or 'outputs' directed at some aspect of the surrounding social and physical environment.

Step 3: After a decision or output is made (e.g. a specific policy), it interacts with its environment, and produces change in the environment, these are 'outcomes'.

Step 4: When a new policy interact with its environment, outcomes may generate new demands or support and groups in support or against the policy (feedback) or a new policy on some related matter.

Step 5: Feedback leads to step 1, it is a never ending story.

From the above, a system is made up of element or subsystem which is interdependent and must function effectively to make the system sustainable. Redundancy in any of the subsystems impinges on the ability of the whole (system) to operate effectively. Eastons (1965) points out that every political system has an environment and response to it. The

elements or subsystems of the system are interrelated and the system can respond to forces in its environment, and will do so to preserve it (Dye, 1978).

The system relationship among the major elements in the system theory is quite apt. inputs in form of demands and support are sent into the political system from the environment. Once an input enters the political or conversion process, it undergoes transformation or refinements which translate to output. What happens in the political system as well as the input determines the output. The output is fed back into the environment and the feedback mechanism ensures that the system endures.

The general systems theory seeks to argue that every system, including political system, has subsystems which make up the entire system. They are assigned functions and provided with enabling empowerment, including resources, appropriate authority, etc. to enable them discharge their responsibilities optimally. Where this is the case, there is said to be stability in the political system. On the other hand, instability reigns in the political system where the contrary is the case and the subsystems and entire system are also unable to function optimally.

Input and output analysis of a political system is very important. A political system is said to obtain its inputs (demands, supports, liberty or autonomy, cooperation, criticisms, resources, information, direct labour, etc.) from the environment. These inputs are what the subsystems employ to discharge their responsibilities, so that the political system can send out its outputs into the environment and obtain further inputs for its operations.

However, System Theory is relevant to this research in the sense that improving one system can improve all other systems which implies that improving the management system of Kaduna State Water Corporation can help in the reduction of labour turn over in the organization and thereby giving room for higher performance. It therefore broadens the theoretical lens for viewing organizational behaviour.

Application of System Theory in this research generated a holistic view of what must be done to give Kaduna State Water Corporation a secured future. It also hoped to help the leadership team of (KSWC) to understand that they do not have all the data required to manage change the organizations desires. System Theory as applied in this research will help different sub-system in (KSWC) to work well together in independent areas as well as using various processes that will increase collaboration across units, which will go a long way in the reduction of Labour Turnover and yield high performance in the organization and the society at large.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

These chapters discuss the different research methods to be adopted in the study. The chapter discusses the design adopted and the basis for it; it states the population of the study and the sample selected the method of data collection and the procedure for data analysis and model specification.

3.2 Research Design

The study used the survey method. This method was adopted because the data are to be collected from primary sources. A purposive and random sampling technique was employed. By adopting a quantitative method, a more in-depth data were collected with a structured questionnaire.

3.3 Population of Sample and Sampling Techniques

The population of this study includes all the Staff of Kaduna State Water Corporation but with focus on the Headquarter. There are eight (8) departments in Kaduna State Water Corporation comprising of the administration, finance, audit, commercial, corporate planning, quality control, operation and project. The population study summed up to 194 staff at the headquarters and the entire population size in the entire Kaduna State Water Corporation was 1223. Gill and Johnson (2002) state that surveying from the entire population could be expensive and require adequate time for data collection and analysis. Based on this reason, the researcher employed the Yamane (1964) formula to determine the sample size, which stated that;

$$\Omega = N / (1 + Ne^2)$$

Where N = population size

Ω = Sample size

e = Level of error = 0.05

1 = a theoretical constant

$$= 1223 / [1 + 1223(0.05^2)]$$

$$= 1223 / 4.0575$$

$$= 302 \text{ samples}$$

While calculating the headquarters size as a stratum allocation, using Kumar (1976) techniques;

$$n_h = n \times N_H / N$$

Where n_h = Stratum allocation

n = sample size

N_H = Stratum population

N = Overall population

Stratum Allocation for headquarters

$$302 \times 194 / 1223 = 58588 / 1223$$

$$= 47.9 = 48 \text{ samples, approximately 50 samples was used for headquarters.}$$

Sampling technique; to avoid an unbiased surveyed result from the large sample population, a selected group of subjects for the study was sampled using simple random technique. This was used to cull down the population sampling size to an approximate 50 when stratified to obtain at least a 75% response from respondents. Each individual was chosen entirely by chance and has equal chance of being included. Every department in the corporation had the same chance of selection. Since the turnover cut across the population regardless of their positions, a homogenous sampling technique was considered.

Table 3.1 Population for the Study

S/No.	Department	Number of Employees	Number of Respondents
1.	Administration	41	9
2.	Finance	26	6
3.	Audit	22	6
4.	Commercial	34	8
5.	Corporate Planning	14	5
6.	Quality Control	3	3
7.	Operation	28	7
8.	Project	26	6
	Total	194	50

Source: Human Resource, KSWC 2017

3.4 Methods of Data Collection

This study shall use primary data, which are to be collected from the staff of the departments in Kaduna State Water Corporation. Secondary data obtained through studying official documents, books, journals, library materials, including manuals were also used. The primary data were collected using questionnaires. The questionnaires were structured in a close-ended form and were precisely used since people are more willing to answer questionnaires with close-ended questions because those types of questions are relatively easier to answer than open-ended question. The responses were measured in a five point Likert scale technique ranging from 5 for strongly agreed, 4 for agreed, 3 for undecided, 2 for disagreed and 1 for strongly disagreed.

In order to answer the first research question, that is the level of staff turnover in (KSWC) the top and middle management staff alone were questioned believing that they are still in the

system and they were involved in management decision making in the Kaduna State Water Corporation as it will be observed in the organogram in Chapter Four. Where the staff couldn't respond to the questionnaires due to incapacitation the researcher was allowed to perform an oral interview using the questionnaire sheet to retrieve data. The four research questions were directed to the particular sample size, using the same design for all because we chose to use only one research methodology to reach the objective of the research. For example, a different research could look into opinions of the staff that have worked previously in the Kaduna State Water Corporation, as they are likely to have a different opinion from those still working within the organization. In addition, a more researched work could compare both opinions and consider low-level staff as they are exempted from this research.

3.5 Techniques for Data Analysis

Data analysis is one of the most important steps in research study because the accuracy of the data analysis determines the reliability of the findings (Wilson, 2010). As such, Crowther and Lancaster (2012) point out that it is important for researchers to adopt effective data analysis methods based on the nature of collected data in order avoid errors, which may be associated with wrong data collection methods. The data gathered from the questionnaire were edited to ensure completeness, consistency and accuracy. In this study, the simple percentage method of data analysis as illustrated below was adopted for testing the respondents' characteristics(Wilson, 2010).

$$\% = \frac{F}{N} \times \frac{100}{1}$$

Where: % = Percentage

F = Frequency of respondents to each category

N = Number of respondents.

3.6 Justification of Methods

Omale (2014) believes that the survey research method is the most commonly used research method in the administrative and social sciences. It is a very good method of research because it can be used to generalize its findings to a large geography by using only a sample of the entire population. The study also supplemented the questionnaires with interviews in order to achieve the most accurate data for the research.

