



**EFFECT OF LABOUR TURNOVER ON ORGANIZATION PERFORMANCE: A CASE STUDY OF COCOA RESEARCH INSTITUTE OF NIGERIA**



**R.A.Oyeyinka\*and B. F. Oyeyinka**

Department of Agricultural Administration, Federal University of Agriculture Abeokuta, Ogun State, Nigeria

\*Corresponding author: [akinoye2009@gmail.com](mailto:akinoye2009@gmail.com)

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**Abstract:** The study examined the effect of labour turnover on organization performance in cocoa research institute of Nigeria. A structured questionnaire was used to collect data from seventy four (74) employees of the institute using stratified random sampling technique. The results show that majority (70.2%) of the respondents were within the age range of 30-50 years, while (56.8%) of them were males with a mean working experience of about ten (10) years. Findings revealed that the major factors identified as the causes of labour turnover were nature of work/poor working condition ( $\bar{x} = 4.28$ ), unfair and inconsistent compensation and benefits system in the organization ( $\bar{x} = 4.01$ ), while the least factors responsible for the intension of the employees to leave the organization were inadequate training for staff ( $\bar{x} = 2.49$ ), supervisors are not approachable ( $\bar{x} = 2.38$ ) and family to work conflict among employees ( $\bar{x} = 2.23$ ). Inferential statistical results showed that there were significant relationship between respondents educational level ( $\chi^2=14.45, p<0.05$ ), income ( $r=0.240, p<0.05$ ), age ( $r=0.213, p<0.05$ ) and organisational performance in the institute. Also the persons product moment correlation analysis ( $r=0.016, p<0.05$ ) indicated that labour turnover had significant effect on the organizational performance in the organization. The study established that there was a significant relationship between labour turnover and organizational performance. Though the relationship is negative; hence high staff turnover adversely affected organizational performance. It is recommended that positive measures should be adopted by managers and supervisors in order to maintain satisfied employees and reduce labour turnover in the organization.

**Keywords:** Cocoa, labour turnover, organization performance

**Introduction**

Labour is define as human effort both mental and physical assertion legitimately applied in production of goods and services so as to satisfy human needs for a reward known as wages and salaries. In all economic activities, human effort is the key and labour is the most important resources in organization. In essence, labour include skilled labour, semi-skilled labour and unskilled, and all gear towards the production of goods and services to earn a living through wages and salaries.

Employees' turnover is a much studied phenomenon (Shaw *et al.*, 2001). However Labour Turnover means number of incoming and outgoing workers from an organization or company. In other words we can say when a new employee takes place of old employee it is called employee turnover in a period of time.

Most researchers (Kalliath and Beck, 2001; Kramer *et al.*, 1995) have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. Therefore, there are several reasons why people quit from one organisation to another or why people leave organisation. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organisation; and job dissatisfaction make employees to quit (Firth *et al.*, 2004). This clearly indicates that these are individual decisions which make one to quit.

Manu *et al.* (2004) argued that employees quit from organization due to economic reasons. Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labour turnover in the market.

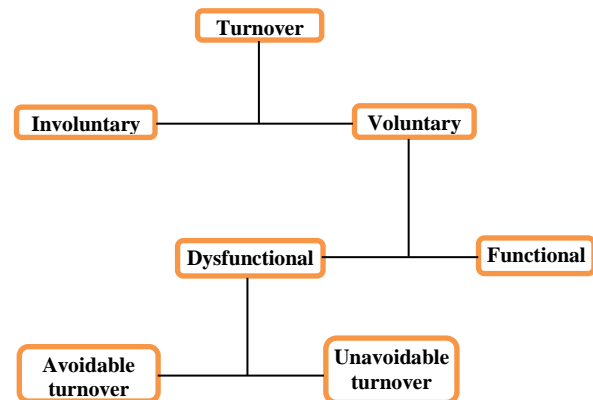
Organisational instability has also shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2001). In organizations where there was a high level of inefficiency there was also a high level of staff turnover (Alexander *et al.*, 1994). Therefore, in situations where organizations are not stable, employees tend to quit and look for stable

organisations because with stable organisations they would be able to predict their career advancement.

Recruitment and resignation rates are measures of labour turnover. When job openings are plentiful, recruitment and resignation rates tend to be high, reflecting movement of workers between jobs. Conversely, the rates tend to be low during periods of economic downturn.

