

UNIVERSITY OF CAPE COAST

EMPLOYEE TURNOVER AND PERFORMANCE OF NATIONAL
DISASTER MANAGEMENT IN THE CENTRAL REGION OF GHANA

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BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Teddy Kofi Adjorlolo

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with guidelines on supervision of dissertation laid down by the University of Cape Coast.

Signature: Date:

Supervisor's Name: Dr. Felix Kwame Opoku

ABSTRACT

Human resource management is one of the most important practices which help to ensure retention of staffs in organisations. The National Disaster Management Organisation (NADMO) in Ghana has been under intense pressure by citizens to revamp their workforce in order to achieve high performances. However, the institution has failed to be proactive in its responses to disaster management in the country. This study therefore examines the effect of employee turnover on performance of NADMO.

Descriptive design of the quantitative method of research was employed for the study. The simple random sampling method was used in selecting respondents. Questionnaire was the main data collection instrument and a sample size of 221 employees was used. Frequencies, tables, and percentages were also used to present the data. The research found that employee turnover in NADMO is at a high rate. It was also revealed that the institution is highly under resourced with human personnel and logistics and staffs are poorly paid attributing to the high employee turnover. The study also showed a negative relationship between employee turnover and performance. It is recommended that management should provide improved remunerations to staffs and make available logistics in carrying out the duties of the organization. It is therefore concluded that inadequate logistics and resources and high turnover affect the organisation which lead to a lower productivity and performance.

KEY WORDS

Employee Performance

Employee Turnover

Human Resource Management

National Disaster Management Organisation

Organisational Performance

Retention

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DEDICATION

To my parents Mr. Theophilus W. Adjorlolo and Mrs. Comfort Adjorlolo

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CHAPTER ONE

INTRODUCTION

Background to the study

Retaining highly skilled employees is the most important human resource activity in every organization all over the world. Globally, rating agencies have adopted turnover rate ratios as an indicator in rating companies (Dockel, 2013). This provides for the basis that employee retention is an essential tool towards the success of an organization. Although in Ghana company ratings are difficult to be carried out, employee retention remains an important determinant in the successes of organizations (Armstrong, 2010). In Ghana, the market movers or high market performing companies are the ones known to have high employee retention rate. These organisations are able to control the market with different strategies because of the relevance they place on keeping their employees. Companies develop and remain competitive when they are able to have low employee turnover.

In the developed nations, employee turnover rate continue to be high (Martin, 2015). In South Africa, employee turnover is at its greater heights costing the state an estimated 40 billion rands a year; annually in the United States, employee turnover is estimated to cost the country \$40 billion; in Canada it is estimated to cost \$12 billion and in Germany €60 billion (Oregon, 2014). Frederick (2010) also estimates the cost of each employee turnover in the United States of America to be between \$3,500 and \$25,000. This loss is enough to depress any human resource manager and the organization. High employee

turnover causes delay of service delivery while waiting for a replacement of staff to arrive (Harrie, 2012). She also says that in addition, there might be production losses while assigning and employing replacement staff.

Also, organizations with high turnover experience a waste of time due to inexperienced replacement of staff. Management and other staff spend valuable time not doing their own job but trying to orient the replacement staff. In the opinion of Armstrong (2010) employee turnover is the rate at which an employer gains and loses employee, how long the employee tend to leave and join the organization. Duncan (2008) also explain employee turnover as a percentage which shows the rate at which employees move in and out of an organization. Edward (2010) is of the view that employee turnover is a costly undertaken which is of great concern to most companies. According to him, these costs may include advertising expense, human resource management expense, loss of time and efficiency, work imbalance, training and recruiting expense for new employees and many others.

Saeed, Waseem, Sikander and Rizwan (2014), posits that turnover is a very difficult issue to contend with in this competitive world. Saeed, et al stated that most organisations aim at reducing their turnover ratio, thereby saving turnover cost which consists of hiring, recruiting and selecting the right employees. Baker (2007) explains employee turnover as the number of permanent employees leaving the company within a specific period to the actual employees working on the last day of the period. The popular suggestion according to Tariq, Ramzari and Riaz (2013) is that, organisations should adopt standard operation

procedures (SOPs) that reduce the gap among the top management and the middle management in order to identify and resolve employee turnover in the organization.