3.7 Summary

This chapter presented the methodological approach employed in this study. The research population comprised of the staff of Kaduna State Water Corporation where a sample of 50 respondents were selected for this study, using random sampling selection method. While designing the questionnaires, a special focus was given on the validity and reliability issues in order to ensure that the findings in this study can be generalized.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents analysis of the data gathered from the field survey and therefore discussed. Data obtained from the field survey were analysed using Simple Random Percentage (SRP). The SRP was used for data calculation and preparing a cross tabulation, percentages and Ratios. Out of 50 questionnaires, obtained 35 questionnaires were completed and collected. It is therefore evident that the total response rate of 70.0% percent was obtained.

4.2 Historical background of Kaduna State Water Corporation

An excerpt from the archive of the Kaduna State Water Corporation revealed that the organisation was established through an edict in 1971 as a corporate body with perpetual succession and common seal and has the power to sue and be sued in its corporate name (Edict No.2 of 1971). The Edict was amended and signed into Law by an Act of the State House of Assembly, known as Kaduna State Water Corporation Law No. 6 of 1st July 2004.

Goals, Objectives and corporate strategies of Kaduna State Water Corporation:

The main functions of the Kaduna State Water Corporation are;

- To establish, control and manage all water works in the state.
- To ensure that water is supplied at reasonable cost and in potable quality and quantity.
- To conduct appropriate research for the purpose of development of water supply in the State.
- The Law stipulates that all charges of water sold and any services rendered by the Corporation shall be fixed at such rate and at such scales that the revenue for such

year would be sufficient or as nearly as may be to pay for all workings expenses, repayment due on loan borrowed by Corporation and extension of works.

- To increase coverage and quality in a way that it will encourage participation of private sector, communities and non-governmental (NGO'S) in the areas of projects identification planning design, implementation financing and management of water supply systems.
- In conformity with the National Policy on Water Supply the Corporation shall ensure that good Water quality standards are maintained in all Water Works in the State.

The State Ministry of Water Resources supervises all activities of Kaduna State Water Corporation. The organisation comprises eight (8) key departments and other sub-units as illustrated in the organogram;

The organization was established with the vision to be modernized Water Corporation with vibrant and effective workforce. The mission of the organization was to provide portable water at a sustainable rate. Hence, all these were set to lead the organisation with a focus on the following set objectives;

- To provide sustainable water supply to the people of Kaduna State.
- To get customers to pay their water bills promptly.
- To achieve appreciable increase in revenue collection.
- To get customers to maintain their house connection and report bursts and leakages.
- To build consensus and support among stakeholders.

4.2.1 The Structure of Kaduna State Water Corporation

The Kaduna State Water Corporation Law 2014 further provided for the appointment of Corporation members, which consists of a Chairman, and not less than 13 other members with at least 2 of the members representing the interest of the consumers. The Corporation

has the full power to recruit and discipline its staff including dismissal. The Chief Executive of the Corporation is its Managing Director who has the ultimate responsibility for carrying out day to day running of the Water Corporation and the policies/decisions of Government and the Corporation. In the discharge of his function, eight Directors assist the Managing Director; namely:

- i. **Director (Administration) and Secretary to Board;** he is in charge of personnel and administrative duties which include manpower development (recruitment, training placement, etc.), discipline, promotion, staff welfare, accommodation and other staff matters. He also serves as the Secretary of the Corporation.
 - ii. **Director (Commercials);** he is responsible for water sales. These include tariff, billing, bill distribution, bill collection, and general customer management,
 - iii. **Director (Corporate Planning);** he is responsible for planning of water resources development, hydrology and research.
 - iv. **Director (Field Operations);** he is responsible for the effective production and distribution of water. These include maintenance of pumping and treatment plants, maintenance of distributions systems, vehicles and reservoir operations.
 - v. **Director (Finance & Accounts);** he is responsible for financial planning, budgeting, stores, expenditure control, financial statements and other accounts matters.
 - vi. **Director (Projects);** he is responsible for execution of new water supply schemes and extension of the existing schemes and major rehabilitation works of water works.
- In addition to the above, there are three units directly under the office of the Managing Director. They are:
- vii. **Director (Audit);** The Law stipulates that he is responsible for auditing of all expenditure, store management, billing and revenue activities.

viii. **Director Quality Control Unit**; This Unit is headed by Chief Scientific Officer (QC) under the office of the Managing Director.

ix. **Chief Engineer (Special Duties)**; The unit is headed by Chief Engineer (Special Duties) under the Office of the Managing Director.

The Directors are appointed by the Corporation and answerable to the Managing Director. The Managing Director and the Director constitute the Establishment Committee of the Corporation, which is charged with the responsibility of making recommendations to the Corporation in respect of appointments, promotions and discipline of all officers (Grade Level 04 and above).

Table 4.1 Details of Staff Separation in KSWC from 2013 - 2017

Year	No. Of Staffs yearly	Recruitment	Retirement	Resignation	Incapacitation	Withdrawal	Death	Total	Separation	No of staffs at year ending
2013	1577	2	50	-	-	-	9	59		1520
2014	1520	2	60	-	-	-	19	79		1450
2015	1450	-	54	-	-	-	19	73		1377
2016	1377	-	134	-	-	-	20	154		1223
2017	1223	-	3	-	-	1	8	12		-
Total	-	4	301	-	-	1	75	377	-	

Source: KSWC Department of Human Resources, 2017

In using Anselem (1998) formula as described earlier, the following measurements can be deduced from this formula:

$$\frac{L+A}{\frac{1}{2}(S_o+S)} \times 100^{1/1} \quad \text{equation 4.1}$$

A = Arrival (Recruitment)

L = Leavers (excluding death)

S_o = Size of labour force at start of period (2013)

S = Size of labour force at end of period (2016)

$$= \frac{302 + 4}{\frac{1}{2}(1577+1223)} \times \frac{100}{1}$$

$$= \frac{306}{1400} \times \frac{100}{1}$$

$$= \frac{30600}{1400} \%$$

$$= 21.9\%$$

The values illustrated in Table 4.1 represent separations of all types and indicate that for a period of five (5) years as covered by the study from 2013 to 2017, a total of 377 staff left the KSWC. Out of this, 301 staff who present about 79.8% of the total separation are leavers who left on retirement. Although the organisation has its description of leavers as 1 to 4 years for resignation, 5 to 9 years for withdrawal and 10 years above for retirement while 60 years of age or have attained 35 years of working as compulsory retirement. Going by the data provided in Table 4.1, interview and survey questionnaire it revealed that most staffs aside for death which is unforeseen were mostly based on their own involution which is as a result of involuntary turnover.

Also, it was obvious that staff replacement within these periods were not in line or connected with the replacement of staff policy as were the leavers but could be attributed to other organisational policy by the corporation. Hence, Reynolds and Gregory's classification interprets that the Anselem (1998) formula which measured a 21.9% for labour turnover experienced fell within 1- 40% of turnover which says it is stable but very unstable going by the 79.8% of separation.

4.3 Employee Profile Information

The respondents' profile information was analysed in accordance to rank, qualification, length of service. The participated respondents in study were all staffs of KSWC working at various departments.

4.2 Designation of respondents

Designation	Frequency	Percentage (%)
Director	3	8.6
Head of Department	3	8.6
Senior Officer	19	54.2
Junior Staff	10	28.6
Total	35	100

Source: Field Survey, May 2017

4.3 Qualifications of respondents

Qualifications	Frequency	Percentage (%)
PhD	2	6
Masters	9	26
Degree	12	34
HND	5	14
ND	6	17
Secondary School	1	3
Total	35	100

Source: Field Survey, May 2017

4.4 Year of service of respondents

Years of service	Frequency	Percentage (%)
0-2	0	0
1-5	6	17
5-15	13	37
15-25	6	17
25 and above	10	29
Total	35	100

Source: Field Survey, May 2017

4.4 Identification of Labour Turnover in the Organization.

This section helps in identifying the presence and level of labour turnover experienced how it affects the workforce and its adverse effect on the organization in Part two of the questionnaire. Employees' were asked to indicate to which extent they agree or disagree to each of the SERVQUAL statements using the Likert 5-point scale. These were denoted as SA- Strongly agreed, A- Agreed, N- neutral, D- disagreed and SD- strongly disagreed. The figure below presents respondents' views on the labour turnover of Kaduna State Water Corporation.