There are number of factors that contribute to employee turnover. Some of these factors include job satisfaction, organizational commitment (Griffith *et al.*, 2000) identified lack of commitment as an important precursor to employee quit process. Many other factors such as insufficient pay, fringe benefits, job dissatisfaction, poor quality of supervision, availability of better opportunities and possibility of a better offer, personal adjustment to work situation (grievances), sexual harassment, inadequate orientation, lack of training, dead end (no chance for promotion), job insecurity, relocation from area, health problems and home responsibility were also identified by researchers as primary causes of turnover (Bluedorn, 1982).

A number of terms have been used for employee turnover, such as quits, attrition, exits, mobility, migration or succession. Griffith and Hom (2000) provided a framework of staff turnover as represented in Fig. 1.



Adapted from: Griffith and Hom (2000)

Fig. 1: Framework of staff turnover

Organizations should differentiate between voluntary and involuntary turnover and take actions on the one under their control. Voluntary turnovers are those caused by the employees out of his/her own choice (e.g. to take job in other organization for better salary) while involuntary turnovers are because of the decision of management (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations (Abassi&Hollman, 2000). Voluntary turnovers are further distinguished into functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover is of greatest concern to the management due to its negative impact on the organization's general performance. Dysfunctional turnover could be further classified into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence (Tracey &Hinkin, 2008). A low level of employee turnover is acceptable in any occupation, in that it offsets potential stagnancy, eliminates low performers, and encourages innovation with the entry of new blood. However, high levels of employee turnover lead to low performance and ineffectiveness in organizations, and result in a huge number of costs and negative outcomes. Hsu *et al.* (2003) opined that high turnover can damage quality and customer service which provide the basis for competitive advantage, thereby inhibiting business growth. Also, it has been observed that people who leave are those who are most talented as they are the ones likely to get an opportunity elsewhere (Tracey &Hinkin, 2008). Turnover often ends up in valuable talent moving to competing entities. Therefore, it is only desirable that management should accord special attention to prevent turnover and puts in place a sound strategy for improving staff retention. For most part, voluntary turnover is treated as a managerial problem that requires attention, thus its theory has the premise that people leave if they are unhappy with their jobs and job alternatives are available (Sattar& Ahmed, 2014). Meta-analytic research showed that job satisfaction is a significant predictor of turnover, with overall job satisfaction explaining more variance than the sub-dimensions of job satisfaction itself like satisfaction with the work itself, satisfaction with coworkers and, satisfaction with the supervision etc. considered individually.

An employee who is satisfied with his job would perform his duties well and be committed to his job, as well as the organization. On the other hand, researchers like Ahuja *et al.* (2001) have opined that if employee does not feel satisfied with the job, he will blame the organization and thus possess a lower commitment to the job and is therefore, likely to leave sooner or later. Job satisfaction plays an important role in determining turnover of employees (Price, 2000). High job satisfaction leads to low turnover. In general, dissatisfied workers are more likely to quit than those who are satisfied. It has been suggested that self-reported level of job satisfaction is a good predictor for job mobility and employee attrition. Thus, frequent satisfaction surveys act as smoke detectors and help in uncovering potential turnover intentions. Employee perceptions regarding the family supportiveness of their organization also become reasons to leave the organization (Allen & Meyer, 2001).

Organizational performance refers to the actual output or results of an organization as measured against its intended outputs, goals and objective (Jon & Randy, 2009). There are four types of organizational performance measures, first human resource outcomes, second organizational outcomes, third financial accounting outcome, and lastly capital market

outcomes. Human resource outcome relates to change in employee behaviour which include employee satisfaction, turn over and absenteeism. Organizational outcomes contain labour productivity, customer satisfaction, and quality of product services.

Organizational performance basically can be defined as the outcome that indicate or reflect the organization efficiencies or inefficiencies in term of corporate image, competencies and financial performance (Khandekar& Sharma, 2006).

