

**IMPACT OF LABOUR TURNOVER ON ORGANIZATIONAL PERFORMANCE OF
TELECOMMUNICATION FIRMS IN KADUNA METROPOLIS**

BY

GARBA BLESSED

SU/PG/MSc/17/1040002

DECEMBER, 2019

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**A THESIS PROPOSAL SUBMITTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES,
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REQUIREMENT FOR THE AWARD OF MASTER OF SCIENCE (MSc) DEGREE IN
BUSINESS ADMINISTRATION**

DECEMBER, 2019

DECLARATION

I hereby declare that this thesis was written by me and it is a record of my research work. It has not been presented in any previous application for a higher degree. References made to published literature have been duly acknowledged.

Date _____

Garba Blessed

The above declaration is confirmed.

Date _____

Prof. (Mrs) Oluwade D. O

CERTIFICATION

This thesis entitled “Impact of Labour Turnover on Organizational Performance of Telecommunication Firms in Kaduna Metropolis” by Garba Blessed meets the regulations governing the award of Master of Science (M.Sc) Degree of Salem University Lokoja, and is approved for its contribution to knowledge and literary presentation.

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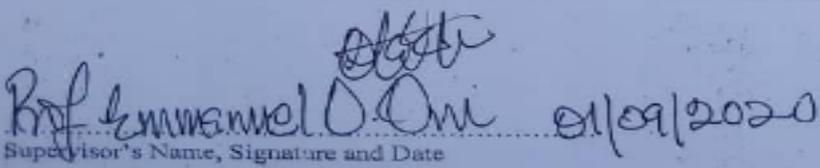
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DEDICATION

This research work is dedicated to God Almighty, the solid rock on whom I stand, to my beloved husband Engr. Sir James Garba (KSM,JP), my adorable children Dr. Anita Garba, Barr. Amanda Garba, Engr. AssumptaGarba, AlbertinaGarba, Alexander Garba and AthanasuisGarba and the loving memory of my late parents, Hon. Sir & Lady Christopher Okoh (KSM/LSM).

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Abstract

This study examined the impact of labour turnover on organizational performance, with a focus on telecommunication firms in Kaduna. Specifically, the study examined the effects of poor pay level, poor work situation and firm instability on organizational performance. This study employed a descriptive research design. Data were collected from a randomly selected sample of 202 respondents using a structured questionnaire. In order to test the hypotheses formulated, Pearson product moment correlation coefficient (i.e. simple regression analysis) was performed to test the hypotheses formulated. Data analysis revealed that poor work situation, poor pay level and firm instability have a negative and significant relationship with organizational performance. Based on the findings of the study, it can be concluded that labour turnover reduces organizational performance. Thus, it is recommended that the Managements of the telecommunication firms in Kaduna metropolis should introduce policies that would address issues or factors that could cause labour turnover in their organizations.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The business environment around the globe keeps expanding as businesses search for various ways to gain and remain competitive (Ferriera & Almeida, 2015). Day by day, businesses/organizations keep realizing that the employees make up the vital part of the organization and for the firm to be successful, it will have to consider its employees in terms of its strategy formulation. This means that, labour is very important to the firm in terms of gaining competitive advantage. The organization comprises of various components which makes up the business activities that the firm carries out and labour is one of the vital aspects of the organization because if they are nurtured and supported carefully, they will provide valuable contribution to the enterprise (Aiza & Abdus, 2013). A lot of firms invest resources to make them efficient and effective for improved performance. However retaining the labor in firms are beginning to be challenging and because of certain reasons, employees don't seem to stay back after sometime, and this leave the firm with the stress of undergoing a recruitment process again (Ghulam, Syed, & Zainab, 2012).

Researchers have been looking out for ways to understand the psychological as well as the economic dimensions of labor turnover on organization and its performance. Labour turnover is mainly concerned with the movement of employees from one organization to another; this implies also the hiring of new employees by organizations and dealing with exit of employees. Sometimes a labour turnover advantages organizations positively. This happens only when a poor employee is replaced by a skilled employee and when an older employee is replaced by a talented and younger one. Employee turnover can be costly as it demands different costs to take

account; as recruitment, administrative costs, covering cost in such a period there is an opportunity of job, and new employee training cost (Ibrahim, Usman, & Bagudu, 2013). Labour turnover can however be controlled to a certain extent by the policies as well as the rules of the firm. However, there are certain factors that cause high turnover rate in the firm which can be costly to the firm such as firm instability, low level of pay and poor work situation. Such factors that bring about labour turnover are characterized with suddenness and untimeliness which then does not give the organization the opportunity to prepare for the exit as well as the hiring of new employees. This then becomes a huge cost on the funds of the firm, a reduction in the human asset which can then affect the performance of the firm (Ghulam, Syed, & Zainab, 2012).

Firm instability is one of the major components of labour turnover as it has resulted to making so many employees leave the firm (Asamoah, Doe, & Amegbe, 2014). This is because the instability in the organization puts the employees in chaos and confusion as to what next might happen in the organization. When a firm has a high rate instability, then there is bound to be a high level of turnover, this is because when employees have a feeling of dissatisfaction with the firm or when they have a feeling of fear, they tend to start looking out for an environment that can guarantee them security and stability. This will therefore affect the level of the firm performance because such employees are bound to take an unexpected exit from the firm which will leave the firm with the cost of replacement.

Low pay level is another factor that brings about labour turnover in the organizational setting (Ghulam, Syed, & Zainab, 2012). Organizations that have a high pay budget for their employees tend to have employees loyalty and are characterized with low labour turnover. This is because low pay level reduces the attachment that the employee shares with the organization.

This is more serious when the employees compare with the industry and discover that they are paid below the industry provision. Low pay level affects the performance of the employees as they tend to put in little to no efforts on the job, increase absenteeism and keep searching for greener pastures in other organizations. When they finally become successful in finding better opportunities, they leave the firm and with time the number of turnover increases which then makes the performance level of the firm to drop drastically. Employees also have the habit of measuring their income against the pay they get from an organization, in a situation whereby the employees feel that their needs have a higher percentage than the pay they get from the firm, they tend to feel that the pay level is low and this feeling can also trigger the level of labour turnover because the employees will seek for a change to an environment that will be able to cater for their needs.

Poor work situation has also been seen as a major factor that play a role in the increased turnover rate in organizations. This is because when the work environment, and work processes continue to deteriorate, employees are not satisfied and seek to have an unannounced exit. Such exit by the employees which arise as a result of dissatisfaction with the system in the organization becomes a problem for the firm as the firm will then be faced with an increased cost if it wants to perform well. Poor work situation demotivates even the most zealous employees of a firm, as they have a feeling that the firm will not permit them grow and meet their full potential. Employees want to grow and gain experience on the job, as such they tend to look out for jobs that are challenging and innovative so that they can move and grow as quickly as possible. The more the work situation deteriorates, the more probability that the employees are bound to leave to a more befitting environment. This will then reduce the performance level of the firm for some time because sometimes firms lose their best employees due to poor work situations and replacing them takes time which can be costly to the firm. In

some situations, it becomes even harder to get employees that are willing to join the firm due to the poor work situation, hence reduction in the performance level of the firm. The relationship between poor work situation and the performance of the firm has become visible over the years as such managers tend to consider providing meaning work situations to their employees so that they can reduce the labour turnover in the firm (Ghulam, Syed, & Zainab, 2012).

To attain organizational performance, firms understand that so many factors in the firm will have to play major roles. These factors comprise of the human resource of the organization. Organizations try to look out for the best possible ways that make them gain a high level of performance. One of the ways that these firms keep in mind is through understanding the internal and external workings of their labour force. Firms try to connect the way their employees react to the environment of the business and how this reaction and behaviour of the employees relate to the performance of such firms on the long run. Organizational performance is the outcome that is derived through the input of the firm in carrying out activities and when the firm is able to save the cost of recruiting labour and retaining the existing ones it becomes a road mark to attain the required performance.

1.2 Statement of the Problem

Organizations around the world struggle to satisfy their shareholders and make profit to be able to remain in existence. Drawing on this fact, they tend to engage in different activities that are aimed at increasing profitability through efficient utilization of the firm's resources. The resources of the firm can be broadly categorized into two which are the capital and human resources. Over the years, lots of concentration has been paid to the capital resources of the firm as the best way to improve performance. It has been discovered that when the firm pays close attention to its sources of fund, asset utilization and technological advancement, then the

firm is bound to have reduced cost which will then bring about the required performance. However, of recent, scholars have come to the understanding that the human resources in the organization are the driving force which could make or mere the activities of the firm. This realization therefore made managers to understand that organizations are bound to incur cost as long as their employees are not satisfied on the job. The dissatisfaction of employees lead to labour turn over, absenteeism and forfeiture of the job which then makes the firm go on a search to replace the employee. Replacement of an employee is not a simple process, and it requires a lot of money and time investment in the firm. Scholars got to realize that high labour turnover negatively affects the firm. As such, management, Government and NGO's have made certain efforts to create a satisfactory work environment for employees in Nigeria. Policies have been developed by the Government and management, and NGOs have made efforts on this resolve also. However, the extent to the success of such policies is still a moot.