Organisational Turnover Experienced

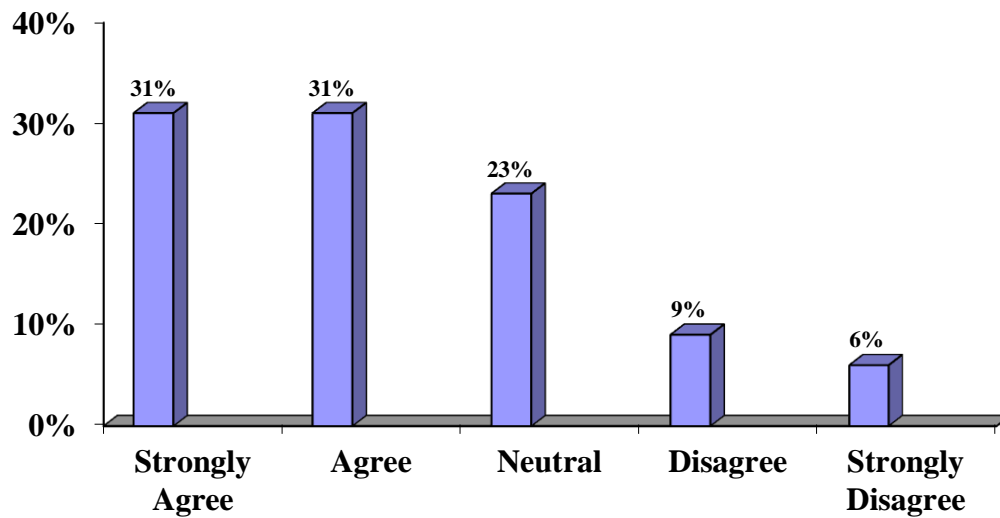


Figure 4.1 Organisational Turnover Experienced

Source: Field Survey, May 2017

The Figure 4.1 shows the respondents' views in these average percentages respectively 31%, 31%, 23%, 9% and 6% for strongly agreed, agreed, neutral, disagree and strongly disagreed as regards the existence of labour turnover in the organisation. The respondents' views affirm the existence of labour turnover on performance in the organisation with 31% for both strongly agreed and agreed and disagreeing of the existence of labour turn over with 9% and 6% for disagreed and strongly disagreed respectively. This is an indication that there is a presence of huge labour turnover within the organisation and could thus affect their performance.

Drop in Level of Workforce

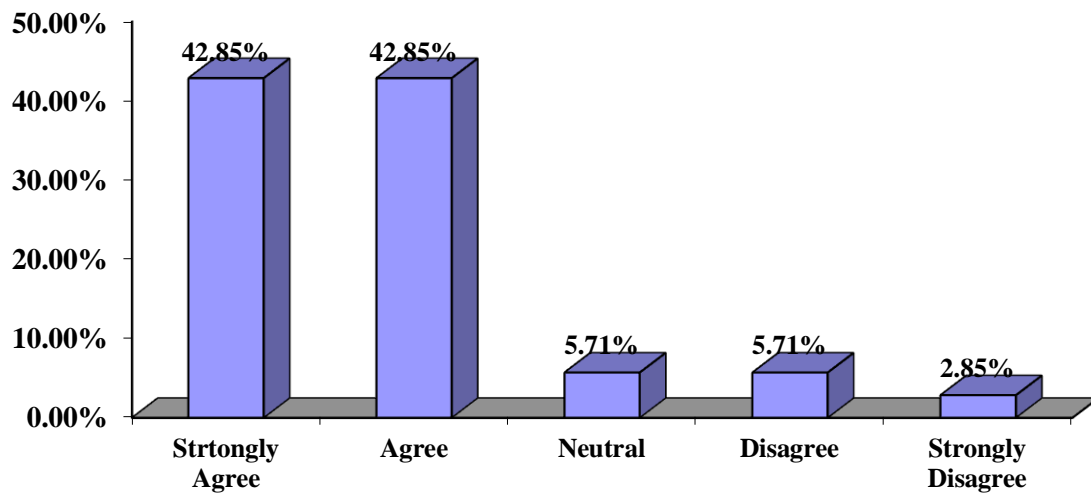


Figure 4.2 Dropped the Level of Workforce

Source: Field Survey, May 2017

From Figure 4.2 above, the following were the average response rate (expressed in percentage); 42.85%, 42.85%, 5.71%, 5.71% and 2.85% for strongly agreed, agreed, neutral, disagreed and strongly disagreed respectively. It is statistically obvious from the average percentage that the respondents agreed and strongly agreed that there is a massive drop in the level of workforce with a significant value of about 42.85% in the respondents showing their acceptance to this regards. The previous affirmation of the existence of labour turnover from the earlier presented figure can be traced to this significant drop in the workforce. This would likely have a negative effect as to the performance of the organisation.

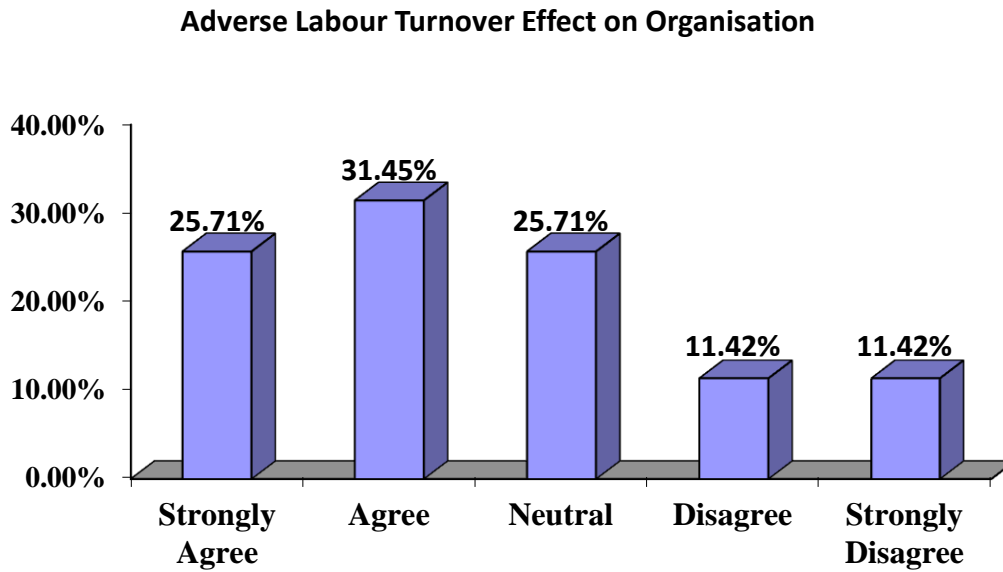


Figure 4.3 Adverse Labour Turnover Effect on the Organisation

Source: Field Survey, May 2017

The Figure 4.3 above shows the respondents' average rate of response (expressed in percentage) for the scales of strongly agreed, agreed, neutral, disagreed and strongly disagreed as 25.71%, 31.45%, 25.71%, 11.42% and 11.42% respectively. There was a large agreement to the fact that the existence of labour turnover in the KSWC, which has resulted to a serious drop in labour workforce, has deposited an adverse turnover effect in the organisation with a peak value of 31.45%. This significance has revealed the extent to which the labour turnover has negatively affected the organisation in the aspect of labour performance. Page (2001) stated that the labour turnover has a clear impact on performance and this arouses clients doubt to such organisation. This therefore has the capacity of hampering the organisation progressive growth.