Employee turnover can be controlled if companies put in place the required retention strategies to keep employees for a longer period (Donald, 2011). These retention strategies may include training and development, good working conditions, higher salaries, efficient organizational environment, good leadership, performance based incentives and many others. Dessler (2009) asserts that the effective implementation of these strategies helps to reduce turnover of employees. Therefore, it is important for companies to calculate turnover rate frequently in order to reduce high turnovers. If a company determines the most common causes of employee turnover, it is able to take the necessary steps to reduce the problem and retain well skilled staff.

A review of the literature has shown that employee turnover has some significant relationship with organisation performance. When managements do not take measures to control employee turnover it tends to affect the performance of the organization through high costs. Companies operate to make profit; as such they need well performing employees to achieve their goals in ensuring the organization attain a higher performance. According to Farris (2010) organisational performance is the attained outcomes of companies through effective employee performances. Armstrong (2010) also explains organizational performance in the contexts of profitability, productivity, outcomes, quality of service delivery, efficiency, and effectiveness. Organisational performance is

measured against the performance standards set by the organization (Hayward, 2015).

Dessler (2009) describes organizational performance as the sum total of employee performances. Okoyo and Ezejofor (2013) also posit that inefficient employee performance will result in negative consequences for the organization since it is accompanied with lower productivity, profitability and weakening of total organizational effectiveness. Ocran (2010) views motivation of employees as necessary to generate some level of commitment for a particular objective in an organization. Ocran stated that changing activities that employees perform, reducing the levels of hierarchy and not involving many employees in the motivation process are substantial enough to affect the levels of trust and commitment necessary for employees to perform their work requirements.

Muchhal (2014) claims that performance is important as the success of a business depend on employee performance and the accomplishment of tasks by individual results in individual satisfaction. Job performance is considered by Bevan (2012) as a very important factor that affects how profitable an organization becomes. According to Boles, Pelletier and Lynch (2004), when the physical and emotional desires of employees to work receives a boost their performance outcomes also increases. Ajang (2008) argues that to boost the performance of human resources and that of a business, attention needs to be given to the nature of the human resource. Gareth (2008) is also of the opinion that organisational performance is the result of patterns of actions carried out to satisfy an objective according to set standards.

Duncan (2008) argues that the employee's turnover has a positive relationship with the organisation inefficiency. The conclusion he made was that there is an insignificant negative relationship between employee turnover and organisation performance. Tariq, Ramzan, Riaz (2013) claim that employee turnover is a key phenomenon in an organisation and widely affect the performance of an organisation. Various studies have established a negative relationship between employee turnover and overall efficiency of the organisation. Therefore high organisational performance is a critical component to determining the successes of companies and so in order for a company to perform better, employee turnover needs to be controlled.

A low level of attention has been given to the problem of high turnover by management in the National Disaster Management Organisation (NADMO) and this is surprising because high levels of turnover indicate a significant problem with low employee morale (Abraham, 2009). When an employee leaves an organization, management needs to spend money and time to recruit new hires to fill vacant positions. Most organisations including NADMO need to recruit well trained and motivated employees. The organisation equally has to retain its employees to help accomplish the mandate for which the organisation was established. Over the years, the organisation has been bedeviled with high turnover. There is limited research on this issue. It is worth investigating turnover and to examine factors that influence employees to quit the organisation and propose a solution.

Statement of the problem

High employee turnover is something no organisation wants. Having put enough investment in people by means of training and development, organisations expect returns from such people. When employees leave, the investment made in employees goes to waste since no benefit is accrued to the organisation. In recent years, NADMO has experienced increasing rate of employee turnover which has affected the efficiency and effectiveness of the institution. According to Bratton (2013), high employee turnover problems continue to exist in the public institution which has made the situation more worrying to management. A low level of attention has been given to the problem of high turnover by management in NADMO and this is surprising because high levels of turnover indicate a significant problem with low employee morale (Abraham, 2009).

The institution has failed to be proactive in its response to disaster management in the country (Mensah, 2006). However, many have suggested that NADMO's failure to be proactive is as a result of poor skilled staff and inadequate resources to the institution. This assertion may be true because in recent years, NADMO has experienced increasing rate of employee turnover which has affected the efficiency and effectiveness of the institution.