This study therefore seeks to understand the impact of labour turnover on organizational performance of telecommunication firms in Kaduna Metropolis.

1.3 Research Questions

The following research questions have been posed for this study:

1. To what extent does poor work situation have a negative relationship with organizational performance?
2. To what extent does poor pay level have a negative relationship with organizational performance?
3. To what extent does firm instability have a negative relationship with organizational performance?

1.4 Research Objectives

The general objectives of this study is examine the impact of labour turnover on organizational performance. The specific objectives are as follows:

1. To determine whether poor work situation has a negative relationship with organizational performance.
2. To determine whether poor pay level has a negative relationship with organizational performance.
3. To determine whether firm instability has a negative relationship with organizational performance.

1.5 Hypotheses of the Study

The hypotheses of the study are all stated in null forms:

1. H_{01} : Poor work situation does not have a negative relationship with organizational performance.
2. H_{01} : Poor pay level does not have a negative relationship with organizational performance.
3. H_{01} : Firm instability does not have a negative relationship with organizational performance.

1.6 Scope of the Study

The study is conducted on the impact of labour turnover on organizational performance of telecommunication firms in Kaduna metropolis.. The study has a descriptive and quantitative approach, as such, a primary method of data collection was employed. There are various ways of collecting data using the primary approach however this study used the questionnaire

collection approach. Various industries are there in Kaduna metropolis such as the manufacturing, financial institutions, and academia to be studied, however, the study was limited to telecommunication industry in Kaduna metropolis. The study covered the period of 2019.

1.7 Significance of the Study

The study was conducted on the impact of labour turnover on the performance of telecommunications firms in Kaduna metropolis. Since the study was done in an organizational setting, it therefore becomes important to know that the study will be of significance to a number of stakeholders. However, in order to capture the significance level of the study, the significance have been classified into policy significance, theoretical significance and academic significance.

i. Policy Significance:

The study has various policy significance in the organization and other related agencies that develop policies in the industry. To be specific, the study is of relevance to the management of the telecommunication firms by providing them with the knowledge about the specific factors that contribute to labour turnover in their firms. The study also provide them with the level at which each factor affect the firm performance. This will help them in terms of formulating the policies in the organization as regards to its employees. The study is also of importance to policy makers in the country as they will be able to develop policies that are related to employees.

ii. Theoretical Significance:

The study also has a lot of importance to theory as it provides support for the theories that discuss the satisfaction of employees. The study shows how these factors developed in theory have effect on the performance of firms in practice. This can serve as a contribution to knowledge.

iii. Academic Significance:

Since the study was conducted on the impact of labour turnover on performance of firms, it will add to existing literature on the subject matter. This is of assistance to students and researchers in this area to get a glimpse of the variables used in this study in telecommunication industry and in a country like Nigeria. It will provide room for other related studies to be conducted on the subject matter.

1.8 Limitations of the Study

As it is with majority of studies, none is devoid of limitations, nonetheless, there are three major challenges the researcher encountered in this study.

i. Financial constraint

Money is always a challenge at situation like this especially with the economic down town now, the cost of undergoing the program, getting relevant data and the use of statistical software.

ii. Time constraint

Meeting up with deadline and having to complete this herculean but very rewarding task within a period of time led to the demand for want of more time but it was utilized judiciously between school, work and family.

iii. Uncooperative attitude of the Respondents

Due to the busy office work, distraction from customers, several going but very slow response caused some form of delay in prompt data collection but this was surmounted

1.9 Operational Definition of Terms

Labour Turnover:

Labour turnover as a measure of the extent to which employees leave and new employees enter the service of concern (Gupta, 2003).

Organizational Performance:

Organization's performance is the degree to which the stated objectives and goals of an organization are met and how well the process was performed (Yankey & McClellan 2007).

Firm Instability:

Firm instability has also been defined as the unusual or unnatural large fluctuation that may lead to serious damage or system failure if allowed to continue beyond a certain limit (Akinruwa, Ajayi, & Akeke, 2014).

Low Pay Level:

Lewando and Isaacs(2018), low pay level is defined as the ability of the organization to pay its employees lower than the industry benchmark.

Poor Work Situation:

Poor work situation can be defined as a working condition that provides employee with an unfavorable environment that makes work difficult to accomplish (Bilau, Ajagbe, Sholanke, & Sani, 2015).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter discusses the literature of the study. The chapter begins by discussing the conceptual framework, which then presents the concepts of the variables used in the study. The chapter proceeds by presenting the empirical review, which discusses the related studies, and check their findings from which the study gap is drawn. The chapter proceeds to present the theoretical framework, where related theories are discussed and the ones that are more related are adopted by the study. The chapter then concludes with a summary which summaries the entire discussions of the chapter.

2.2 Conceptual Framework

The concept of Labour turnover is one of the important concept that will be discussed in this section. According to Mabindisa, (2013) Labor turnover refers to the rate of change in the workforce of an enterprise during a given period. It has been defined as the time-to-time changes in the composition of the workforce that result from hiring, release and replacement of employees (Armstrong, 2006). Gupta (2003) defined Labour turnover as a measure of the extent to which employees leave and new employees enter the service of concern. Brown, Garino, and Martins, (2007) narrates labour job turnover as the access to enter new employees into the organizations and the departure of current employees of the organizations. Departure

term of existing employees used by the researchers interchangeably with controlled exit or separation. Hashim, Munir, and Khan, (2006) explained the turnover rate as replacing resigned employees with hiring new recruitments. By explaining these, employees, turnover occurs when a substitute is hired successfully.

Chiang, Back, and David, (2005) asserts that labour turnover means controlled ending of a partnership with the organization by the employees of that organization. Dwomoh and Korankye, (2012) viewed labour turnover as the rotation of workers around the labour market between jobs and occupations, and between the states of employment and unemployment. In another assertion, Justus, Kombo, Murumba, and Edwin, (2011) defined employee turnover as the ratio of the number of workers who left the organization during a certain given period, to the average number of workers employed during the same period. Employee turnover is often referred to, as the number of permanent employees leaving the company within the reported period versus the actual active permanent employees on the last day of the previous reported period (Asamoah, Doe, & Amegbe, 2014). Labour turnover can be broken down into internal and external types. Internal staff turnover strategies involve promoting current employees, adding new responsibilities to job titles and bringing in entry-level employees due to company growth. External staff turnover implies that employees are leaving the company to seek new jobs, raise families or enter retirement (Brown, Garino, & Martins, 2007).

The concept of firm instability was also amongst the concepts looked at. Organizations struggle to attain a certain level of stability so as to be able to remain relevant and provide required products and services for their clients (Aiza & Abdus, 2013). Due to this fact, scholars have channeled their minds to the concept of firm instability as related to the firm's growth and performance. Since firm's stability creates confidence and hope in the labour force of the firm,

instability creates fear and uncertainty about the future to the employees which then becomes an issue when discussing the performance level of the firm. Firm instability is defined as the quality of a firm not being stable, balanced or predictable (Kwame, Mahama, Boahen, & Denu, 2017). In other words, the instability in the firm is concerned with the level at which and employee or stakeholders of the business cannot predict the actions or activities of the firm based on their previous activities.

Firm instability has also been defined as the unusual or unnatural large fluctuation that may lead to serious damage or system failure if allowed to continue beyond a certain limit(Akinruwa, Ajayi, & Akeke, 2014). This definition shows that the instability of a firm is a major concern as it can bring failure to the system which is the organizational system if it is not well controlled. This definition unlike the first definition shows that the instability of the firm is a factor that can be controlled if the management of the firm releases that it is going out of hand. Without providing a limitation to instability in the first, there is every likelihood that the firm will not function well or even function at a loss which is detrimental to its performance.

In another being, firm instability is also defined as the tendency of an organization to be have unpredictable cultures and erratic changes in modes of their activities (Ferriera & Almeida, 2015). In other words, the definition shows that when a firm is unstable then their cultures is unpredictable and their decision making process can also not be understood. The definition shows that firms that are unstable have the likelihood of having cultures that can affect their organization badly. This is because the employees that feel a high level of insanity in the firms cultures and decision making process will be glad to leave at any time they find a more suitable job. Some organizations might view such moves of unpredictability as a means for competitive advantage, however, Lewando and Isaacs (2018) Believes that a high and consistent shift or

change in activities of the firm makes the stakeholders loose trust in the firms activities which then lead to labour turnover on the long-run.

According to Adewole (2017), firm instability is the most common situation in the organizational setting because it affects the entire stakeholders of the business. This means that, when the firm is unstable in its activities and decision making process, it tends to affect the entire stakeholders of the business. Based on these views of scholars on firm instability, this study defines firm instability as the consistent level of change in the activities of the organization which affects the performance of the firm.

The concept of low pay level is very important in the issues of labour turnover as such it is the next concept to look at. Organizations that are characterized with low pay tend to have persistent reduction in the level of qualified and competent employees. Employees need increase in pay to be able to get satisfied with the working environment. Organizations make use of pay level as motivation for employees to stay and remain loyal. This gesture therefore has the chance of reducing the level of turnover in the firm. A continuous decline in the level of pay that an employee gets becomes a problem when the employees perceives that he is entitled to get more from the input he contributes to the firm. According to Lewando and Isaacs(2018), low pay level is defined as the ability of the organization to pay its employees lower than the industry benchmark. In other words, this definition shows that low pay level has to do with the amount that the firm gives the employees as a means to pay off the labor they offered to the firm which is lower than that of the industry in which the firm functions in.