4.5 Not Satisfied with the Job

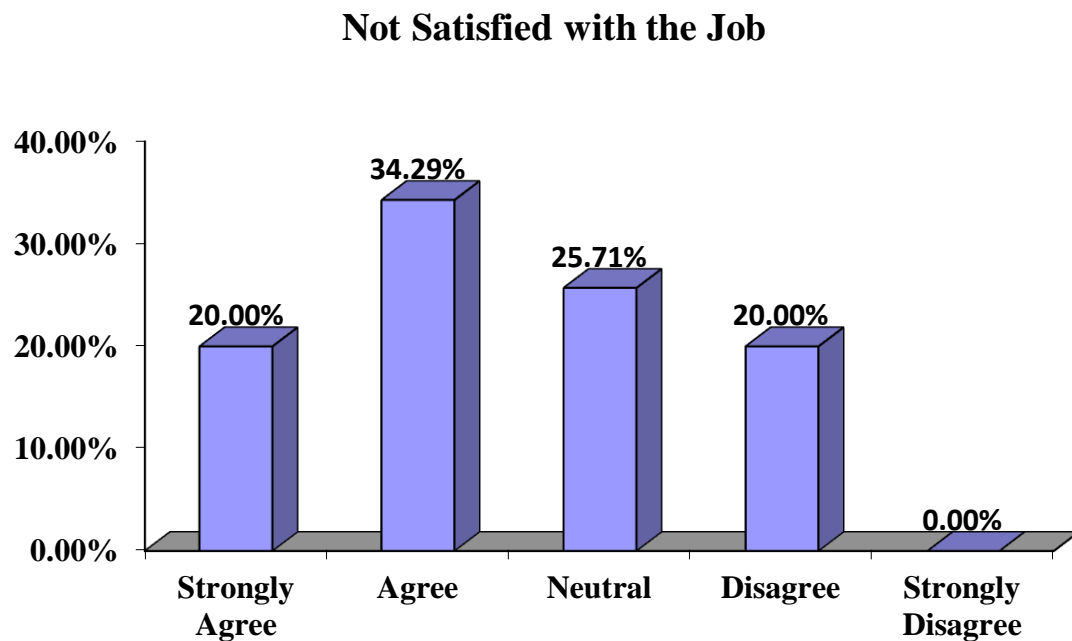


Figure 4.4 Employees not satisfied with their Job

Source: Field Survey, May 2017

The final question asked in aspect of level of labour turnover existing in the organisation was with regards to the employees' satisfaction with the job with which Figure 4.4 revealed the respondents' average response rate (shown in percentage) as 20.0%, 34.29%, 25.71%, 20.0% and 0.0% respectively for the scale strongly agreed, agreed, neutral, disagree and strongly disagreed. The respondents showed their highest acceptance to the unsatisfactory nature with the job. This alone is a key factor as to why the organization could be witnessing a drop in workforce and in turn affects performance level in KSWC.

4.6 Forms of Labour Turnover

Labour turnover in an organisation comes in various patterns and needs to be considered in other to understand how to tackle its existence as an issue. The question captured the forms, voluntary and involuntary and the common year of service at which these turnovers could be experienced most within the organisation. Responses were hence, sought from the following questions;

Forms of Labour Turnover

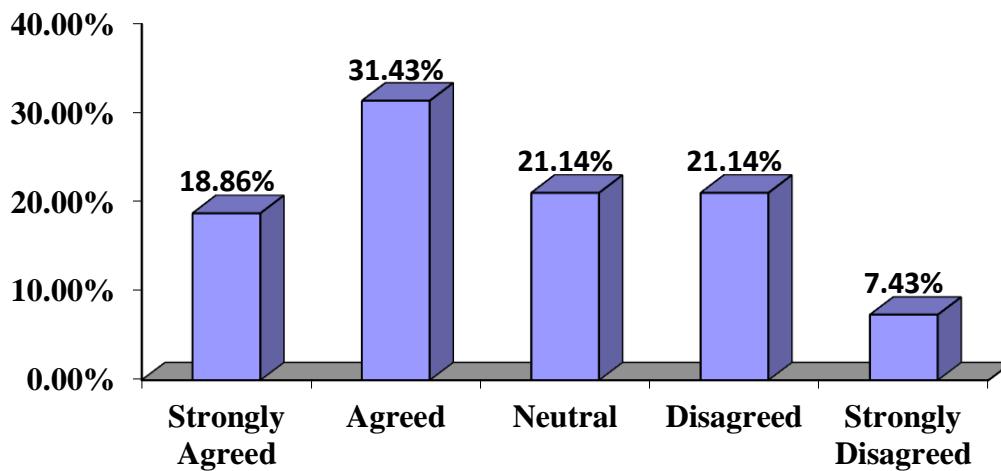


Figure 4.5 Forms of Labour Turnover

Source: Field Survey, May 2017

The respondents in Figure 4.5 above responded to the question asked in the questionnaire on the various forms to which the labour turnover appears in the organisation and which their average rate of responses (shown in percentage) indicated for strongly agreed, agreed, neutral, disagreed and strongly disagreed was significant as 18.86%, 31.43%, 21.14%, 21.14% and 7.43% respectively. The scale of agreed recorded the highest average percentage rate at 31.43% confirming the variables comprising the various forms to which this labour turnover is being identified in the organizations as true. These variables were identified as withdrawal, retirement, resignation, death and incapacitation. From the stratum, response it was gathered that amongst these variables thus: resignation, retirement, death, withdrawal and incapacitation was seen as the major forms to which these labour turnovers were more experienced. Page (2001) said staff turnover encompasses personnel moves including layoffs, fringes and promotions.

Mabindisa (2013) states that, when the working environment or conditions are not convenient to the employee's wellbeing and expectations, this can contribute to job dissatisfaction and

employee turnover. It would be true to say that when employees are comfortable with their work environment and conditions they would be devoted to their duty otherwise they would be forced to seek for an alternative, which could lead to resignation.

