
The Impact of Labour Turnover on Organisational Performance: A Study of Comprehensive Institute of Management and Technology, Abuja

Dr. U.D Mohammed¹, Ndulue I. Theresa², Nwaiwu N. Blessing³
^{1, 2&3}(Department of Business Administration, University of Abuja, Gwagwalada - Abuja)

Abstract: The study examines the impact of labour turnover on organisational performance using Comprehensive Institute of Management and Technology (CIMTECH), Abuja as a case study. The main objective of the study is to evaluate the impact of labour turnover on organizational performance. The major problems motivating the study of labour turnover affecting organisational performance are dissatisfied salary package, job dissatisfaction and poor working environment thereby leading to loss in organisational performance and efficiency. The study used survey research design. Questionnaires were distributed and retrieved from staff of Comprehensive Institute of Management and Technology (Innovation Polytechnic), Kubwa, Abuja. The study also made use of secondary data obtained from textbooks, journals and the internet. The research made use of a combination of frequency and percentages for its analysis; while chi-square was used for testing its hypotheses. The sample size adopted for the study was 87; while stratified random sampling was the procedure for sampling. The major finding shows that there is a negative relationship between high labour turnover and organisational performance in Nigeria; and that labour turnover does not promote organisational efficiency in Nigeria. The study recommends that organisations should provide benefits that will attract the best employees to remain in the organisation in order to improve service delivery. Management should provide good working environment and aligning employee remuneration with their job responsibilities, which will help in motivating employees to improve their performance.

Keywords: Employee, Labour Turnover, Organisational Efficiency, Organisational Performance

1. Introduction

It is imperative in modern world of business to manage labour turnover in an organisation. In recent times labour has been a central burden to practitioners, institutions as well as governments in Nigeria. Onadele (2011) reveals that an employee in Nigeria could leave an organisation either voluntarily or involuntarily; and when it thus occurs it is most likely to have either positive or negative impact on the organisation. Business organisations in Nigeria have been experiencing in and outflow of labour influencing job performance. This according to Ibrahim, Usman and Bagudu (2013) could be as a result of job dissatisfaction, sub-standard working environment, the essence of career progression accomplishment etc. The high rate at which employees quit their jobs for another is one of the problems facing human resources management in Nigeria. Oladapo (1987) opines that employees in Nigeria quit their jobs usually as a result of unsatisfactory situations such as low motivation and poor conditions of service.

According to Rankin (2006), every organisation plans to post exceptional performance, manage turnovers and be profit-oriented. If organisations must achieve their set goals, managing labour turnover therefore, cannot be compromised. Ibrahim, *et al.*, (2013) opine that labour turnover rate varies from one organisation to another in Nigeria. In some instances labour turnover could benefit an organisation positively. This could happen when an under-performed staff is replaced with a more competent employee. Another positive instance could be when an ageing staff retires and a young, dynamic, vibrant and hardworking staff is employed. Labour turnover could be expensive and may require recruitment, administrative cost, cost of covering the vacancy period, new employee training cost. Labour turnover do occur for several reasons. It has indeed become imperative that labour turnover is indeed one of the human resources challenges stakeholders and organisations should expect and plan for.

Despite the avalanche of research on labour turnover on organisational performance, there are still gaps in literature. Anders and Bard (2010) proposed the development of processes that will motivate employees intrinsically as a potential solution to the irregular high turnover rates recorded globally. Ryan and Todd (2009) correlate job performance turnover rate of employees. They opined that employees exit their jobs

either due to poor environment inability to instill a high level of job performance or quitted as a result of persistent poor job performance level often over an interval. Steer and Mowday (1981) assess employee turnover on job performance and their findings were based on the fact that performance could be an oversight on the part of management in such an organisation. In spite of the numerous studies in the field of labour turnover, there exist gaps in literature. Based on these, the study aims to empirically assess the impact of labour turnover on organisational performance by using CIMTECH as a case study.