When the firm is unable to pay its employees as much as others are paid in the industry, the employees get dissatisfied and then turnover has high probability of taking place. These employees will try to find ways possible for them to move to a firm that pays more that their

present organization. To further support this definition. Low pay level was also defined as the wages or salaries that are considered to be low relative to the level of pay or average level of needs of the employees (Ahmed, Sabir, Khosa, Ahmad, & Bilal, 2016). This definition took into cognizance the concept of average pay and average needs of the employees. In other words, the definition posits that to properly understand low pay level, one must consider it from the pay given to the employees compared to the pay that is actually paid in the industry to the employees of the same level. This will then show whether the pay given is low in the firm. Employees use the industry pay as a measurement of how underpaid they are in the organization.

The definition also shows that another way to understand low pay level is comparison of the received pay against the needs of the employees. Most of the time, lower level employees make use of the latter to measure their pay level and determine it as low or not. This has made organizations to provide the prospective employee with an opportunity to present the pay level he expects from the firm. This helps the firm in preparing a package plan that will suit the needs of the employees. However, not all firms carryout this process, as such the presence of low pay is found in organizations.

To further support the definition of Bilau, Ajagbe, Sholanke and Sani(2015), low pay was also defined as the level of low wages being paid to the employees in relationship to cost of living(Mbogo, 2017). This definition takes into consideration the macro view and sees the cost of living as the level of comfort in the country. When the pay given to an employee is lower than the standard of living, then it is termed as low pay level. Based on these definition, this study defines low pay level as the percentage of pay given to employees compared to the percentage of pay in the given industry.

The concept of poor work situation is paramount in looking at the labour turnover in an organization, as such, it is the next concept that was looked at. Organizations that have been identified with poor working condition tend to face various kinds of issues relating to their employees. This is because a favorable working condition gives satisfaction to the employees and creates the feeling that the employee want. Poor work situation is the opposite of a good work condition which provides the employees with the environment that is favorable. Poor work situation can be defined as a working condition that provides employee with an unfavorable environment that makes work difficult to accomplish (Bilau, Ajagbe, Sholanke, & Sani, 2015). This definition shows that poor work situations are characterized by an environment that is unfavorable and lacks the required machineries or instruments to work.

Poor work situation is also defined as the consistent deterioration of the work environment (Ferriera & Almeida, 2015). In other words, poor work situation is the work environment that continuously drops from the standard in the industry and does not employ innovativeness in its approach or activities. Scholars have posited that poor work situations induces dissatisfaction in employees which then makes them leave after a while. Poor work situation has been related to increased turnover and reduced performance in the organization.

This study therefore defines poor work situation as the decline in the various activities of the work environment which includes the communication process, working conditions, and working process which influences the employees of a firm.

The concept of organizational performance was also looked at as it is very important for the study. Organizational performance is mostly an expression used by the researchers and it is the most extensively researched problem since organizational theory was developed. Organizational performance was extracted from organizational behavior theory which was

established in 1950s. Regardless of some harmony, still there is a significant lack of consensus on the operationalization and the definition of the concept. According to Mabindisa, (2013), fulfilling organization's objectives without incapacitating resources of an organization is the definition of organizational performances. Among management researchers point of view, organizational performance is regarded as explaining the goals, and describing resources if the organizational goals met (Muhammad, Naseer, Sheraz, &Mahfooz, 2012). Yankey and McClellan, (2007) explained that organization's performance is the degree to which the stated objectives and goals of an organization are met and how well the process was performed.

Muhammad, Ghafoor, and Naseer, (2011) stated that the organization's performance is the theme of how useful an organization is in attaining the outcomes, the organization wishes to produce. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Aiza & Abdus, 2013). It involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. According to Hashim, Munir, and Khan, (2006)productivity is a measure of the quantity and quality of work done, considering the cost of the resources it took to do the work. Shukla and Sinha, (2013) assert that performance is the output per worker in a given period of time. According to Chiang, Back, and David, (2005) Organisational performance is the extent to which an organisation, given certain resources and means, achieves its objectives without placing undue strain on its members. According to Mobley, Griffeth, Hand and Meglino (2001), effectiveness is the ability of an organisation to mobilize its centres of power for action-producing and adaptation. Performance of an organisation can be seen in terms of survival of the organisation.

The relationship between the variables was looked at also. Labour turnover is a very important concept both in theory and practice as it has been discovered to have various kinds of effect on the performance of the organization. So many factors affect labour turnover and some of these factors can have a positive effect on performance while others have a negative effect on performance (Brown, Garino, & Martins, 2007). Labour turnover can be planned by the organization in such a way that the employees of the firm have a specified age to leave the firm. In such scenario, the management of the firm project the number of employees that are bound to leave the firm at that point in time and provisions are made in such a way that it does not affect the activities of the firm (Asamoah, Doe, & Amegbe, 2014).

Labour turnover can be related to the firm in a positive manner if it is well orchestrated however, turnover becomes a problem to the firm if the firms employees decide to leave their jobs for other jobs due to certain factors that are deemed unfavorable by them without giving the firm due notice. Firms that are characterized by increased poor work situation, instability and low pay level tend to have and increased number of turnover in a year, this situation tends to affect the performance of the organization negatively because of the cost that the firm incurs in terms of recruiting and filling up the available positions. These impromptu exits of employees affect the strategic plan of the firm which then affects all the functional areas of the business. This situation therefore affects the performance of the organization negatively, due to the alteration in the plans of the firm.

Labour turnover and organizational performance are related in quite a number of ways as labour turnover can be seen in the positive perspective if planned and on the negative if not prepared for. The latter however is also related to the expectation of the employee as regards to the input he/she puts and expectation on the output. Though the expectations of employees

might differ in terms of magnitude and number, firms can to some extent reduce the level of turnover by trying to reduce some of the factors that affect the employees and cause the turnover rate to be on the increase. This therefore make labour turnover to be a major determinant of the performance of the employees of the firm and then the performance of the firm. This is because an increase in the level of performance of the employees will lead to an increase in the level of performance of the firm.

Organizations have come to the realization that the turnover level of the firm affects its employee's performance as well as the organizational performance (Akinruwa, Ajayi, & Akeke, 2014). This is because as the employees get satisfied with the pay level, work situation and organizational stability, then the employee is bound to become loyal to the firm and then give his/her best to see that the firm meets its corporate objectives.

2.3 Theoretical Framework

Theories have been developed to back studies on turnover and performance of firms over the years. One of these theories was propounded by Herzberg Fredrick.

1. Herzberg's Duality Theory of Job Satisfaction

This theory was propounded by Herzberg in 1968. The theory posits that the employee is satisfied by a set of components in the organization. The absence of such components will bring about dissatisfaction on the job. In support of the labour turnover studies, Herzberg's two factor model is useful in defining any study that looks at the labour turnover in a firm. The model shows that certain factors are important in motivating employees which the reward practice should encompass. According to Akinruwa, Ajayi and Akeke (2014) the two factor model was developed following an investigation into the sources of job satisfaction and dissatisfaction of

accountants and engineers. These groups form the two factors in Herzberg's model: one consists of the satisfiers or motivators, because they are seen to be effective in motivating the individual to superior performance and effort. The other consists of the dissatisfiers, which essentially serve to prevent job dissatisfaction, while having little effect on positive job attitudes. Therefore, the model becomes important in the sense that in the process of assessing labour turnover taking note of the satisfiers and dissatisfiers is vital in order to find the root cause of these movements.

According to Bilau, Ajagbe, Sholanke and Sani (2015), fostering a motivated workforce lies at the heart of human resources management, if people are motivated towards attaining appropriate goals, then the likelihood of organizational success is enhanced. The theory propounded that different people are motivated by different circumstances which he categorised as need for achievement, need for power and need for affiliation. Employees with high need for achievement are motivated by challenging and competitive work situations, satisfying, stimulating and complex work, autonomy and variety of tasks, constant feedback from client and/ or superiors. Those with high need for power for power also motivates staff, with staff preferring tasks that give them more responsibility and autonomy as well as authority. Those with the need for power may not necessarily be high achievers. One's need for power can be of two types that are personal and institutional. Those with strong need for personal power want to direct others while others with the strong need for institutional powers want to organize the efforts of others. Employees with high need for affiliation are individuals who are motivated by social factors such as status, interaction with others, (groups), support and acceptance. Generalizing these different categories of people, Kwame, Mahama, Boahen and Denu (2017), postulated that managers who want to motivate staff must first of all establish whether they have need for achievement or need for affiliation and then create an atmosphere in which the

employees can be motivated by the relevant need. Therefore, in this case some people may be motivated to stay with the organization for a long time and perform up to standard.