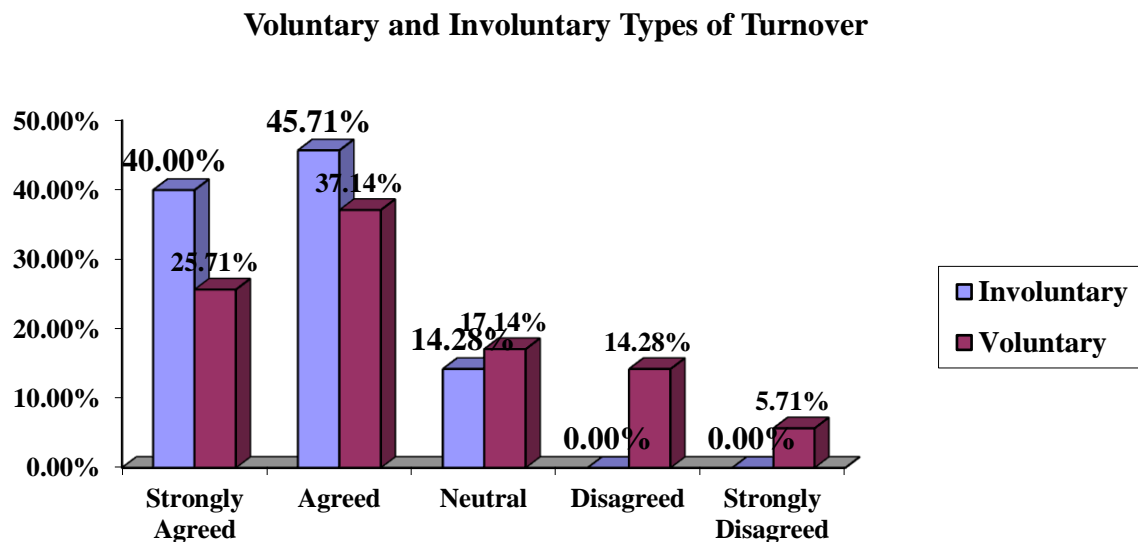


Figure 4.6 Voluntary and Involuntary Turnovers

Source: Field Survey, May 2017

From Figure 4.6 above, the average response rate (expressed in percentage) between involuntary as 40.00%, 45.71%, 14.28%, 0% and 0% and voluntary as 25.71%, 37.14%, 17.14%, 14.28% and 5.71% to signify the strongly agreed, agreed, neutral, disagreed and strongly disagreed respectively. The involuntary turnover recorded a higher acceptance at a score of 45.71% showing that most of the turnovers are possibly involuntary and 37.14% revealing the peak value for voluntary type turnover. This can be deduced from the take that the employees could be causing a direct negative impact or unbearable for the corporation employers prompting a strong involuntary turnover.

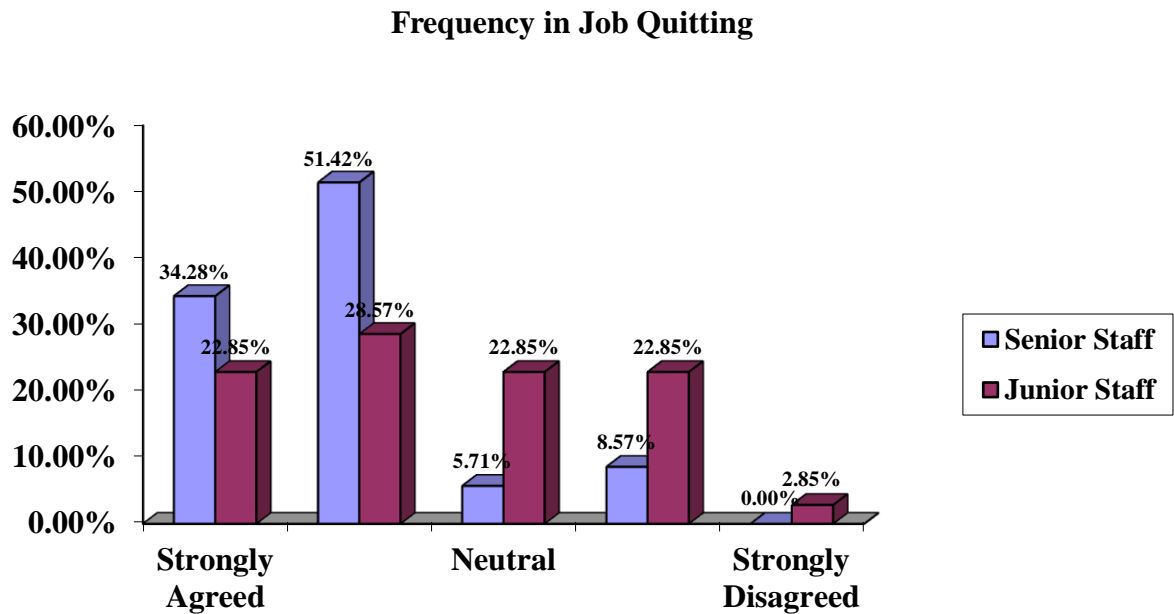


Figure 4.7 Frequent Year of Job Quitting

Source: Field Survey, May 2017

From Figure 4.7 shown, above shows that respondents' average rate (shown in percentage) illustrates that senior staff quit more often with the following representations 34.28%, 51.42%, 5.71%, 8.57% and 0.00% while response to the Junior staffs quitting less often with the following representations in accordance 22.85%, 28.57%, 22.85%, 22.85% and 2.85% for strongly agreed, agreed, neutral, disagree and strongly agreed respectively. This can be adjudicated that the senior staff are agreed to be the more often job quitters in respect to labour turnover increase within the organisation to as high a value as 51.42%. This seldom not in our present day organisation despite the difficulties experienced in organisations because of the hardship felt within the Nigerian economy presently as no one is ready to let go his current job except for the availability of a better one. Without this turnover in the KSWC corporation would be more than is obtained presently and this would promote rate of employees' laxity to work.

4.7 Causes of Labour Turnover

Labour turnover in the organization is actually believed not to be an "Act of God" but a human based effort. These turnovers are believed to be spurred or influenced by certain human factors. Hence, some of these purported causes were enumerated in the questionnaire to ascertain the perceptions of the respondents. Below figure clearly shows the rate of responses as regards these causes of labour turnover in the organisation;

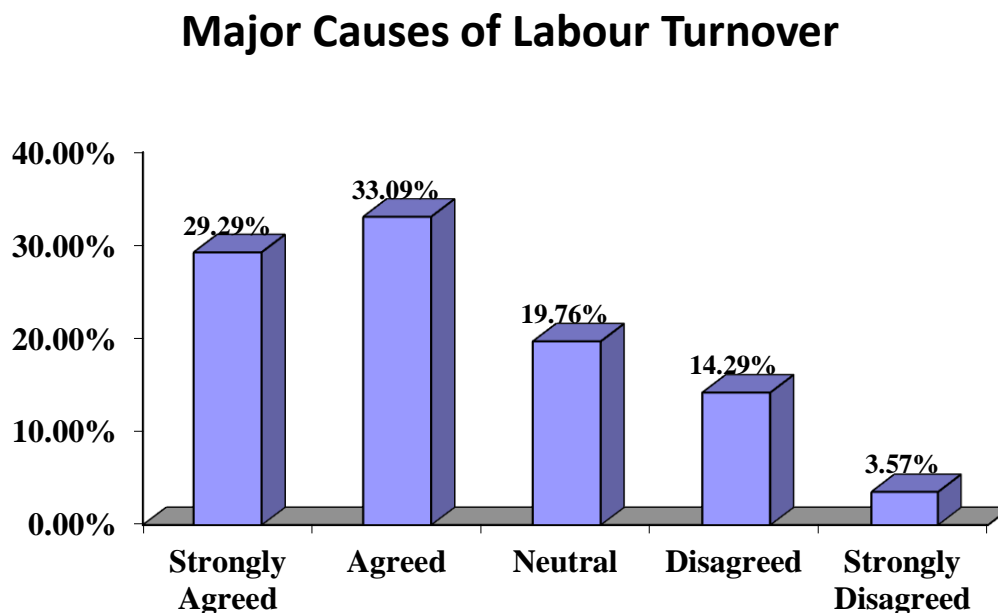


Figure 4.8 Major causes of labour turnover

Source: Field Survey, May 2017

From Figure 4.8 above, the following were the average response rate (expressed in percentages); 29.29%, 33.09%, 19.76%, 14.29% and 3.57% for strongly agree, agree, neutral, disagree and strongly disagree respectively. It is clear from Figure 4.8 above that the highest average response rate for all the variables under cause factors was 33.09% which went for Agreed. This indicates that there are causes to the experienced labour turnover in the organisation. Certain factors were enlisted in the questionnaire to retrieve adequate information as to the possible causes as follows; Government policy, management policy, unprofessionalism, economic difficulties, Act of God (sickness, death, accidents), workers

disharmony, customers complaints, wage reduction and lack of incentives, unsuitable for job and misconduct, inadequate training and skills, backward technology and breakdown of equipment and poor employees welfare. Mabindisa (2013) identifies that lack of adequate appreciations through proper recognitions, incentives, rewards and work boredom on new employees can cause quit in an organisation resulting to a possible labour turnover. When not all these factors are well addressed and considered employees have the tendencies of quitting, as it was earlier agreed that with a 33.09% response rate agreeing to these causes and labour turnover is majorly experienced as involuntary which indicates that employees do quit by retirement as also indicated earlier in Table 4.1 with 79.8% separation due to retirement.