1.1 Objectives of the Study

The main objective of the study is to assess labour turnover on organisational performance in Nigeria. The specific objectives are to:

1. Examine the causes of labour turnover in Nigeria
2. Evaluate the relationship between labour turnover and organisational performance
3. Assess the relationship between labour turnover and organizational efficiency.

1.2 Statement of Hypotheses

The study formulates the following hypotheses;

Ho₁: There is no significant positive relationship between labour turnover and organisational performance

Ho₂: Labour turnover do not result in organisational efficiency

2. Literature Review

2.1 Concept of Labour Turnover

Price (1977) sees labour turnover as the rate of organisational staff who exited during the time being considered to the average numerical organisational strength during the period. Fapohunda (1980) coins labour turnover as the flow of human resources in and out of an organisation. The inflow of human resources relates to accession and the outflow as disengagement. Disengagement could be in the form of quits, lay-offs, retirement, leave of absence, or even death. Accession on the contrary relates to new hires and replacements. Labour turnover as defined by Harkins (1998) is the “entrance of new employees into the organisations and the departure of existing staff from the organisations”. Employee turnover relates to how many new hires were employed to replace disengaged employees. Mowday (2010) defines labour turnover as free will withdrawal of membership of an organisation by staff of that organisation. Nel, *et al* (2001) suggests that employee turnover is the rotation of employees within the labour market, among several organisations, and also between states of employment and unemployment. In organisations, labour turnover could be seen as the end of a staff’s intra-organisational career, which includes a sequence of changes in employment from job entry to exit (NSDC, 2010). Yankeelov, *et al* (2008) see labour turnover as a situation whereby employees leave organisation willingly for other causes and thereby influencing the organisation negatively in relation to costs; and the capacity to foster the minimum services necessary. Mara (2010) opines that labour turnover has a significant importance for most researchers and those in the academic due to its negative outcome as turnover. Mathematically, labour turnover is the rate of the number of organisational staff that exited to the average number of staff in that organisation.

2.2 Causes of Labour Turnover

Labour turnover if not well controlled by top management personnel may impose grave consequences in the productivity of an organisation. Firstly, Neo *et al* (2006) reveal that when the quest for labour in an organisation is high, the chances of switching from one job to the other become inevitable. Harrison and Kessel (2004) were also of the same opinion that labour turnover is influenced by environmental factors such as “local labour markets” in the retail industry. Secondly, because take-home pay of most organisations varies, salaries earned vary from one organisation to the other. As a result of this; employees are tempted to drift to organisations where salaries are high.

A third cause as outlined in the study is recognition. Robbins (2003) states that labour in different cadres in an organisation want recognition through their achievement in the job. Mathis and Jackson (2007) were of the opinion that employees should be placed in positions where their talents and potentials would be maximally utilized. Fourthly, Hamermesh (2001) reveals that physical environment involves structures that can be touched in which staff works. Some of them are office building, ventilation, quality of air. Del Val and Fuentes (2003) opined that to stimulate the workforce, a hazard-free and safe environment should be introduced in order to increase productivity. Heizer and Render (2006) were of the same view that when work environment is not friendly to the well-being of an employee, it could instigate the decision of the employee to leave. Expectations of labour are another cause of turnover. De VosStrydomet al (2007) opined that employees have expectations. When these expectations are not achieved, they could start withdrawing giving flimsy excuses such as sick leave, family responsibility and so on. Employees set expectations on rewards and compensation to be gotten if certain levels of performance are achieved. Their expectations determine goals for their future. Birdi, et al (2008) opined that employees may set minimum goals if they do not see any relationship between performance and rewards.

2.3 Managing Labour Turnover

Erasmus, et al (2006), Gardner (2009), Neo, et al (2006) and Cabrera and Cabrera (2005) were of the view that the attraction, retention and productivity improvement can be achieved through business improvement by the following model with respect to labour turnover:

P= Provision of a positive work place,

R = Reinforcement and recognition of reward towards the right attitude.