The debate began with the publication of Herzberg's book "The Motivation to Work (1959)", in which interviews with 200 engineers and accountants were outlined. Subjects were asked to describe "any kind of story you like either a time when you felt exceptionally good or a time when you felt exceptionally bad about your job". Over the course of twelve investigations in similar organizations, Herzberg classified the work dimensions into motivators and hygiene factors. Motivators were the satisfying events described in the interviews. They included achievement, recognition, work itself, responsibility, advancement, and growth. When employees recalled a story where they felt "exceptionally bad" they often spoke of the following factors: company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationships with peers, personal life, relationships with subordinates, status, and security. Herzberg classified these ten events as hygiene factors and he noticed that they were primarily disruptions in the external work context, while the motivators dealt with internal states of mind. Thus, Herzberg concluded his duality theory of job satisfaction which contrasted with the traditional notion of factors impacting employees on a uniscalar continuum. For example, traditionally it was thought you could increase salary, supervision, or company policy and that would increase an employee toward greater job satisfaction. In Herzberg's mind you could not improve job satisfaction by improving any of the 10 hygiene factors; you could only improve job satisfaction by increasing the six motivators (Kyllonen, et al., 2006).

Furthermore, the absence of the motivators would not lead to job dissatisfaction, just not job satisfaction. For example, if an employee did not have recognition or achievement this would

not lead to job dissatisfaction, but they were unlikely to be motivated either. Essentially, the six motivators and ten hygiene factors were working in two different realms in affecting job attitudes. Herzberg's concept was a radical departure from current thinking and is summarized in Herzberg's statement that, "The opposite of job satisfaction is not job dissatisfaction but, rather, no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction". A number of other researchers were able to verify Herzberg's motivator- hygiene duality, and they were summarized in his 1966 book *Work and the Nature of Man*. However, Herzberg was highly criticized by psychologists who said he had investigated a narrow range of jobs, and used only one measure of job attitudes (Ahmed, Sabir, Khosa, Ahmad, & Bilal, 2016). Researchers also argued that Herzberg was uncovering people making themselves "look good" by attributing positive events to internal factors and negative experiences to external events (Adewole, 2017). Ultimately, the two camps of psychologist diverged dramatically, and in the end, different results would come from different research techniques. When Herzberg's critical-incident method of interviewing employees was used it gave results that supported his duality theory. Just as consistently, research gathered using a unisalar model would conflict with Herzberg's theory (Kwado, 2012).

2. Equity Theory

The equity theory was propounded by Adams (1963). The theory posits that employees seek to find balance between their level of input and the outcome they receive from the firm. The theory posits that anything short of what the employees expect will eventually lead to dissatisfaction. The theory has three components, namely; the individual input in the form of effort, experience, competence and other personal attributes. Output relating to what the individual gets from employment, these may take the form of rewards mainly money,

recognition, promotion. The reference group, is a group whom the individual compares his output/input ratio.

The equity theory posits that employees seek to maintain equity between the input that they bring into a job (e.g. education, time, experience, commitment, effort) and the outcome they receive from it (e.g. promotion, recognition, salary) against the perceived inputs and outcomes of other employees. Equity theory posits that individuals who perceive themselves as either under-rewarded or over rewarded will experience distress, and that this leads to efforts to restore equity within the individual. Failing to find any equity, Akinruwa, Ajayi and Akeke(2014) argue that they may behave in ways that harm the organisation. For example, they may quit, and when high performers leave the organisation, the company loses its productive talent and the capacity to gain competitive advantage. If dissatisfied employees stay, they may react by withholding effort in order to restrict output or lower quality, or embark on deliberate sabotage of equipment. This may also put the organisation at competitive disadvantage. Bilau, Ajagbe, Sholanke and Sani(2015) asserted that, unfairly-rewarded employees tends to show feelings of hostility to the organisation and perhaps their co-employees which may lead to reduced productivity which may impair the overall performance of the organisation especially when high performing employees are involved. The organization should also be flexible in responding to internal and external influences in as far as rewards and working conditions are concerned so as to control employee turnover.

3. The Theory of Management by Objective

The theory was propounded by Drucker (1954). The theory of management by objectives posits that employees are motivated by the set goals and objectives that they had their hand in setting. In other words, management by objectives is the process of defining specific objectives within

an organization that management can convey to organization members, then deciding on how to achieve each objective in sequence. This theory further posits that instead of dictating instructions, quotas and goals, managers should include employees in strategic decision-making whenever possible, especially in decisions that directly affect employees daily routines. The theory further states that when the management fail to put employees in the decision making process can lead to organization to lose their bright and brilliant staff. Not all employees truly care to set work related goals for themselves and function just fine in more autocratic settings. The most innovative and internally driven employees, though are more likely to leave a job that provides little or no opportunity for strategic input.

The theory of management by objectives is that it motivate employees in the whole process of goal setting and increasing employee empowerment. This increases job satisfaction and commitment. Employees have certain expectations from the organization and these expectations determine goals or levels of performance for the future. Employees achieving the desired levels of performance expect a certain level of compensation. If employees see that hard work and superior performance are recognized and rewarded by the organization they will expect such relationship to continue in the future. Therefore, they will set higher levels of performance expecting higher levels of compensation. If employees see little relationship between performance and rewards, then they may set minimum goals in order to retain their jobs but will not see the need to excel.

4. Expectancy Theory

The expectancy theory was propounded by Vroom (1964) and it posits that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. The theory posits that employees will put forth an amount of work and

commitment equal to what they expect to receive in return. The theory asserts that employees performance is based on individual factors such as personality, skills, knowledge, experience and abilities. The theory further stated that effort, performance and motivation are linked in a persons motivation. In other words, the ability of the firm to satisfy their employees will make the employees motivated and relaxed, which will in turn lead to a decrease in labour turnover. Expectancy theory deals with motivation and management and it also assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain.

The study adopted the management by objective theory, equity theory and expenctancy theory because both theories asserts that motivating employees will always keep them satisfied which will make them deviate from the choice of wanting to leave the firm. The three theories emphasize on motivating employees which is a very vital factor in decreasing labour turnover. The study therefore adopted the three theories because they all discussed certain components that tend to define the level of satisfaction that an individual derive from the work place. All the theories posits that when the individual realizes a sense of equity or equation of level of input to output then the individual gives his/her all and is satisfied with the firm. Since this study looks at the impact of labour turnover on organizational performance, it therefore becomes important to understand the factors that causes dissatisfaction hence labour turnover. These theories fall in the best position to define the study as such the theories were adopted to guide this study.

2.4 Empirical Review

Lewando and Isaacs (2018) examined the impact of staff turnover on service delivery: A case study ministry of justice, Windhoek. The study employed the use of cross-sectional survey research design and the data was collected with the aid of questionnaires. The study gave out 30

questionnaires to the respondents of the study. The study employed the use of descriptive and inferential statistics to analyse the collected data. The study discovered that staff turnover impacted negatively on ministry of justice staff on their service delivery. The study concluded that the major causes of staff turnover that impacted negatively on ministry of Justice included; lack of employees retention strategies, low level of employee motivation, lack of career development opportunities and absence of work environment.

Nasurdin, Ling and Khan (2018) examined to the relationship between turnover intention, high performance work practices and organizational commitment: A study among private hospital nurses in Malaysia. The study employed a survey design and a sample of 770 respondents were used. The study employed the use of descriptive statistics and correlation was used to analyse the collected data. The data revealed that labour turnover has an influence on performance of organizations in Malaysia.

Pattni(2018) investigated the determinants of employee turnover and its effect on organizational performance in Kenya. The research employed case study approach and the methodology was quantitative. The target population for the study comprised a total of 135 employees working at Airtel Kenya Limited in Nairobi with a sample size of 54 employees. The data collection instrument was a questionnaire. Stratified sampling technique was used to divide the sample into lower, middle and senior level employees and random sampling was used thereafter to give employees an equal chance at selection. The findings indicate that management styles, the work environment and reward management play a key role in employee turnover at Airtel Kenya Limited. Employee turnover affects organizational performance by touching on all the four perspectives of the Balance Scorecard; customer, financial, internal

business process and learning and growth. The study therefore concluded that employee turnover has an effect on organizational performance in Nairobi Kenya.

Okyere-Kwakye, Nor, Assampong and Awang(2018) examined the causes of employee turnover in the Ghanaian banking industry. The study examined 25 employees from one bank in Ghana. Questionnaires were used to collect the data. Descriptive analysis was used to analyze the reasons for which employees leave their organizations. The research found that, employees quit their organizations based on their employment status and length of employment. The study therefore concluded that employee turnover impact on the Ghanaian industry.

Subsequent literature will be reviewed in line with the specific objectives of the study. They are looked at in the various sections.

2.5 Impact of Firm Instability on organizational Performance

Kwame, Mahama, Boahen and Denu(2017) examined the effect of firm instability on performance of Zoomlion Ghana limited. The purpose of the study was to identify the causes of firm instability and examine the effect of labour turnover on performance of the organization, and identify strategies for reducing employee turnover in Zoomlion Ghana Limited. A descriptive cross sectional survey was conducted among 120 purposively selected employees of Zoomlion in Ho Township. Both descriptive and inferential statistics were computed using the collected data. The study discovered that firm instability influence their decision to leave. Lack of good working conditions, lack of recognition of one's effort, lack of staff training and development, work loaded is too much, unfair management treatment, low career development opportunities, pursue of higher education, lack of promotional opportunities, higher salary has influence my exit, poor quality of job training, lack of proper supervision, and poor chances of

improving skills are the causes of labour turnover in Zoomlion Ghana Limited. The study also establishes that on Loss of productivity, Reduce profitability of business, High cost of training and recruiting new employees, Management frustration and Decline in service quality are the effect of labour turnover on organization performance. Also, Rewarding employees for long service, Management institute flexible time schedules for employees, and Free health care for employees are the strategies being adopted by management to reduce employee turnover.