In previous years, NADMO has experienced increasing rate of staff turnover and the problem continue to persist. Despite the problem of high turnover in the organization, management has failed to offer practical solutions on how the turnover problem has to be managed in order to ensure high operational efficiency and improve upon organizational performance. Hence, this has created

a research gap in determining the influence of employee turnover on organisational performance. This study therefore sought to obtain the causes of the problem of high turnover and provide appropriate recommendations on how management should reduce turnover rates in NADMO.

Purpose of the Study

The purpose of the study was to examine the effect of employee turnover on organizational performance in the National Disaster Management Organisation (NADMO) in the Central Region of Ghana.

Research Objectives

To attain the purpose of the study, the following objectives have been formulated:

1. To assess the level of employee turnover in NADMO in the Central region of Ghana
2. To examine the causes of employee turnover in NADMO in the Central region of Ghana
3. To examine the effect of employee turnover on organizational performance in NADMO in the Central region of Ghana

Research questions

The following research questions guided the study:

1. What is the level of employee turnover in NADMO in the Central region?

2. What are the causes of employee turnover in NADMO in the Central region of Ghana?
3. What is the effect of employee turnover on organizational performance in NADMO in the Central region of Ghana?

Significance of the study

The study helped to understand the level of employee turnover in NADMO. It also gave a clearer view on the causes of employee turnover in NADMO. It also helped understand the effects of employee turnover on organizational performances. The significance of this research also added to existing literature on employee turnover and organizational performances. This research was useful as it helped to provide solutions towards academic improvement for stakeholders such as Human Resource Practitioners, Managers, Directors, Non-Governmental Organisations, Civil Societies, Government and individuals who research in similar studies. It also provided an addition to some of the reasons why employees leave an organization with reference to employees of NADMO.

Delimitation of the study

The study focused on staff of National Disaster Management Organisation (NADMO) in selected offices in the Central region. The focus was to ascertain from employees the current situation of employee turnover, the causes of turnover and how it affects the performance of the institution. The respondents used for

this study comprised all staff in various departments or units. The research was limited in scope to only some selected offices in the central region.

Limitation of the study

There were some constraints faced by the researcher. Respondents were sensitive to some questions that were asked in the questionnaire. Some respondents also exhibited non-cooperative attitudes towards the researcher. Retrieval of questionnaires was very difficult as the researcher had to visit respondents several times. The researcher did not also include control variables in the estimations of the results. The study was also limited to only quantitative methods. Despite the challenges, efforts were made to retrieve 98.7 percent of the questionnaires that was given out to respondents.

Organisation of the study

The study was organised into five chapters. Chapter one focused on the introduction which includes background to the study, statement of the problem, objectives of the study, research questions, significance and scope of the study and organisation of the study. Chapter two reviewed the theoretical, conceptual and empirical studies on employee turnover and organizational performance. Chapter three dealt with the research methodology which formed the backbone of this research. Chapter four presented the results and discussion of the research work. The last chapter drew on the summaries, conclusions and recommendations of the study.

Chapter summary

The chapter comprised the introduction which focused on discussing the broader perspective of employee turnover and organizational performance. Explanation of key variables such as turnover and organizational performance was provided in the section to serve as the background to the research. It also provided for the structure on how the study was grouped and undertaken highlighting the objectives of the research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

Literature review is important as it provides a background that supports the study and provides a foundation towards understanding the research. This chapter of the study reviews related literature. The literature review focuses on theoretical and conceptual studies. Organisational equilibrium and unfolding theories are reviewed to serve as the underpinning theories. The concepts of employee turnover and organizational performances are reviewed to give a clear understanding of the conceptual approaches. The chapter also reviews the causes of employee turnover, factors affecting organizational performance, and the effects of employee turnover on organisational performance.

Theoretical framework

There is a substantial body of evidence demonstrating the benefits of high employee retention to organisations. Indeed, this research demonstrates that employees who remain in an institution for a longer period perform better which improves the performances of organisations. However, high employee turnover rate causes low performance in organisations. In this quest, theories such as organizational equilibrium and unfolding theory are reviewed. Although, there are a number of theories that underpins employee turnover, organizational equilibrium and unfolding theory lays the basis to support this research. These

two theories were chosen to provide an explanation to the causes and effects of turnover on performance.