I = Involvement and Engagement

D = Development of skills and potential; and

E = Evaluation and measurement

Provision of a positive workplace is one sure way of managing labour turnover. One of the major reasons staff quit organisations they work for according to Neo, et al (2006) is the relationship they have with their immediate boss. Most supervisors are ignorant of the relationship between their actions and decisions they make with their subordinates. Gardner (2009) opined that staff engagement in the organisation can be boosted when supervisors and managers understand how they can help themselves with skills and knowledge to help them understand employees' need, with a view to execute a retention plan.

Reinforcement and recognition of reward towards the right attitude is another strategy used in managing labour turnover. To be proud at work, employees have basic needs to make them feel appreciated. Recognition of reward programmes assist in meeting these needs. This reward programme may not necessarily be complicated in order to be effective. Gardner (2009) was of the view that rewards and recognition help organisations to build a stronger team spirit, cohesion and communication improvement. Erasmus et al (2006) opined that creative non-financial reward and recognition programme can be a powerful tool. Erasmus et al states further that organisations are using methods that are informal for rewarding staff while compensation through finance is becoming a less important tool for appreciating employee fulfillments. Erasmus et al states further that recognition that are linked to personal interests are seen to be effective. Examples are "time off, flexible work hours, job sharing, office space and homo office". Allen, et al (2007) revealed that rewards extended to employees should be acceptable with a view to attracting employees and influence their retention efforts.

Employees are more dedicated and engaged when they are to contribute their own ideas, inputs and make necessary recommendations; these give them a sense of belonging and ownership to the organisation. Erasmus et al, (2003) reveal that "Sony Corporation is known for its ability to create and manufacture new and innovative products. In order to foster the exchange of ideas within departments, they sponsor an Annual Idea Exposition. During the exposition, scientists and engineers display projects and ideas they are working on" which top management approve. This means that involvement and engagement is another way of managing labour turnover

Development of skills and potentials is a strategy for managing labour: For most employees opportunities

in career are just as significant as the finance they make. Nel, *et al* (2004) carried out an investigation which reveals that more than 40% of the respondents agreed that they would accept exiting their present organisation for another with the same reward if the offer provided better development in career and higher challenges. Cabrera and Cabrera (2005) conducted a survey and found 70% of employees who took new jobs and careers outside their organisation could have found the same opportunities and career within their formal employer. As a matter of fact they created connections in career, a development intranet-based and career coaching programme for all employees of Deloitte. That skilled workforce would not remain in a job if they foresee no future in their position (Gardner, 2009). To eradicate the perception of being a “dead-end job”, every position should have an individual development plan.

The final step of the pride system is continuous evaluation and relentless improvement. The major reason for evaluation is to assess progress and ascertain whether or not work satisfies or reduces satisfaction among employees. The process of evaluation includes attitudinal measurement, turnover, motivation and the engagement level of the employees (Gardner, 2009). Evaluation and measurement is one of the strategies of managing labour turnover.

2.4 Impact of Labour Turnover on Organisational Performance

Turnover is directly related to performance in any organisation. Labour turnover can hinder the total performance of an organisation and is most likely a symptom of other challenges. Performance is the assessment of an organisation to attain its production objective through the means of employees, management strategies, equipment, machineries etc (Simon *et al*, 2007). Authorities should have strategic plans to raise the level of their productivity (Tambunan, 2007). Production in a manufacturing organisation could be hindered by labour turnover. Turnover directly influences production and output. It could be the result of replacement which may be expensive and cost an organisation waste in time management. During the period, production is hindered to a great extent; and there are also challenges during worker's replacement such as the newly hired employee may not be effective like the previous one. The newer one takes much time to familiarise himself with the new system, other employees in order to get accustomed to the new organisation. During the period of replacement the co-employee faces challenges due to vacancy. After the replacement, the co-employee has to make out time to assist the new employee on how to get his job done.