Mbogo(2017) examined the impact of firm instability in micro finance institutions in Kenya. This study was undertaken to investigate the factors influencing instability in the firm in micro finance institutions in Embu County a case of Bimas Kenya Ltd. The specific objectives included; to determine whether implementation of remuneration affects the staff turnover in Bimaskenya ltd.; to establish whether working conditions affects the staff turnover in Bimas Kenya ltd.; to determine whether career development policies affects the staff turnover in Bimas Kenya ltd.; to establish how employee motivation influences employee turnover in Bimas Kenya ltd. The research scope of study is BimasKenya Ltd where the headquarters are in Embu town. Qualitative and quantitative research design applying purposive, stratified and simple random sampling techniques to achieve the desired respondents. The finding proved that remuneration, working conditions, career development and employee motivation was having a major effect on the labour turnover.

Adewole(2017) investigated firm instability and productivity among employees in selected brewing firms in Nigeria. This was with a view to providing information for management policy makers on maintaining a constant workforce particularly of the skilled and exceptional workers for increased productivity. The method of data collection was questionnaire to elicit information on causes of firm instability, and the resultant effects on employee's productivity.

Data were analysed using appropriate descriptive and inferential statistics such as analysis of variance (ANOVA). The results underscored the significant effect of training and career development, job satisfaction and family ties on labour turnover. The study concluded that there was significant effect of labour turnover on employees' productivity with $R^2 = 0.076$, $P = 0000$ which shows that 7.6% of the variation in employees' productivity in the brewing industry in Southwestern Nigeria was due to labour turnover.

Rajan(2017) looked at firm instability and employee performance in Ghana. The study was conducted in Tirunelveli. Descriptive research design was conducted to foresee and differentiate perception of the nurses working in multi-specialty and single specialty hospitals towards the impact of employee turnover on performance of existing nurses. The study has sampled 120 nurses (60 from multi and 60 from single specialty hospitals) qualified with Diploma in General Nursing and Midwifery (DGNM) and Bachelor in Nursing (B.Sc Nursing) courses using judgement sampling technique. The analysed primary data collected through a constructed questionnaire has found that nurses working in single specialty hospitals have shown higher perception towards work load, work time, loss of interest, work stress and inability to provide information than multi-specialty hospitals. Nurses working in both kinds of hospitals have shown equal perception towards health related problems, conflict and dispute, sense of commitment and morale. Nurses who are working in both kinds of hospitals with the characteristic of married, less than 30years of age, drawing less than Rs.8000 salary and having less than 2years of work experience have shown high perception towards impact of employee turnover on performance of existing nurses. The study concluded that firm instability has an impact on employee performance.

Ahmed, Sabir, Khosa, Ahmad and Bilal(2016) investigated the firm instability and organizational effectiveness in Pakistan. The study was conducted in the Telecommunication industry in Pakistan. The population for the study was the employees of telecom sector of district D.G.Khan and Multan. The study employed a survey method was adopted by floating questionnaire which served as a tool for collecting research data. The study employed a correlation and regression analysis to analyse the collected data. The results revealed that employee turnover depending upon factors such as (firm stability, pay level, industry, work situation, training and supervision) have significant impact on organizational effectiveness; these factors are correlated with each other as well. The study also discovered that that there is a significant relationship between employee turnover and organizational effectiveness. The study therefore concludes that there is a relationship between firm instability and organizational effectiveness.

2.6 Impact of Low pay Level on Organizational Performance

Ferriera and Almeida(2015) examined pay level and organizational performance in Brazil. The study employed the use of questionnaires to collect the data used for the study. The sample of the study was made up of 355 employees in the brazilian retail sector. The study employed the use of descriptive statistics, correlation and regression analysis to analyse the collected data. The study discovered that there is a relationship between pay level and organizational performance of firms in the brazilian retail sector.

Suresh and Jaleel(2015) examined the impact of pay level on organizational performance of of automobile industry in India. The study was conducted in the automobile industry in Channai city of Tamil Nadu in India. The study employed a survey research design and the data the

study employed the use of descriptive statistics and regression to analyse the collected data. The study discovered that pay level has an impact on organizational performance in India.

Saher, Khan, Shahzad and Qadri(2015) examined the impact of low pay level at the productivity of a software. The study employed the use of descriptive research design and the data was collected using secondary data. The study made use of regression analysis to analyse the collected data. The study discovered that employee turnover has a negative effect on the productivity of software. The study concluded that low pay level impacts productivity.

Bilau, Ajagbe, Sholanke and Sani(2015) investigated the impact of pay level in small and medium firms. The study was conducted in Nigeria and it made a use content analysis. Literature regarding employee turnover in organizations. The study discovered that pay level has an effect on small and medium firms. The study therefore concluded that there is an effect between pay level and performance of small and medium firms in Nigeria.

Tiwari(2014) examined the impact of absenteeism and labour turnover on organizational performance in India. The study employed the use of survey research design and questionnaires were used to collect data from the respondents of the study who happened to be the employees of the organization. The study employed the use of correlation and regression to analyse the data. The study discovered that there is a relationship between absenteeism and organizational performance. The study also discovered that there is a positive relationship between labour turnover and organizational performance in India. The study concluded that absenteeism and labour turnover impacts on the organizational performance of firms in India.

Mawodzwa(2014) assessed the impact of low pay level on organizational productivity in Zimbabwe. The study employed the use of empirical research and the data was collected using

questionnaires and interview. The interviews were structured for the senior staffs while the questionnaires were used to gather the data from the junior staffs. A sample of 50 employees was selected through stratified sampling technique. The study therefore employed the correlation and regression analysis to analyse the collected data. The study discovered that there is a negative impact between labour turnover and organizational productivity. The study therefore concluded that low pay level has an impact on organizational productivity.

2.7 Impact of Poor Work Situation on Organizational Performance

Asamoah, Doe and Amegbe(2014) investigated the impact of employee work situation on performance and effectiveness of banks in Ghana. The study was conducted on 480 sample respondents. The study employed the use of T-test and correlation to analyse the collected data of the study. The study discovered that banks with low employee turnover due to the work situation will perform very effectively while banks with high turnover will perform low. The study also discovered that highly motivated employees will have low turnover intention. The study therefore concluded that employee work situation impact on performance and effectiveness of banks in Ghana.

Lemuna(2014) investigated the effect of poor work situation on performance of organizations in Nairobi. The study was conducted in the Mastermind Tobacco Kenya Limited. The study employed the use of a descriptive research design and the data was collected with the aid of questionnaires and some secondary data. The study analysed the collected data with the aid of correlation and regression. The study discovered that employee turnover has an impact on the performance of organizations. The study therefore concluded that poor work situation impacts on performance of organizations in Nairobi.

Mote (2014) examined the impact of poor work situation on organization performance in Barclays bank Tanzania Limited; investigate the causes of staff turnover in Barclays bank Tanzania Limited and finally recommend strategies that can be used to reduce the high level of employee Turnover in Barclays bank Tanzania Limited Data were collected through Questionnaires, Interviews and Documentary Review. Questionnaires were open-ended questions, which allowed individuals to express their views concerning the impact of employee turnover on organization performance at Barclays bank Tanzania Limited in Dar-es-Salaam region. Interviews were conducted on the basis of predetermined interview guide. In addition, when an organisation loses a critical employee, there is negative impact on innovation, consistency in providing service to guests may be jeopardized and major delays in the delivery of services to customers may occur. The research design used in this study was the quantitative approach, which allowed the researcher to use structured questionnaires when collecting data. The targeted population was the employees across Dar essalaam branches which consisted a sample size of 100 employees. Simple random sampling was used in this research. The study finding suggests that salary is among the primary cause of staff turnover in the Barclays bank Tanzania Limited. The findings highlighted that high staff turnover increases work load to the present employees in Barclays bank Tanzania Limited. The study finding also showed that poor work situation causes reduction in effective service delivery to the customers and reflects poorly on the image of the Barclays bank Tanzania Limited.

Tariq, Ramzan and Riaz(2013) investigated the impact of work situation on the efficiency of the organization in Lahore. The study was based on quantitative research technique. The questionnaires were distributed in Mobilink Head office, Call Center and Administrative Department for collection of data. The measures for analysis are employee turnover, work load, work stress, employee salary, job satisfaction, and work to family conflict. Correlation and

regression tests are used for research studies in order to analyze the relationship among independent and dependent variables. The result from the regression analysis confirms that the Performance of an organization is negatively and insignificantly associated with poor work situation, workload, work stress, salary, and family to work conflict. It is clearly evidenced that there is negatively relationship between the dependent variables of organizational performance and the Independent variables poor work situation, workload, work stress, salary, family to work conflict. The study shows that poor work situation effect on the performance of the organization.