The rate at which staff change jobs has posed a serious problem for employers in the private and public sectors. Since, staff employees turnover rate generally break the stability, consistency and continuity of work, makes long term planning more difficult, it leads to shortages of staff which in turn can raise the workloads of other employees, and raises the costs of recruiting and training staff. Turnover is a routine and normal practice of the employees, and is therefore an accepted fact for which the organizations are always prepared. Due to this practice organizations get the chance to enroll new more skilled and hardworking employees. In addition to above, the available staff is provided ample opportunities for further enhancement in their professional abilities and betterment. However, labour turnover have always had negative effects and impact on company's output, production, profit and the overall state of employee's enthusiasm. The rules, regulations and policies made to run an organization in some manner sometimes have negative impact on employee's motivational level and job performance. Thus, leading to turnover which is a clear indication that these rules and regulations should be re-visited and adjusted. Although several studies have been conducted on this related research topic, however most of them focus on the employee turnover and job satisfaction but little has been done on the employee turnover, and its effects on organization performance. Therefore, the research will attempt to proffer answers to the questions agitating the minds of the management of the organization as to various strategies which can be used by managers in the organizations to ensure that there is employee continuity in their organizations so as to enhance organizational performance and what to do to adequately lessen the turnover rate of employees. The research will also look at turnover from the perspective of voluntary turnover and involuntary turnover, by finding from the "horse mouth" which really has been the most occurring and causing less performance of the organization. It is hoped that this study will help the organizations to identify the causes of turnover, how it can be managed and its implications on organization performance and need to develop a structure or system in the organization for making policies to build the positive image about job in the minds of employees and reduce turnover rate in the organisation.

The specific objectives of this study were to: (a) describe the personal characteristics of the respondents in the organization; (b) identify the factors that causes labour turnover in the organization; (c) assess the effect of labour turnover on organizational performance.

#### **Hypotheses of study**

**H<sub>0</sub>:** There is no significant relationship between the socio-economic characteristics of the respondents and organization performance.

**H<sub>1</sub>:** There is no significant relationship between labour turnover and organization performance.

#### **Materials and Methods**

Cocoa research institute of Nigeria (CRIN) is one of the National Agricultural Research Institute in Nigeria established after independence on the 1<sup>st</sup> of December, 1964, by Federal Government of Nigeria as an autonomous research institute with the mandate to conduct research on cocoa, kola and

coffee. The institute was initially a sub-station of the default West Africa Cocoa Research Institute (WACRI) which was founded by the British colonial administration in 1944, with its headquarters in New Tafo, Ghana. The Nigerian sub-station with its experimental plots at Owena and Moor plantation, Ibadan, was established in 1953 through a research committee regulated by the WACRI (Nigeria). In October 1962, the WACRI (Nigeria) was established. This was eventually replaced by CRIN which was established in December 1964 by the Nigeria Research Institute Act, No 33 of 1964 and it inherited all the assets and liabilities of WACRI, Nigeria. In 1971, the headquarters of the institute was moved from Moor Plantation in Ibadan to its present location which hitherto had been its main experimental station.

The institute occupies a total land of 1,165 hectares (about 11.61 square kilometers) which was provided by the government of the former western region from its Gambari Forest Reserve. Due to the expansion of its mandate, CRIN's conducted high quality research on five major crops which are cocoa, kola, coffee, cashew and tea. Agricultural Research Institute Decree No. 35 of 1973.

Cocoa Research Institute of Nigeria (CRIN) is located at Idi-Ayunre, a suburb of Ibadan, Oluyole Local Government, Oyo State Nigeria. It lies on latitude 3° 50'' East of the Greenwich meridian and Longitude 7° 20'' North of the equator. It falls within the humid tropical climate, where there is a pronounced wet and dry season lasting for about six month, mean annual temperature is about 25°C. Mean annual rainfall may reach 1,200 mm while the relative humidity could be as high as 76%. The dry season is marked by the presence of the harmattan brought by the northeast trade wind.

The population of the study comprised of employees of Cocoa Research Institute of Nigeria (CRIN). Questionnaires were administered to specific number of employees who were selected using the stratified random sampling technique. Out of the seven hundred and thirty five (735) staff in CRIN, ten percent (10%) were selected for the study which amounted to a total of 74 staff (Table 1).

**Table 1: Sample frame for the study**

Departments	Number of employees	10% of selected staffs
Administration	179	18
Financial accounting	61	6
Research and extension	181	18
Engineering	135	14
Library and substitution	69	7
Production and substitution	62	6
End use resources	48	5
<b>Total</b>	<b>735</b>	<b>74</b>

Source: Administrative Department CRIN, 2016

Data were collected from respondents through the use of well-structured questionnaires.

Data obtained were analyzed using descriptive statistics such as mean, frequency distribution, and standard deviation. Inferential statistical tools such as Chi-square, Pearson's Product Moment Correlation (PPMC) and Spearman Rank Rho were used to test the level of significant relationship between the dependent variables and independent variables as well as various hypotheses for the study.