Some authorities in organisations focus on the turnover ability of the employee that influences their productivity. Suppose an employee receives an assurance from another organisation for joining and joining date may be one month interval, then the employee loses concentration and commitment from working. At this time, productivity of the organisation falls. Newly employed staff may not be adequately trained for the position and needed training time to settle down with the new job place. There could be differences between new employees with the previous one which slows down his/her performance. And one other factor that could affect workers performance and output is demographic position. The employer must be careful in other to reduce or minimise turnover rate as quickly as possible.

2.5 Theoretical Framework

A particular perspective on the negative effects of turnover is provided by the resource-based theory of strategic human resource management (Prahalad & Hamel (1990); Barney (1991) and Ulrich (1991) and the related ideas on high commitment HRM (Beer *et. al.* (1984); Guest (1997). According to these theories, a motivated workforce can really make the difference when competing in the market. Dedication to the organization's goals, knowledge of the firm's internal processes, its suppliers and customer relations is supposed to produce high performance (Herman, 1997). A high turnover rate is contradictory to high performance because it shows that one of the core conditions of high performance – i.e. a highly committed workforce – is not met. Additionally, high commitment HRM requires long periods of training and socialization.

Consequently, it will take more time before the break-even point between investments in human capital and the returns to these investments is reached. Therefore, in a context of high commitment HRM the costs of labor turnover will be relatively high. The arguments above lead to the conclusion that a traditional and negative evaluation of labor turnover as '... a continuous and fruitless interchange of workers between

firms' (Gaudet, 1960: 64) is no longer valid. Reality shows that many firms have left the model of fostering commitment by long term employment relationships and have now invested in more flexible ties with their employees (Cappelli *et. al*, (1997) and Kochan and Osterman (1994).

3. Methodology

3.1 Study Approach

This section deals with the methods used in the study. The study used survey research design. The survey method provides a means of measuring a population's characteristics, self-reported and observed behaviour, awareness of programs, attitudes or opinions and needs. Other research design methods that could be used in the study are historical, ex-post-fact etc. There are two sources of data used for this research work. They include primary and secondary sources. Questionnaire was the primary source of data used. Questionnaires were distributed and retrieved from staff of Comprehensive Institute of Management and Technology (Innovation Polytechnic), Kubwa, Abuja. The respondents were instructed to tick against the appropriate options on the demographic characteristics and the key variables considered for the study. The questionnaire consists of questions designed to provide information on respondent's socio-demographic variables such as age, gender, marital status and questions on the problems. The study also made use of secondary data obtained from textbooks, journals and the internet. The research employed the use of table in the presentation of data. The research made use of a combination of frequency and percentages for its analysis; while chi-square was used for testing its hypothesis. Chi-square formula:

$$x^2 = \frac{(O-E)^2}{E}$$

Where:

x^2 = chi-square

O = observed frequency

E = expected frequency

= summation symbol

Observed frequency is primary field information

Expected frequency is derived by: $\frac{(\text{row total})(\text{column total})}{\text{Grand total}}$

3.2 Population of the Study

Population is the total body of elements under investigation. The population of the study consists of all employees (academic and non-academic) of CIMTECH, Abuja. The Institute has 109 staff (97 academic staff and 12 non-academic staff) which constituted the total population of the study.

3.3 Sample Size and Sampling Procedure

Stratified random sampling was the procedure for sampling. This technique captures responses from different cadres. The **sample size for the study** was determined using Yamane (1964) sample size formula:

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

Where:

n = sample size

N = Population size

e = error of margin

n = $\frac{109}{1 + 109(0.05)^2}$

n = **85.66**

The approximate sample size adopted for the study was **87**.

3.4 Research Justification

The survey method allows the collection of significant amount of data in an economical and efficient manner. A survey is a fact-finding study and it is a method of research which involved the gathering of data directly from a population or a sample thereof at a particular time. The sample size used is adequate enough to be used as a yardstick for making a judgment for the entire population. The instruments were validated using content validity. The reliability of the questionnaires was determined through the calculation of a correlation between the first administration and the second. The computed correlation coefficient was 0.785 and significant ($P < 0.05$) considered sufficient for the instruments to be used in the study.