Msafari(2013) examined the impact of poor situation on organizational performance of firms in Nairobi. The study employed the use of survey design and questionnaires were used to collect information from the sample of the study. The collected data was used to analyse the collected data. The study therefore employed the use of correlation and regression to analyse the data. The study discovered that there is a negative relationship between poor work situation and organizational performance of firms in Nairobi. The study then concluded that poor work situation impacts on organizational performance.

Mabindisa (2013) examined the impact of staff turnover on organizational effectiveness and employee performance in Cape province. The research design used in this study was the quantitative approach, which allowed the researcher to use structured questionnaires when collecting data. A pilot study was conducted to test the questionnaire. The survey method was used in this study because the target population only composed of 100 employees. A high response rate of 98% was obtained using the personal method of data collection, questionnaire was structured in a 5 point Likert scale format. The Statistical Package for Social Science (SPSS) version 15 for Windows was used for statistical analysis of the main responses. The

study finding suggests that salary is the primary cause of staff turnover in the Department of Home Affairs. The findings highlighted that high staff turnover increases work load to the present employees in the department. The study finding also showed that staff turnover causes reduction in effective service delivery to the customers and reflects poorly on the image of the Department. Other findings suggested that unhealthy working relationship may also be the cause of staff turnover in the department.

Kwado(2012) examined the nature and causes of labour turnover and poor work situation among senior and junior staff of golden star resources Wassa mines. The study made use of exploratory and descriptive designs, 65 employees comprising 30 senior staff and 35 junior staff employees of the company were selected to participate in the study. Questionnaires were used to gather the required data which were analysed into mean, standard deviations, percentages and frequencies. The study found, among other things, that the employees were not happy about the rate of employee turnover in the company. Some of the causes of employee turnover were the poor work situation, unsatisfactory wages and salaries in comparison to other firms; job alternatives, job commitment, mismatch between hired labour and regular employees and unhealthy ethics and culture in the organization and lack of opportunities to pursue higher education.

Glebbeck and Bax(2002)examined poor work situation and its effect on performance in Germany. The study employed the quantitative approach and the data was collected from 110 offices of temp agency. Questionnaires were used to collect the data for the study. The study employed the use of regression analysis to analyse the collected data. The study discovered that there is a relationship between labour turnover and performance of offices in Germany.

2.8 Summary of the Review

Looking at the reviewed literature, it is seen that various studies have been conducted using different models, and theories. These studies were discovered to also have different findings. Hence the various gaps discovered in the study. The chapter looked at the literature review on the impact of labour turnover on organizational performance. The chapter presented the introduction which introduces the chapter. This was followed by the conceptual framework which discusses the concepts of the study. The chapter looked at the concept of labour turnover whereby definitions by scholars were looked at. The chapter also looked at the concept of organizational performance which discusses the definitions by different scholars. The chapter then proceeded to look at the empirical review. This had to do with looking at the related topics to the subject matter. The chapter then proceeded to look at the theoretical framework which discussed the theories backing the study. The chapter then concluded with a summary which summarized the entire discussions of the chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter begins by presenting the research design of the study. The research design presents the type of design that the study adopts. This is followed by the population of the study. The population of the study discusses the population and presents their number and how the study decided on the population. This is then followed by the sample of the study. The sample of the study presents the methods and techniques that are employed by the study to arrive at a sample and the techniques that is used to select the respondents. The chapter then proceeds to present the source of data. The source of data discusses the places from which the data that is used in the study is sourced. The chapter then proceeds to present the method of data collection which discuss the various methods that are employed in collecting the sourced data. After the method of data collection, the section proceeds to present the various techniques that are employed in analyzing the collected data. The variable measurement follows the techniques of data analysis and it discusses how the study intends to measure the dependent and independent variables of the study. The chapter then proceeds to present the model specification of the study. The model specification discusses the flow of the model generation and how the independent variable impacts on the dependent variable. After the model specification, the chapter then presents the summary of the chapter. The summary then summarizes the entire discussions of the chapter.

3.2 Research Design

The study looked at the effect of labour turnover on organizational performance, as such the study will employ a descriptive survey design. This research design was adopted because the

study attempts to provide the description of the variables in the telecommunication industry. Descriptive survey research design provides the researcher to collect data which is aimed at providing a description of the population which then enables a clear understanding of what relationship is been shared between the variables of the study (Mouton & Marais, 1996).

3.3 Population of the Study

The population of the study comprises of the major telecommunication firms in Kaduna metropolis. These firms are MTN Nigeria, Airtel Nigeria, Globacom, and 9Mobile. The employees of the firms combined make up the entire population number of the study. The population of the firms combined together is 578. Table 3.1 presents the population as regards to their various organizations.

Table 3.1 Population of the study

Telecommunication Firm(s)	Number of Employee(s)
1. MTN Nigeria	179
2. Airtel Nigeria	167
3. Globacom Nigeria	131
4. 9Mobile Nigeria	101
TOTAL	578

Source: Author’s Construct, (2019)

3.4 Sample Size and Sampling Techniques

The sample of the study is drawn using the Yamane (1967) sampling method. This method is used because it is scientific and has been tested to give a viable portion of sample for a very long time in social sciences. Using the formula, the sample size of the study is then given as such;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Required sample

N = Population

$$\text{Therefore; } n = \frac{578}{1+578(0.05)^2} = \frac{578}{2.445} = 236$$

Looking at the Yamane (1967) sampling method, it will be seen that the study sample is 236 employees of the various telecommunication firms that will be studied. However, it is important to deploy a scientific means of the instrument distribution amongst the sample. The study therefore divide the population into strata's and employ the Bowley's (1952) formula to distribute the questionnaires to the population. The distribution of the questionnaires is therefore presented.

The Bowleys (1952) formula is given as such:

$$n = \frac{d}{s} \times N$$

Where:

n = required distribution for strata

d = population for strata

s = sample size of the study

N = population of the study

Table 3.2 Distribution of instrument among stratas

Telecommunication Firm(s)	Distribution Calculation	Distribution
MTN Nigeria	$\frac{179}{578} \times 236$	74
Airtel Nigeria	$\frac{167}{578} \times 236$	68
Globacom Nigeria	$\frac{131}{578} \times 236$	53
9Mobile Nigeria	$\frac{101}{578} \times 236$	41

Source: Authors computation, (2019)

The presented table therefore shows the number of instrument that were given to the respondents of the various telecommunication firms. The study then employs the use of random sampling when distributing the instrument. This is done to ensure that every respondent has an equal probability of being selected.

3.5 Instrument for Data Collection

In order to collect data for this study, a questionnaire was designed. The first part of the questionnaire was designed to collect demographic information of the respondents. More specifically, it covers the respondents' gender, age, educational qualification and work experience. The second part was designed to collect data on the variables examined in this study. Seven items were used to measure poor work situation while four items were used to measure poor pay level. Similarly, six items were used to measure firm instability whereas five items were used to measure organizational performance. Altogether, 22 items were used to measure the variables studied.

3.5.1 Validity and Reliability of Instrument

In order to ensure the adequacy and consistency of the scales measuring each of the variables examined in this study, factor analysis and reliability test were performed. First, factor analysis was carried out on each of the variables to ensure that the items designed to measure them were adequate. Specifically, principal component method as employed to test the validity of the items. Thereafter, a reliability test was performed on the items measuring each of the variables to determine whether they were internally consistent in measuring the variables. The reliability of the items was determined by extracting Cronbach's Alpha values for all the variables, which should be greater than .70. Table 3.3 summarizes the results of factor analysis and reliability

test conducted. The results showed that the instruments used for data collection were both valid and reliable.

Table 3. 3: Factor analysis and reliability test results

Variables	KMO	Bartlett's test of sphericity	Eigenvalue	Variance explained	Cronbach's Alpha
Poor worksituation	.770	Significant	2.569	64%	.81
Poor pay level	.651	Significant	1.889	63%	.70
Firm instability	.500	Significant	1.420	71%	.80
Organizational performance	.674	Significant	2.213	68%	.82

3.6 Method of Data Collection

The study used a structured questionnaire to collect primary data from the respondents. The questionnaire was personally administered by the researcher.

3.7 Techniques of Data Analysis

While the study used simple percentage to analyze the demographic statistics of the respondents, a simple linear regression was performed to test the hypotheses formulated using *Pearson product moment* correlation coefficient. The decision rule is: the null hypothesis is

rejected if the p value is less than (or equal to) the standard significance level (0.05) and it is accepted if the p value is greater than the standard significance level (0.05).

3.8 Variable Measurements and Definition

The variables of these study are measured on a scale of 1 – 5 ranging from strongly disagreed to strongly agree.