**Results and Discussion**

*Personal characteristics of respondents*

Results in Table 2 revealed that majority (70.2%) of the employees were between the age range of 30-50 years, while a few (10.8%) were between the ages of 50 years and above

with a mean age of 39.56 years. This observation implies that most of the employees in the study area were still vibrant, active and energetic people. This finding is corroborated by Isaac (2011) who reported that majority of agricultural employees and researchers in the Oyo State of Nigeria were in the age range of 30-40 years. Results also revealed that majority (56.8%) of the respondents were male while (43.2%) were female; indicating that male staff dominated the staff in the study area. This result is in line with the finding of Julie (2013) who reported that men are more employed than women in almost every organization. Findings showed that majority (85.1%) of the respondents were Christians, while a few (14.9%) were muslims. Furthermore most (75.7%) of the respondents were married, while (18.9%) were single. This result is in line with the observation of Banmeke (2012) who opined that there were more married researchers in research institutes in this part of the world, which may be as a result of local tradition which encourages matured people to get married.

**Table 2: Distribution of respondents by their personal characteristics (n = 74)**

Variables	Frequency	%	Mean	SD
<b>Age</b>				
≥30 years	14	18.9	39.56	8.537
31 – 40	26	35.1		
41 – 50	26	35.1		
>50	8	10.8		
<b>Gender</b>				
Male	42	56.8		
Female	32	43.2		
<b>Religion</b>				
Christianity	63	85.1		
Islam	11	14.9		
<b>Marital status</b>				
Single	14	18.9		
Married	56	75.7		
Divorced	1	1.4		
Separated	2	2.7		
Widowed	1	1.4		
<b>Household size</b>				
≤3	23	31.1	4.79	
4 – 6	42	56.8		
> 7	9	12.2		
<b>Educational level</b>				
SSCE	3	4.1		
OND/NCE	14	18.9		
HND	19	25.7		
B.Sc	20	27.0		
Ph.D	5	6.8		
M.Sc	13	17.6		
<b>Working experience</b>				
≤10	45	60.8	10.31	6.717
11 – 20	20	27.0		
>20	9	12.2		
<b>Income</b>				
≤₦50,000	25	33.8	₦106378.38	
₦51,000 - ₦100,000	22	29.7		
₦100,000 and above	27	36.5		
<b>Department</b>				
Administration	17	23.0		
Research and extension	18	24.3		
Engineering	14	18.9		
Library and substitution	7	9.5		
Production substitution	6	8.1		
Financial accounting	6	8.1		
End use resources	5	6.8		

Source: Field survey, 2016

Table 2 also indicates that many (56.8%) of the respondents had household size of between 4 and 6 persons, while a few (12.2%) had a household size of 7 persons and above with mean household size of five (5 persons approximately). The results on academic qualification show that (51.4%) of the

respondents had degrees, while (44.6%) of them had diplomas. This is an indication that most of the respondents were highly learned set of people. It was revealed that majority (60.8%) of the respondents had less than ten years working experience in the organisation, while a few (12.2%) had worked for more than 20 years in the organization. This implies that many of employees had worked for a tangible number of years in the organisation, indicating that they were well informed about the organizational culture. Findings on income indicated that majority of the employees (66.2%) earned between ₦51,000 and above ₦100, 000, while less than half (33.8%) of them earned ₦50,000 as monthly salary. Also the results in Table 2 showed that the research and extension department staff were (24.3%), while administration department personnel were (23.0%), this implies these category of staff dominated the employees in the research institute. The constituents of other departments were engineering (18.9%), library and substitution (9.5%), production substitution and financial accounting departments (8.1%), and end use resources department (6.8%).

**Factors affecting employees' turnover**

The result in Table 3 showed respondents views on the factors that leads to turnover in the organization. Major factors identified as the causes of labour turnover were nature of work/working condition ( $\bar{x}$  = 4.28), unfair and inconsistent compensation and benefits system in the organization ( $\bar{x}$  = 4.01),while the least factors responsible for the intension of the employees to leave the organisation were inadequate training for staff ( $\bar{x}$  = 2.49),supervisors are not approachable ( $\bar{x}$  = 2.38),and family to work conflict among employees ( $\bar{x}$  = 2.23).Looking at the causes of labour turnover it has been observed that in a situation where employees are not stable in terms of the jobs they do, they tend to quit and look for jobs that are secured because with secured jobs,employees can easily predict their career advancement. This implies that some of the employees were dissatisfied due to some of the above mentioned factors. This result is in line with Abdulla et al (2011) who opined that if employees are not well trained, it will definitely affect the organization performance. Also Raddahaet al. (2013) investigated the factors which are the major contributors towards employee's job satisfaction and found that low pay, long working hours, bonuses and rewards were the contributors towards job satisfaction and dissatisfaction and have effect on the employees' intention to leave or stay in the organisation.