4.8 Various Effect of Labour Turnover on Productivity

Question 11 in Part 2 required respondents to indicate their views for each of the statements made in respect to the effects of labour turnover on the corporation. Responses to this question are presented in Figure 4.9 below.

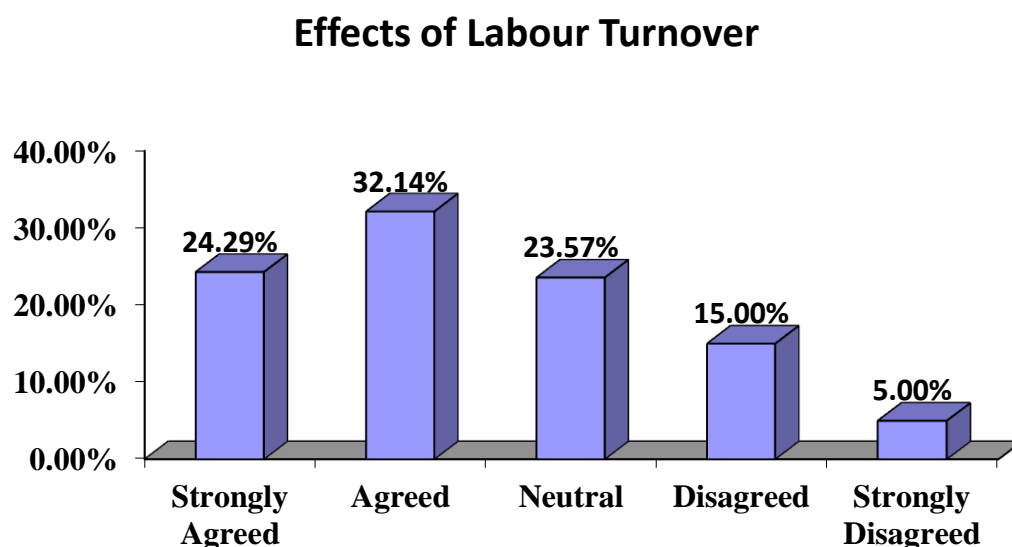


Figure 4.9 Effects of labour turnover

Source: Field Survey, May 2017

The Figure 4.9 above shows how the respondents responded to the questions asked over the effect of labour turnover on the organisations. The response average rate (as expressed in percentage) where 24.29%, 32.14%, 23.57%, 15.00% and 5.00% for strongly agreed, agreed, neutral, disagreed and strongly disagreed respectively. It is obvious from the survey results that there is an immense effect of labour turnover in KSWC of which was traced to internal organisation causes forcing an involuntary turnover action. The questionnaire suggested certain turnover impacts as perceived to be experienced within the KSWC system: excess waste on resources, reduction in performance level, promotes poor quality and quality of products, reduction and disruption in services, increase workload, increase in work stress and promotes demoralization, breaks teamwork and employers spend much time in staff training.

An average response rate as high as 32.14%, was perceived by the respondents, which indicated that these effects mentioned affected KSWC, and thus would affect the organisation labour performance significantly. Mabindiza (2013) stresses that the turnover might be a delay in service delivery while waiting for the replacement staff to commence duty. Hence, this leads to deficit in meeting customer demand Turnover would require to be tackled to improve the system in other to avoid these effects crumbling the organisation. In addition, since labour turnover is costly and disruptive, costly as it reduces the output and disruptive as it requires that schedules and programmes to be modified.

4.9 Reducing High Rate of Labour Turnover

Statements showing the various possible ways to which this labour turnover could be reduced where tendered before the respondents to indicate their views to each. Indications were to be made in a scale of five as Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Figure 4.10 indicates these rates.

Possible Ways of Reducing Labour Turnover

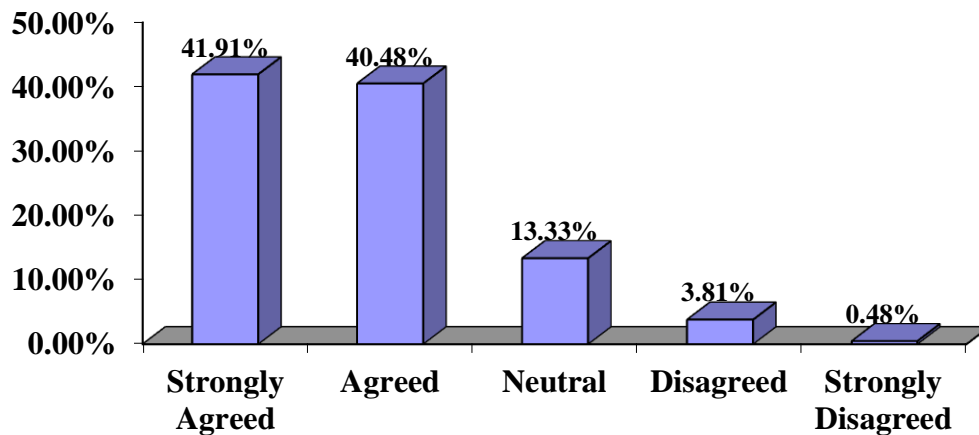


Figure 4.10 Possible Ways of Delineating Labour Turnover

Source: Field Survey, May 2017

Some points were stated in the questionnaire to ascertain the possible ways to reduce this excessiveness. It became imperative, as there have been a huge record of labour turnover within the KSWC. The employees were made to respond to this, as they are the ones involved and would have good contribution as to what a suggestion to this delineation could be. Hence, as indicated in Figure 4.10, the following were the average response rate (expressed in percentages); 41.91%, 40.48%, 13.33%, 3.81% and 0.48% for strongly agree, agree, neutral, disagree and strongly disagree respectively. 41.91% of the respondents strongly agreed with the suggested factors as some of the core processes of salvaging the labour turnover effect on the organisation. These factors were listed as; adequate compensation, good working conditions, availability of training programmes for staff, equal utilization of staff, adequate welfare for staff and provision of quality machineries and service units.

Eyo (1998) enlists these conditions of service in her study of appointments, promotions, salaries increase, fringe benefits and staff development as the core issues to remedy turnover in an organisation if properly cared for. A better salary and emolument and if paid as at when

due would not allow employees quit voluntarily because apart from the monetary value, physiologically and psychologically they would be stable and comfortable to discharge their duties rather than leaving. Most of these remedial actions balls down to the employees needs as stressed by Abraham Maslow where he classified employees' needs as need hierarchy and arranged in this order: basic psychological needs, safety and security, love, self-esteem and self-actualization with psychological needs toping as primary with utmost priority.