Table 3.4: Measurement of Variables

Variable(s)	Measurement and Definition	Source
Low Pay level	Low pay level can be defined as the low pay received by an employee compare to the industry benchmarks	(Ferreira & Almeida, 2015)
Poor work situation	Poor work situation is defined as the work environment that does not motivate employees.	(Adewole, 2017)
Firm instability	Firm instability is defined as the quality of a firm not being stable, balanced or predictable. It is measured on the second part of the questionnaire and it has 6 questions. It is also measured on a scale of 1 – 5.	(Kwame, Mahama, Boahen, & Denu, 2017)
Organizational performance	It measures how well the organization has performed on average in the last three years.	(Aiza & Abdus, 2013)

Source: Author’s construct, (2019)

3.9 Model Specification

The model of the study follows a simple regression analysis which shows that organizational performance is a function of labour turnover. However, it should be noted that labour turnover is measured with the following factors which cause labour turnover: poor work situation, poor pay level and firm instability.

The simple regression equation is $Y = a + bx$, where Y is the dependent variable, which is organizational performance and x is the independent variable, which includes poor work situation, poor pay level and firm instability. b is the slope of the line and a is the y-intercept.

For the relationship between poor work situation and organizational performance, the equation is

$$ORGPER = \alpha + \beta PWS + e \text{ --- (1)}$$

Where, $ORGPER$ = Organizational performance, α = Constant, β = Beta value of the independent variable and PWS = poor work situation.

For the relationship between poor pay level and organizational performance, the equation is

$$ORGPER = \alpha + \beta PPL + e \text{ --- (2)}$$

Where, $ORGPER$ = Organizational performance, α = Constant, β = Beta value of the independent variable and PPL = poor pay level.

For the relationship between firm instability and organizational performance, the equation is

$$ORGPER = \alpha + \beta FI + e \text{ --- (1)}$$

Where, ORGPER = Organizational performance, α = Constant, β = Beta Coefficient of the independent variable and FI = firm instability.

3.10 Summary

This section provides information about the method and implementation of the entire research process. The research design was presented first and it discussed the type of design employed in the study to achieve the objective of the study. This was followed by the population of the study which discussed the population and the firms that made up the population. The sample of the study followed next and it discussed the methods used in selecting the number of employees that represented the population. After the sample of the study, the source of data that was employed discussed the means from which the data was gotten from. The section then moved ahead to present the method of data collection which discussed how the data was then collected. This was followed by the techniques used for analysis. The techniques for analysis talked about the various means that will be employed in analyzing the collected data in order to meet the objectives of the study. This was then followed by the variable measurement which also discussed the various measures used in measuring the variables of the study. The model specification was presented and it discussed the way the model was developed and how it captured the variables of the study. Finally the summary was presented and it summarized the entire discussion of the chapter.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter discusses the data of the study by way of presenting it. The presentation shows the activities involved in the data collection process. The number of instruments distributed, and the number returned were all presented. The chapter proceeds to present the demographic statistics of the respondents. After that, it presents the results of the test of hypotheses performed. Lastly, the entire chapter is summarized.

4.2 Questionnaire Administration

236 questionnaires were distributed to the sample of the study, however, not all the issued questionnaires were returned. This estimation is therefore presented in table 4.1.

Table 4.1 Data Presentation

	FREQUENCY	PERCENTAGE (%)
ISSUED	236	100
NOT RETURNED	25	10.5
RETURNED	211	89
RETURNED BUT NOT VALID	9	.04
VALID RESPONSE RATE	202	86

Source: Author's Compilation (2019)

Considering table 4.1, the study discovered that 236 questionnaires were issued to the respondents, which represents 100%. However, it is discovered that not all the questionnaires were returned. Out of the 236 questionnaires issued, 25 questionnaires were not returned and this represented 10.5% of the distributed questionnaires. The table also showed that out of the issued questionnaires, 211 questionnaires were returned and they made up 89% of the issued questionnaires. Hence, 202 questionnaires were used for the analysis of the study. After the data presentation, the study proceeds to conduct the analysis of the data in the second section.

4.3 Data Analysis

4.3.1 Demographic statistics of the respondents

Table 4.2 Gender of Respondents

GENDER	FREQUENCY	PERCENTAGE
MALE	141	69.8
FEMALE	61	30.2
TOTAL	202	100.0

Source: Field Work (2019)

Looking at table 4.2, it is discovered that the male gender had a frequency of 141, which means that the sample of the study was represented by 141 men with a frequency of 69.8%. The female gender of the study were discovered to be 61 and that figure represented 30.2% of the

sample. This result implies that there were more men than women in the respondents of the study. After looking at the respondents of the study, the study went ahead to look at the age group of the respondents. Table 4.4 therefore presents the age of the sample respondents.

Table 4.3 Age of the Respondents

AGE	FREQUENCY	PERCENTAGE
20 – 30	54	26.7
31 – 40	98	48.5
41 – 50	46	22.8
51 and above	4	2.0
TOTAL	202	100.0

Source: Field Work (2019)

Table 4.3 presents the age of the respondents. From the table it is seen that the respondents within the age range of 20 - 30 were 54 and they represented 26.7% of the response rate. The respondents with the age range of 31 – 40 were 98 and they represent 48.5% of the response rate. The respondents that fell within the age range of 41 - 50 happen to be 46 in number and they represented 22.8% of the response rate. Those within the age bracket of 51 and above were 4 in number representing 2% of the sample. The result of the age of respondents show that the

respondents within the age range of 31 – 40 happen to be the highest with a frequency of 98 and a percentage of 48.5%. After the age of the respondents, the study proceeded to look at the educational status of the employees in the firm. Table 4.5 therefore presents the educational qualification of the respondents.

Table 4.4 Educational Qualification of the Respondents

QUALIFICATION	FREQUENCY	PERCENTAGE
SECONDARY AND LESS	7	3.5
ND/NCE	31	15.3
B.Sc/HND	164	81.2
MASTER DEGREE	0	0.00
PhD	0	0.00
TOTAL	202	100.0

Source: Field Work (2019)

The employees of the firm were seen to have to 7 employees with the secondary and less qualification. They represented 3.5% of the respondents. Out of the respondents, 31 of them have ND/NCE and they represent 15.3%. The respondents with BSc/higher national diploma

(HND) were 164 in number and they represented 81.2% of the respondents of the study. None of the respondents in the study were discovered to have master degree and they represent 0.00% of the response rate. Looking closely at the table, it is seen that there were also none of the respondents with PhD. Looking closely at the result, it is discovered that the respondents with BSc/HND were the highest in number with a frequency of 164 and 81.2%.

The lowest was the respondent with the secondary school which were 7. After the qualification of the respondents, the study proceeded to look at the years of experience of the employees. Table 4.6 therefore presents the result.

Table 4.5: Working Experience

YEARS	FREQUENCY	PERCENTAGE
2 – 5 years	74	36.6
6 – 10 years	93	46.0
11 and above	35	17.3
TOTAL	202	100.0

Source: Field Work (2019)

Looking at the years of experience of the employees of the firm, it is discovered that 74 of the employees have worked for the firm for 2 to 5 years. This portion of the respondents represents

36.6% of the response rate. 93 of the respondents were discovered to have 6 – 10 years' experience in the firm. They represented 46% of the response rate. Looking at the table again, it is also discovered that the respondents that fall between the ranges of 11 and above were 35 in number and they represent 17.3%. The result shows that the telecommunication firm has a lot of old employees that have worked with the firm for more than 5 years as the highest frequency was discovered in the respondents that worked within the range of 6 to 10 years. The study proceeded to look at the correlation between the variables used in the study. Table 4.5 therefore presents the result.

4.4 Test of hypothesis

4.4.1 Poor worksituation and organizational performance

A simple linear regression analysis was carried out to investigate relationship between poor work situation and organizational performance. As expected, the results of the regression as shown in Tables 4.6 and 4.7 indicated that poor work situation accounted for approximately 32% of the variance in organizational performance ($R^2 = .317$, $F(1, 200) = 4.715$, $p = .000$). Table 4.8 shows that poor work situation contributed negatively and significantly to the regression model. Specifically, the results showed a negative and significant relationship between poor work situation and organizational performance, $\beta = -.864$, $p < .05$.

Table 4.6**Regression Model Summary^b**

Model	R	R²	Adjusted R²	Std error of the estimate
1	.563 ^a	.317	.303	7.6777

a. Predictors: (Constant), Poor work situation

b. Dependent Variable: organizational performance

Table 4.7**ANOVA^b Showing the Significance of Regression Model**

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	53.174	1	53.174	4.715	.000 ^b
Residual	530.091	200	2.651		
Total	583.265	201			

a. Predictors: (Constant), Poor work situation

b. Dependent Variable: organizational performance

Table 4.8

Path coefficient and level of significance

Model	Unstandardized coefficient		Standard coefficient beta	t	Sig.
	B	Std error			
1 Constant	57.039	7.288		7.826	.000
Poor work situation	-.864	.181	-.563	4.768	.02

a. Dependent Variable: organizational performance. *Significant at .05 level.

4.4.2 Poor pay level and organizational performance

A simple linear regression analysis was performed to establish the relationship between poor pay level and organizational performance. As hypothesized, the results of the regression as presented in Tables 4.9 and 4.10 showed that poor pay level accounted for approximately 34% of the variance in organizational performance ($R^2 = .339$, $F(1, 200) = 156.202$, $p = .000$). Table 4.11 shows that poor pay level contributed negatively and significantly to the regression model. Precisely, the results revealed a negative and significant relationship between poor pay level and organizational performance, $\beta = -.795$, $p = .000$.