**Table 3: Factors affecting labour turnover (n = 74)**

Statements	Mean	S.D	Rank
Nature of work/working condition	4.28	0.899	1 <sup>st</sup>
Compensation and benefits system are not fair and consistent.	4.01	0.899	2 <sup>nd</sup>
Low pay/remuneration/personal emolument	3.95	1.058	3 <sup>rd</sup>
Co-workers/colleagues are not doing their job properly.	3.77	1.330	4 <sup>th</sup>
Inadequate infrastructure facilities to work with	3.65	1.091	5 <sup>th</sup>
Salaries are not paid on time.	3.41	1.2424	6 <sup>th</sup>
Promotion opportunities are not available.	3.39	1.259	7 <sup>th</sup>
Insurance scheme/contingent rewards are not available	3.23	1.330	8 <sup>th</sup>
Leave bonus/allowance are not paid	2.91	1.295	9 <sup>th</sup>
Communication barriers in the organisation	2.77	1.360	10 <sup>th</sup>
Opportunities for training are inadequate	2.49	1.337	11 <sup>th</sup>
Supervisors are not approachable.	2.38	1.168	12 <sup>th</sup>
Family to work conflict among employees	2.23	1.319	13 <sup>th</sup>

Source: Field survey, 2016

**Table 4: Effect of labour turnover on Organizational performance (n = 74)**

Statements	Mean	S.D	Rank
Production is reduced when there labour turnover	4.28	0.899	1 <sup>st</sup>
Workers' salaries are paid on time.	4.10	1.092	2 <sup>nd</sup>
Employees get promoted when due and on merit	4.08	0.899	3 <sup>rd</sup>
Workers are getting yearly wage increment.	4.01	1.222	4 <sup>th</sup>
Employees duties are clearly stated and defined	3.95	1.058	5 <sup>th</sup>
Fringe benefit/leave bonus due for employees	3.77	1.330	6 <sup>th</sup>
Supervisors are supportive to subordinates	3.65	1.091	7 <sup>th</sup>
Workers performance are evaluated and rewarded.	3.41	1.2424	8 <sup>th</sup>
Good health and safety policy are provided.	3.39	1.259	9 <sup>th</sup>
There is good employee-manager relationship.	3.23	1.330	10 <sup>th</sup>
Workers are getting overtime benefits	2.91	1.295	11 <sup>th</sup>
Training programs are regularly provided to employees.	2.77	1.360	12 <sup>th</sup>
New workers were not employed when there is a turnover	2.49	1.337	13 <sup>th</sup>
Employees work in a conducive environment	2.23	1.319	14 <sup>th</sup>

Source: Field survey, 2016

**Effect of labour turnover on organizational performance**

The results in Table 4 showed the perception of the employees on labour turnover on organisational performance in the study area.Labour turnover had greater effect on the organisation productivity ( $\bar{x}$  = 4.28), workers salary/pay ( $\bar{x}$  =4.10) and employees promotion( $\bar{x}$  = 4.08),as indicated in the perception agreement of employees rating means scores. Furthermore training opportunity ( $\bar{x}$  = 2.77), employment of new employees' when staff quit the organisation( $\bar{x}$  = 2.49) and poor working environment ( $\bar{x}$  = 2.23) as indicated in the perception means scores were associated with the employees intention to leave their jobs. The implication of this is that labour turnover had negative effect on the employees' performance in the organisation. The finding is in line with the observations of (Griffith et al., 2000;Stovel&Bontis, 2002) who posited that the absence of promotion and training opportunities is the cause for the talented employees to quit the organisation. Due to high ratio of turnover, the career growth in such organisation decreased because brilliant workforce had left the organisation.

**Testing of hypotheses**

**Test of association between respondents' socioeconomic characteristics and organization performance**

The result of this hypothesis was tested using chi-square test ( $\chi^2$ ) and Pearson product moment correlation (PPMC).The results in Table 5 showed that there were no significant association between respondents' gender ( $\chi^2$  = 0.321,  $p > 0.05$ ), religion ( $\chi^2$  = 3.015,  $p > 0.05$ ), marital status ( $\chi^2$  = 5.084,  $p > 0.05$ ), department ( $\chi^2$  = 5.327,  $p > 0.05$ ) and organization performance. However there is a significant association between respondents' educational level ( $\chi^2$  = 14.445,  $p < 0.05$ ) and organization performance. This implies that organizational performance varies with respect to the level of education of the employees in the organisation.