4. Results and Discussions

This chapter deals with the presentation, analysis and interpretation of data obtained from the respondents. Hypotheses testing techniques, tables, and simple percentages are used. Information on demographic aspect of the sample is included. On the whole, a total number of 87 were administered and retrieved.

4.1 Test of Hypotheses

Chi-square is to be used to test the formulated hypotheses as follows:

Hypothesis one:

Ho₁: There is no significant positive relationship between **labour turnover and organisational performance**

Table 4.1: Observed Frequency

Options	SA	A	D	SD	N	Row Total
Academic Staff	42	23	6	5	1	77
Non Academic Staff	4	3	1	1	1	10
Column Total	46	26	7	6	2	87

Table 4.2: Expected Frequency

Options	SA	A	D	SD	N
Academic Staff	41	23	6	5	2
Non Academic Staff	5	3	1	1	0.2

Table 4.3: Contingency Table

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
42	41	1	1	0.02
4	5	-1	1	0.20
23	23	0	0	0.00
3	3	0	0	0.00
6	6	0	0	0.00
1	1	0	0	0.00
5	5	0	0	0.00
1	1	0	0	0.00
1	2	-1	1	0.50
1	0.2	0.8	0.64	3.20

$$\text{Calculated } x^2 = 3.92$$

Table x^2

Level of significance = 0.05

Degree of Freedom = (No of Row – 1)(No of Column – 1)

$$= (2-1)(5-1)$$

$$= 1 \times 4 = 4$$

Decision

When calculated χ^2 is less than table χ^2 , H_0 will be accepted. On the contrary; when calculated χ^2 is greater than table χ^2 , H_0 will be rejected. Since the computed value (3.92) is less than the critical value (9.48), we therefore, accept the null hypothesis and conclude that there is no significant positive relationship between labour turnover and organisational performance. The implication to the study is that high employee turnover might not necessarily result in poor performance of *CIMTECH*.

Hypothesis two:

H_{02} : Labour turnover do not result in organisational efficiency

Table 4.4: Observed Frequency

Options	SA	A	D	SD	N	Row Total
Academic Staff	32	28	6	7	2	75
Non Academic Staff	3	2	2	3	2	12
Column Total	35	30	8	10	4	87

Table 4.5: Expected Frequency

Options	SA	A	D	SD	N
Academic Staff	30	26	7	9	3
Non Academic Staff	5	4	1	1	1

Table 4.6: Contingency Table

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
32	30	2	4	0.13
3	5	-2	4	0.80
28	26	2	4	0.15
2	4	-2	4	1.00
6	7	-1	1	0.14
2	1	1	1	1.00
7	9	-2	4	0.44
3	1	2	4	4.00
2	3	-1	1	0.33
2	1	1	1	1.00

Calculated $\chi^2 = 8.99$

Table χ^2

Level of significance = 0.05

Degree of Freedom = (No of Row - 1)(No of Column - 1)
= (2-1)(2-1)
= 9.488

Decision

Just like the first hypothesis, when calculated χ^2 is less than table χ^2 , H_0 will be accepted. On the contrary; when calculated χ^2 is greater than table χ^2 , H_0 will be rejected. Since the computed value (8.99) is less than the critical value (9.48), we therefore, accept the null hypothesis and conclude that labour turnover do not result in organisational efficiency. The implication to the study is that labour turnover might not necessarily result to the efficiency of *CIMTECH* as an organisation.