Table 4.9

Regression Model Summary^b

Model	R	R²	Adjusted R²	Std error of the estimate
1	.582 ^a	.339	.329	14.142

a. Predictors: (Constant), Poor pay level

b. Dependent Variable: organizational performance

Table 4.10

ANOVA^b Showing the Significance of Regression Model

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	90.988	1	90.988	156.202	.000 ^b
Residual	28.543	200	.1427		
Total	119.531	201			

a. Predictors: (Constant), Poor pay level

b. Dependent Variable: organizational performance

Table 4.11**Path coefficient and level of significance**

Model	Unstandardized coefficient		Standard coefficient beta	t	Sig.
	B	Std error			
1 Constant	36.824	2.582		14.263	.000
Poor pay level	-.795	.108	-.582	7.337	.000

a. Dependent Variable: organizational performance. *Significant at .05 level.

4.4.3 Firm instability and organizational performance

A simple linear regression analysis was performed to ascertain relationship between firm instability and organizational performance. As postulated, the results of the regression as presented in Tables 4.12 and 4.13 showed that firm instability accounted for approximately 76% of the variance in organizational performance ($R^2 = .762$, $F(1, 200) = 4.667$, $p = .000$). Table 4.14 shows that firm instability contributed negatively and significantly to the regression model. More specifically, the results showed a negative and significant relationship between firm instability and organizational performance, $\beta = -.564$, $p = .000$.

Table 4.12

Regression Model Summary^b

Model	R	R²	Adjusted R²	Std error of the estimate
1	.873 ^a	.762	.749	874.779

a. Predictors: (Constant), firm instability

b. Dependent Variable: organizational performance

Table 4.13

ANOVA^b Showing the Significance of Regression Model

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	3.496	1	3.496	4.667	.000 ^b
Residual	32.961	200	.1648		
Total	36.457	201			

a. Predictors: (Constant), firm instability

b. Dependent Variable: organizational performance

Table 4.14

Path coefficient and level of significance

Model	Unstandardized coefficient		Standard coefficient beta	t	Sig.
	B	Std error			
1 Constant	4.808	.348		13.820	.000
Firm instability	-.564	.074	-.873	7.589	.000

a. Dependent Variable: organizational performance. *Significant at .05 level.

4.5 Discussion of Results and Summary of Findings

From the test of hypotheses carried out, the following findings were revealed:

1. That poor worksituationhas a negative and statistically significant relationship with organizational performance. It means that as work situation gets poorer, organizational performance reduces proportionally.
2. That poor pay levelhas a negative and statistically significant relationship with organizational performance. It means that as workers' pay gets poorer, organizational performance decreases proportionally.
3. That firm instabilityhas a negative and statistically significant relationship with organizational performance. It implies that as a firm becomes increasingly unstable, organizational performance declines correspondingly.

This chapter looked at the data presentation and analysis of the study. The chapter began by discussing the data presentation. The numbers of questionnaires distributed were discussed and the study got to discover how many questionnaires were not returned. The study then brought out the valid response rate which was used for analysis. The data analysis section began by looking at the reliability of the instrument which was measured with Cronbach alpha. After the test, the study proceeded to look at the descriptive statistics where by the frequency and percentage tools were used. The chapter then presented the correlation which was superseded by the regression analysis. The coefficient was used to determine the individual relationship between change management and employee performance. The study then proceeded to test the developed hypotheses which were developed in null form. The chapter was then concluded by the discussion of results and the summary of the findings.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter summarizes and concludes the study. It makes recommendations, highlights the contributions of the study to knowledge and makes suggestions for further research.

5.2 Summary of Major Findings

This study examined the impact of labour turnover on organizational performance, with a particular reference to telecommunication firms in Kaduna. Specifically, the study examined the effects of poor pay level, poor work situation and firm instability on organizational performance. The study adopted a descriptive research design. Data were collected from a randomly selected sample of 202 respondents using a structured questionnaire. In order to test the hypotheses formulated, *Pearson product moment correlation coefficient* (i.e. simple regression analysis) was performed to test the hypotheses formulated. Data analysis revealed that poor work situation, poor pay level and firm instability have a negative and significant relationship with organizational performance.

5.3 Conclusion of the study

Based on the findings of the study, it can be concluded that labour turnover reduces organizational performance. More specifically, it can be concluded that poor pay level, poor work situation and firm instability have a negative impact on organizational performance.

5.3.1 Implication of the study

The findings of the study have policy practical implications for the managers of telecommunication firms. They should formulate policies that would improve the existing working conditions in their respective organizations and staff pay. These policies would address issues that could increase the incidence of employee turnover. They should ensure that employees are adequately and equitably remunerated. This would increase employees' performance and by extension, enhance organizational performance.

5.4 Recommendation

From the findings of this study, the following recommendations are made:

- i. The management of the telecommunication firms in Kaduna metropolis should introduce policies that would address issues or factors that could cause labour turnover in their organizations. Also, employees should be adequately motivated so that their services can be retained over a reasonable period of time.
- ii. The management of telecommunication firms should improve the stability of their firms by having strategic plans that will cover a longer period of time and also take into cognizance the voice of the employees. This will help ensure that the employees are heard more and by doing so the employees will feel that they are a part of the firm and increase their performance.
- iii. The management of the telecommunication firms should try and compensate their employees for the efforts they put in to work. This can be done by adopting the scientific management approach where employees are rewarded according to the minutes used and efficiency in carrying out the jobs.

- iv. The study further recommends that the work situation of employees in the telecommunication firms should be improved. This can be done by giving them more comfortable shifts and duty roles.

5.5 Contribution to Knowledge

This study makes significant contributions to the body of knowledge on human resource management in general and labour turnover and organizational performance in particular. The study provides empirical evidence of the impact of firm instability, low pay level and poor work situation in telecommunications and Nigerian contexts.

5.6 Suggestions for Further Research

Further researchers should replicate this study in other sectors of the economy such as banking and manufacturing sectors. Also, future researchers should adopt a qualitative approach to explore the impacts of poor work situation, poor pay level and firm instability on organizational performance.

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APPENDIX I

QUESTIONNAIRE

Salem University

School of Post Graduate Studies,

College of Management & Social Sciences,

Department of Business Administration,

Lokoja, Kogi State.

Dear Respondent,

I am a Post Graduate student of the above department currently undertaking a research on “IMPACT OF LABOUR TURNOVER ON ORGANISATIONAL PERFORMANCE OF TELECOMMUNICATION FIRMS IN KADUNA METROPOLIS”. You have been identified as one of the respondents that can help shape this study as it is a requirement for the partial fulfillment of my Masters Degree (MSc Business Administration).

You are assured that all information gathered will be treated in confidence as this questionnaire is purely an academic exercise.

Thanks for your anticipated cooperation.

Yours faithfully,

Garba Blessed

SU/PG/MSc/17/1040002

SECTION A: BIODATA

1. What is your gender?
 - a) Male []
 - b) Female []
2. How old are you?
 - a) 20 – 30 []
 - b) 31 – 40 []
 - c) 41 – 50 []
 - d) 51 and above []
3. How long have you been with the organization?
 - a) 2 - 5 years []
 - b) 6 - 10 years []
 - c) 11 and above []
4. What is your highest qualification?
 - a) WAEC/SSCE []
 - b) ND/NCE []
 - c) Bsc/HND []
 - d) Masters []
 - e) PhD []

Please Tick the appropriate answer.

Very Low [1], Low [2], Moderate [3], High [4], Very High [5]

Poor work situation						
Code	<i>Instructions: Indicate your level of agreement with the following statements</i>	1	2	3	4	5
WC1	There is poor interpersonal relationship in my organization					
WC2	My office lighting is poor					
WC3	My organization does not have enough office equipment					
WC4	The space of my office is not adequate					
WC5	My organization does not have health and safety standards					
WC6	My organization has inflexible Working hours					
WC7	My organization does not provide adequate security at work					

Poor pay level

Poor pay level						
Code	<i>Instructions: Indicate your level of agreement with the following statements</i>	1	2	3	4	5
Pay1	My salary is not adequate					
Pay2	My salary is not equitable					
Pay3	My organization does not pay promptly					
Pay4	I am not satisfied with my pay					

<i>Firm Instability</i>						
Code	Instructions: Indicate your level of agreement with the following statements	1	2	3	4	5
FI1	The future of my organization not predictable					
FI2	My organization is not financially stable					
FI3	The security of my job is not guaranteed					
FI4	My organization is not stable					
FI5	The customer base of my organization is dwindling					
FI6	The future of my organization is bleak					

Organizational Performance						
Code	Items	Very Low	Low	Moderate	High	Very High
Perf1	On average, how would you rate yearly profitability level of your organization in the last three years	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

Perf2	On average, how would you rate market share of your organization relative to competitors in the last three years	1	2	3	4	5
Perf3	On average, how would you rate yearly employee satisfaction level of your organization in the last three years	1	2	3	4	5
Perf4	On average, how would you rate yearly customer satisfaction level of your organization in the last three years	1	2	3	4	5
Perf5	On average, how would you rate the overall performance of your organization in the last three years	1	2	3	4	5