**Table 5: Test of significant association between respondents' socio-economic characteristics and organizational performance**

Variables	Chi-square	Contingency Coefficient	Df	P-value	Decision
Sex	0.321	0.066	1	0.571	NS
Religion	3.015	0.198	1	0.083	NS
Marital status	5.084	0.254	4	0.279	NS
Educational level	14.445	0.406	5	0.025	S
Department	5.327	0.259	6	0.377	NS

Source: Field Survey (2016)

**Test of association between respondents' socioeconomic characteristics and organization performance**

The result of the correlation analysis in Table 6 showed that there were no significant association between household size ( $r= 0.080, p>0.05$ ), years of institutional experience ( $r= -0.077, p>0.05$ ), and organization performance. However there is negative significant association between respondents' income ( $r= 0.240, p<0.05$ ), age ( $r= -0.213, p<0.05$ ) and organization performance. This implies that employees with higher income and who are older are likely to be satisfied with their job and would not intend to turnover unlike employees with lower incomes and who were young in age. This result is consistent with the finding of Nestor and Leary (2000) and Grobler (2006) who observed that a relationship exists between age, income and job satisfaction which does not make employees to turnover. That is, the employees with propensity to quit are young employees with little seniority who are dissatisfied with their jobs.

**Table 6: Association between socioeconomic characteristics of respondents and organizational performance**

Variables	Correlation (r) value	P-value	Decision
Age	-0.213	0.340	S
Household size	0.080	0.508	NS
Working experience	-0.077	0.514	NS
Income	0.240	0.235	S

Source: Field Survey (2016)

**Test of significant relationship between labour turnover and organization performance**

The second hypothesis was tested using the Pearson product moment correlation. The result of the correlation analysis in Table 7 revealed that there is a significant relationship between labour turnover ( $r= -0.265, p< 0.05$ ) and organization performance. This implies that when employee decided to turnover in an organization due to some dissatisfactions like low salary package, unconducive working environment, too much workload, and inadequate training, the performance of the organization is adversely affected in achieving its target goals. The implication of this finding is that as labour turnover increases so also is the organizational performance decreases which in turn adversely affected the organisation performance. This finding is supported by Muhammad *et al.* (2013) who posited that there is negatively relationship between employees' turnover, workload, work stress, salary, family to work conflict and organisational performance.

**Table 7: Test of significant relationship between labour turnover and organizational performance**

Variables	Correlation (r) value	P-value	Decision
Labour turnover & Organisational performance	-0.265	0.016	S

Source: Field Survey (2016)

**Conclusion and Recommendations**

The study was conducted to determine the effect of labour turnover on organization performance in Cocoa research institute of Nigeria, Oyo-State Nigeria. Labour turnover has been seen from the study conducted to have significant relationship with the performance of workers in the organisation. Findings reveal that majority of the employees were male and married. Furthermore many of the employees had worked for a tangible number of years in the organisation in which they were well informed about the organizational culture. The study established that there is a significant relationship between labour turnover and organizational performance. Though the relationship is negative; hence, has been concluded that high staff turnover adversely affects organizational performance. Dissatisfactions such as: work often increased because colleagues are not doing their job properly, employees working in unconducive environment, new workers were not employed when there is turnover, and unfriendly employers and employees working relationship highly encouraged turnover which had marked effect on the performance of the workers in the organization.

The study gives a clear indication of the need for employees to be satisfied in a work place having established the fact that the more satisfied the employees, the less they decide to turnover and the more the organization performance. In order to maintain satisfied employees in the organisation, managers and supervisors could oblige to the following suggestions.

- Positive measures should be adopted by managers to minimize employees' dissatisfaction on their job by ensuring that the workers are given their dues in terms of leave bonuses, opportunities for training, promotion, provision of good infrastructure facilities, and early payment of workers salary in order to minimize the turnover of employees in the institute.
- Managers should allow the use of personal discretion of employees which could make them perform more efficiently in the organisation
- Managers and supervisors should make themselves approachable, supportive of the employees, command and display respect and cooperation among workers and be fairly disciplined when it comes to the job evaluation.

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