The welfare and wellbeing of employees are the core managerial priorities in order to sustain the existence of the organisations and perform adequately and effectively thereby achieving the organisations vision, mission and objectives. This would also stop or reduce the issue of strike actions from occurring as it did last 2 years.

4.10 Organisational and Governmental Efforts to Reduce Turnover

Question 13 in Part 2 requires respondents to indicate their viewfor whether the management of the organisation or government is making efforts to reduce the effects of labour turnover on the corporation. Responses to this question are presented in Figure 4.11 below.

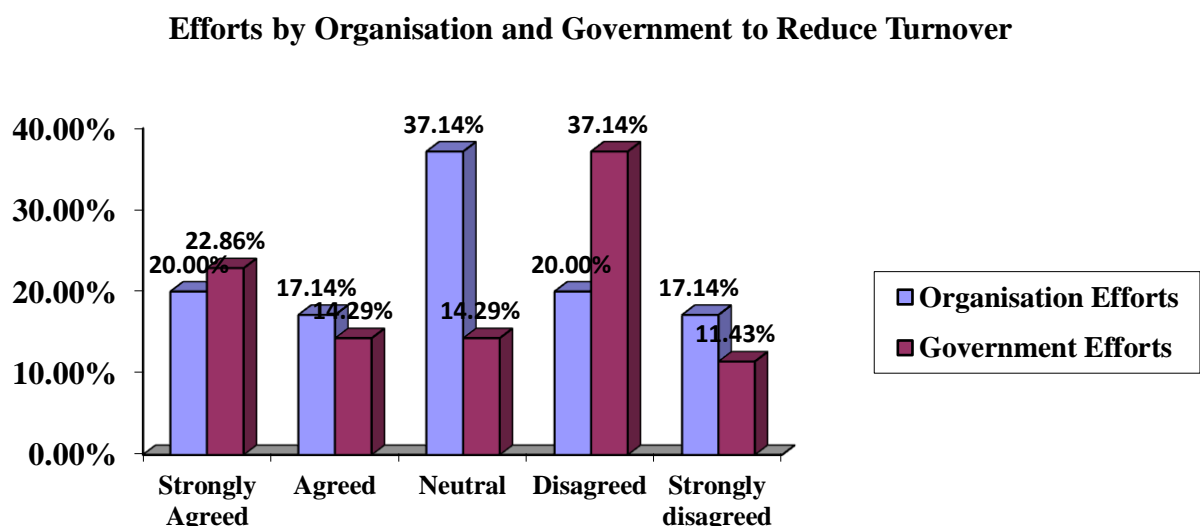


Figure 4.11 Efforts by Organisation and Government to Reduce Turnover

Source: Field Survey, May 2017

Figure 4.11 shows the average response rate (as expressed in percentage) for the organisation and government effort as; 20.00%, 17.14%, 37.14%, 20.00%, 17.14% and 22.86%, 14.29%, 14.29%, 37.14%, 11.43% for strongly agreed, agreed, neutral, disagreed and strongly disagreed respectively. The respondents for fear of disclosure or reasons best known to them went for the indecisive scale of neutral 37.14% for not being certain for whether the organisation is doing anything to reduce this turnover while they disagreed to the fact that the government was doing anything within its capacity to reduce the rate of turnover experienced.

4.11 Summary of Findings

The study was carried out to ascertain the effects labour turnover has on Kaduna State Water Corporation (KSWC). Fifty (50) respondents working at KSWC were engaged in the study; however, responses were gotten from thirty-five (35) respondents. The employees were either Directors, Head of department, senior staff or junior staff in various departments; Administration, Finance, Audit, Commercial, Corporate Planning, Quality Control, Operation and Project. The following findings were brought forth under the study,

4.11.1 Forms of Labour Turnover

The information from respondents to the questionnaire reveals the peak average response rate (expressed in percentage) as 31.4% in all the indices under the pattern of labour turnover, which signifies agreed. The result indicates the respondents agreed on all statements made under indices representing the forms of labour turnover in the organisations. It went further to reveal that the turnovers are voluntary and visible on senior staffs with an expression of an average percentage rate of 45.71% and 51.42% by the respondents respectively as agreed. However, it can be seen as these turnovers are experienced within KSWC in the form of resignation, retirement, death, withdrawal and incapacitation needs to be addressed properly.

4.11.2 Causes of Labour Turnover

The study revealed that the highest average response rate (expressed in percentage) for all the variables under the cause's factors was 33.09%, which represents agreed and 79.8% by documentation. This shows that the respondents agreed to all the statements made under causes in labour turnover at KSWC. Hence, the results suggest that employees were not comfortable enough with the level of their welfare and management status, which is obvious to their spontaneous action forming the major pattern of labour turnover witnessed within the KSWC. It is pertinent for the management of the KSWC to restructure the organisational principles so as not to cripple the system thereby promote and enhance the system.

4.11.3 Effects of Labour Turnover

The questionnaire made open certain factors in the statement, which served as the bases for finding out the level of the effect labour turnover, has over KSWC as either positive or negative. The result from the study under this objective recorded the highest average response rate at 31.14% representing agreed indicating the high effect of the labour turnover experienced in KSWC. The effect was represented with certain statements, which were agreed to be negative efforts dominant in the organisation. The result has suggested that the management should make a judicious use of this impacts observed to augment and amend the employees worries for better to avoid a collapse. The effects of these organisations are expensive and could disrupt the performance level of the organisation.

4.11.4 Possible Ways of Tackling Labour Turnover

These following factors: adequate compensation, good working conditions, availability of training programmes for staff, equal utilization of staff, adequate welfare for staff and provision of quality machineries and service units are stated and strongly agreed at 41.91% as the better way of tackling all the effects caused by labour turnover. This response rate under

strongly agreed is an evidence that the organisation management need to put up more efforts as well as the government. The principles of physiological needs as directed by Maslow should be matched up with the system on ground to improve the organisation progress.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This chapter provides a conclusion on the results gathered from the field survey, the necessary recommendations on how to improve working conditions and reduce the rate of labour turnover at Kaduna State Water Corporation and support further areas to tap from. On the investigation, KSWC is seen to have been affected by high level of labour turnover, which has since contributed greatly to the poor service delivery within the entire state for quite some years now. This invariably contributed to the reason why the employee took to the streets to protest and embark on a strike action. The conclusions were drawn in line with the objectives of the study and in attempt to answer the research questions. The recommendations from this study would be made available to avert further labour turnover. A simple random percentage was used to analyse the data and the results were presented using charts and table. In addition, a closed ended five point Likert scale questionnaire was administered to target the population, while only employees from KSWC headquarters took part in the study. The method of data retrieval was the survey method as the sample size was small. The questionnaire was administered personally to 50 respondents and 70% rate of responses was obtained.

5.2 Conclusion

It is a general phenomenon that when a new offer for employment is better than the existing one, an employee would quit for the better offer, especially if offer is better off on salary and welfare (physiological need) of the employee. The respondents almost unanimously agreed vehemently to this statement with more emphasis on the strongly disagreed scale that government is doing something positive to salvage the issue of labour turnover experienced

within KSWC. The study showed that the frequent occurrence of labour turnover seen in the KSWC was involuntary causing forceful retirement and dominant with senior staff. The respondents agreed to all factors that were outlined under patterns of labour turnover and causes of labour turnover witnessed. So also, all variables were identified as agreed to the various effects experienced within the organisation. The respondents believe that there are remedial actions available to revitalize the labour performance and reduce turnover significantly. Hence, as much as the organisation is putting in little effort to salvage the issue, the government need to "step up its game" to assist in curbing this challenges as accepted by their respondents.