4.2 Major Findings

The study reveals the causes of labour turnover. The chances of switching from one job to the other are inevitable. These are caused by environmental factors, poor salaries, inability to recognise labour,

unfriendly work environment, staff expectation amongst others. The study shows that there is no significant positive relationship between labour turnover and organisational performance. High employee turnover creates an impression that things are not okay. Exit of workers lowers the morale of the remaining lot since they feel that they are left behind to suffer. It makes them to develop a negative attitude towards everything in the organization. This observation agrees with Sparrow (1996) who observed that employees who work hard, (those with a sense of duty and industry) tend to be much more negatively affected by the increased work generated by high staff turnover. According to the observations made by this study, staff turnover increases errors and omissions in work. This agrees with the observations made by Derek et al, (2008). According to Brief (2008), nothing feels better than having a strong, successful, happy workforce in place who are mutually focused on the organization's performance. The second test shows that labour turnover does not promote organisational efficiency in Nigeria. This means that labour turnover could negatively influence organisational efficiency in Nigeria. Organizations will need to either create an intellectual capital environment where the transmission of knowledge takes place throughout the structure, or continue to lose important individual knowledge that have been developed during the length of service. The test result agrees with Marino (2005); and according to him the depth of knowledge is what many believe will help to meet the needs and expectations of the customers and to create and sustain a competitive advantage within the global economy in which organizations are competing in today

5. Conclusion and Recommendations

5.1 Conclusion

This study examines the impact of labour turnover on organisational performance in Nigeria; using Comprehensive Institute of Management and Technology, Kubwa, Abuja. The results show that labour turnover negatively affects the performance of the organization; and also labour turnover reduces organisational efficiency. Labour turnover is an important issue to most organisations willing to experience sustainable performance; it will be of significance to maintain their skilled workforce. Most often than not, it is very challenging to control the rate of turnover in an organisation. There are so many factors affecting the rate of labour turnover. The research found that labour turnover can be disastrous, if not controlled. For sustainable performance of an organization, it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the turnover rate within organizations. There are so many factors that affect turnover.

A study on labour turnover would not only be beneficial to the state, employers of labour and employees but to the society as a whole. Labour turnover issues have bearing with integrated national planning as it affects employment; a macroeconomic objective. It contributes to manpower development and harmonized industrial relations, which promotes rapid economic growth. Besides, a reduced and considerable labour turnover rate is required to actualise the noble objectives for which organisations were set or established to achieve. The research work is significant in a number of ways. With the introduction of the concept of labour turnover in human resources management; the research has contributed to the pod of knowledge already available and therefore adding to the existing literature. The study is significant to both the private and public service that are now in vantage positions to apply staff turnover by consultation in all issues involving labour. The study would also benefit labour union that in the course of this research would understand that even though their demands are imperative in line with the economic realities, they should consider the lean resources of organisations before recruitment.

5.2 Recommendations

Based on the findings made, the study therefore recommends that:

1. Management should give due recognition to its employees when there are opportunities for promotion to new positions within the organisation.
2. Clear, achievable goals and standards for each position should be set and should be known to employees.
3. Employees should also receive regular, timely feedback on how they are faring on the job through

- constant employee evaluation and should always feel challenged in their jobs as this will only be way it can help reduce high labour turnover.
4. Top management should provide benefits that will encourage the best employees to remain in the organisation in order to improve service delivery. Aligning employee remuneration with employee job responsibilities will help in motivating employees to improve their performance
 5. It is important for organizations to provide an information mechanism and feedback system for disseminating timely, consistent and accurate information to employees. This will help maintain steady and stable organisational efficiency.
 6. The study also recommends offering of challenging job and hope for future prospects to workers in order to increase their loyalty and commitment to the organisation. A loyal and committed staff hardly leaves the organisation and the long run effect is high organisational efficiency and increased productivity.

5.3 Suggestions for Further Studies

The study draws relationship between labour turnover and organisational performance; and between labour turnover and organisational efficiency. The study was conducted in a private institution (Comprehensive Institute of Management and Technology). The implication is that the results may not affect the public sector. The scope of the study is only an institution in Abuja, and thus may not affect other geo-political zones or states in Nigeria. The study therefore, suggests that other variables than turnover, organisational performance and efficiency should be considered for study in the future. The study also suggests that the scope can be made to cover a wider spectrum or states in Nigeria. The public sector should also be considered in future studies.

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