5.3 Recommendations

Under normal working condition, an organisation that intends to maintain its labour force must recognise the need for classification of its employees based on their order of priority and, as such, improve on their services to their customers. The following strategies would be suggested for the reduction of labour turnover in the organisation.

a. Adequate Compensation:

Compensation is a strong index of motivation. Motivating an employee is a self-cognitive action. Employees will always work based on impulse and as such should always be compensated, rewarded or recognised when they achieve a success or progress. This would encourage them do more and challenge others towards been appreciated in future peradventure they perform well. Compensation or appreciation could come as an award, letters, orally but publicly announced amongst other colleagues other than cash.

b. Good Working Condition:

Every employee enjoys working under conducive and environmental friendly conditions where they feel comfortable and relaxed without hitches and stress in discharging of their duties. Crow and Hartman (2007) explain that a working environment that is not conducive to

the employee's wellbeing and expectations can contribute to job dissatisfaction and employee turnover. Environments with sick-building syndromes (dilapidated structures) are enough to make employees unwilling and feel unsafe or unhealthy to discharging of their duties within such an environment. Employers should ensure they carry out periodical maintenance checks and repairs of their facilities.

c. Availability of training programmes for Staff:

Proper orientation and induction of new staff should always be exercised for new employees. While regular training either in house, on the job or through courses should be inculcated in the system to develop and upgrade staff and as such equip them towards any challenge and keep them informed at all times with recent technological development.

d. Equal utilization of Staff:

Employees become coherent when given the opportunity to make decisions. Employees should therefore be involved in certain decision making as most employees have good ideas but due to poor communication channel shield useful information which should have been a game changer or useful booster to the organisation. Employers are advised to key into this suggestion while they have it at reach.

e. Adequate Welfare for Staff:

Maslow strongly pointed out the importance of physiological needs of employees to the employers. Welfares of staffs which includes salary payment as at when due, increments of salaries, promotions, remunerations should not be taking for granted nor neglected by the employer. These sorts of negligence are fuelled to employees' negative reactions that could cause strike actions or job quit. This is the engine room of any organisation. It should not be allowed to cause labour turnover capable of creating losses of highly talented and skilled employees.

f. Provision of Quality Machineries and Services:

There are modern equipments available for making works faster, easier and thereby improving service delivery. Employees should learn to step up their actions from an analogue system to a digital system where working activities are appreciated. This would help settle the minds of employees who intend to move to a more equipped organisation to discharge his full duties. This would help task the employees more and stimulate them by testing their skills and knowledge, build them up and extinguish restiveness due to boredom.

g. Quality Survey:

Top management should carry out periodical survey over the employees' efficiencies and wellbeing and other general issues ongoing within their work area. This would ascertain that needful and speedy attentions are ensured concerning the feedback obtained from the survey.

5.4 Limitation of the Study

There were challenges regarding the retrieval of more personal information from the corporation as related to this topic. There were financial restrictions to the extent of study. Also, the restriction of total access into all needed documents from the organisations as required for the study was also experienced.

5.5 Suggestions for further Studies

There is need for further studies, especially on these areas:

- i. The factors affecting labour turnover in private organisations
- ii. The cost implications of labour turnover
- iii. The comparison between labour turnover in private organisations and public sectors.

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Appendix (A)
QUESTIONNAIRE

**EFFECT OF LABOUR TURNOVER ON PERFORMANCE OF THE KADUNA STATE
WATER CORPORATION HEADQUARTERS, KADUNA**

Dear Sir/Madam,

This questionnaire is designed to facilitate data collection on “ **Effect of Turnover on Performance of The Kaduna State Water Corporation**”. The goals of the research will not materialize without your kind input and expert contribution. It is my hope therefore, that you would be eager and willing to contribute to the success of this research, through the completion of the attached questionnaire.

Thank you for your anticipated cooperation.

Yours Sincerely,

Grace Musa

Department of Public Administration
Nasarawa State University Keffi

PART 1- EMPLOYEE PROFILE

Please tick () the appropriate choice

1. Kindly tick your designation in the organization

a) Director ☐ b) General manager ☐ c) Head of department ☐ d) Senior officer ☐ e) Senior staff ☐

2. Tick your gender a) Male ☐ b) Female ☐

3. Tick your Nationality a) Nigerian ☐ b) Non-Nigerian ☐

4. Tick your marital status a) Single ☐ b) Married ☐

5. Please indicate your highest educational qualification

a) Secondary school ☐ b) ND ☐ c) HND ☐ d) Degree ☐ e) Masters ☐ f) PhD ☐ g) None ☐

6) How long have you been working here

a) 0-2 ☐ b) 1-5 ☐ c) 5-15 ☐ d) 15-25 ☐ e) 25 and above ☐

PART 2

Keys: SA- Strongly Agreed

A- Agreed

N- Neutral

D- Disagreed

SD- Strongly Disagreed

	SA	A	N	D	SD
1. The organisation is experiencing labour turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The level of workforce in the organisation has dropped	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Employees quit more at the year of					
a) 1 - 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) 2 - 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) 5 – 7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) 7 – 10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. There is an adverse labour turnover in the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. If there were a better job offer elsewhere more staff would leave the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. You people are not satisfied with the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The types of labour turnover are....					
a) Voluntary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Involuntary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Employees who quit more are...					
a) Seniors staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Junior staffs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) The following are the major causes of labour turnover					
a) Government policy/ rigid policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Management policy/ organisational instability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| c) Political | <input type="checkbox"/> | | | | |
| d) Economic situation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Act of God (sickness, death, accidents) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Workers disharmony | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g) Customers complaints | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h) Wage reduction and lack of incentives | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i) Unsuitable for job and misconduct | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| j) Inadequate training and skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| k) Backward technology and breakdown of equipment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| l) Poor welfare consideration | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10) KSWB has been experiencing these forms of labour turnover

- | | | | | | |
|-------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a) Withdrawals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Incapacitation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) Retirement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Resignations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Deaths | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11) High labour turnover has created a poor organizational image. Please indicate your view towards the effect of labour turnover on organizational and performance level.

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a) Adverse labour turnover causes too much waste of resources
when new staff settles in | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Adverse labour turnover causes reduction in work of performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) Adverse labour turnover affects quantity and quality of product
supplied to customers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Labour turnover causes a reduction and disruption in service provision | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Adverse labour turnover increases workload on each employee | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Adverse turnover increases work stress and demoralization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g) Labour turnover breaks teamwork | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

h) Labour turnover allows employee to spend much time in
new staff training

☐ ☐ ☐ ☐ ☐

12) In your view, the following ways will reduce the high rate of labour turnover if provided,

a) Adequate compensation

☐ ☐ ☐ ☐ ☐

b) Good working conditions

☐ ☐ ☐ ☐ ☐

c) Availability of training programs for staff

☐ ☐ ☐ ☐ ☐

d) Equal utilization of staff

☐ ☐ ☐ ☐ ☐

e) Adequate welfare for staff

☐ ☐ ☐ ☐ ☐

f) Provision of quality machineries and service units

☐ ☐ ☐ ☐ ☐

**13) Your organization has done a lot to tackle the high rate of labour
turnover?**

☐ ☐ ☐ ☐ ☐

**14) The government has assisted in reducing this menace in the
organization.**

☐ ☐ ☐ ☐ ☐

Thank you for your co-operation