Organisational equilibrium theory

The theory of organizational equilibrium is used as one of the underpinning theories to explain why employees leave or quit an organization. This theory is credited to the work of Barnard, who provides a systematic framework that humans are motivated when they have a feeling of belonging (Barnard, 1938). He demonstrated that the equilibrium of an organization means the capacity to maintain efficiency of an organization. The use of this theory helps managers to understand why employees leave and why they stay. The theory states that most people who leave their organisation first spend time evaluating their current job against their prospects, developing intentions about what to do and engaging in job search (Mano, 1994).

According to this theory, an employee will stay with an organization for as long as the inducement such as satisfactory pay, good working conditions, training and development offers greater than or equal to the contributions such as time and efforts required of the person (Allen & Griffith, 2001). Organizations are dependent on the continuity of employees' contributions and in order to maintain this, organizations have to offer equitable inducements. Barnard (1938) posits that if a person's sacrifice is bigger than the inducements he or she gets, then the person will withdraw his contributions and will leave the company. Mano (1994) therefore says that the achievement of organizational equilibrium contains the

condition that the sum of contribution of all employees ensures the kinds and quantity of necessary inducements.

In other words, if the employee perceives that he or she is receiving more from the organization than he or she is giving to the organization, then he or she will intend to stay. Moreover, employees may begin to withdraw from their jobs if they are not satisfied or committed. Employees sometimes make this visible through lateness, absenteeism and poor performances. In this instance, the intent to leave becomes eminent in turnover through lack of commitment, thought of quitting, lack of role clarity, poor work group cohesion, lack of participation in decision making and lack of role clarity. However, managers can reduce turnover by managing both the inducement and contribution balance (Wasmuth & Davis, 1983). According to them managers can therefore use a number of strategies such as good leadership, good relationships and good working environment to influence employees so as to ensure they stay committed and become satisfied with their jobs.

The unfolding theory

One other theory that is used to explaining why employees leave organisations is the unfolding theory. According to this theory, there are four different ways in which people may choose to leave organisations. These are through dissatisfaction, better alternatives, following a plan and leaving without a plan (Lee & Mitchell, 1991). According to them, dissatisfaction is a traditional type of turnover where key drivers impact attitudes, which lead to withdrawal and

turnover of employees. Better alternatives also occur when an employee leaves for a more attractive position, whether or not he or she is dissatisfied with his or her current role.

When an employee leaves in response to a plan already in place, he is deemed to have followed a plan. For example, an employee may leave when she becomes pregnant. Organisations can do little to counter this type of turnover except offering a response to the plan identified by the employee as his or her reason for leaving. Turnover that results as an impulsive action or reaction may also may be termed as not following a plan. For instance, this occurs when an employee is being passed over for a promotion at his or her workplace. The unfolding theory of turnover was created using the image theory which is a decision-making model that essentially asserts images of one's principles, goals, and action plans (Price & Mueller, 1981).

Lee and Mitchel (1994) also propose that employees follow one of five cognitive pathways when making the decision whether to quit a particular job. They identify cognitive pathways to refer to how employees interpret their work environment, identify options and enact responses. According to Lee and Mitchell (1994), the first pathway begins with a shock, which they explain as a distinguishable event that jars the employee toward deliberate judgment about their jobs and perhaps to voluntarily quit their job. The shock process is personal, positive and expected such as the opportunity to move on to a new city, region or job. For instance, if an employee has always wanted to live in Takoradi and his or her spouse gets a job opportunity there, he or she makes an immediate decision to

quit. Therefore, when this shock occurs, the decision to leave is made quickly. The second pathway begins with a shock that is a negative organizational event such as unfair performance review or being bypassed for a promotion. For example, employees may feel being treated unfair if they are treated disrespectfully by their managers. Path two leads to a push decision such that employees are forced to evaluate the job and the extent to which they still fit with the organization. The decision to leave is usually made without a job alternative in mind.

In this instance, job alternative means any opportunity that the employee chooses over the current job, such as returning to school or staying at home (Lee, Mitchell, Wise & Fireman, 1996). Pathway three also begins with a shock that can be positive, neutral or negative and is usually an unexpected job offer. In this pathway, the employee must decide if he or she will fit better with a new organization based on the employee's values, trajectory and strategy. This results in a pull decision where the employee must compare the current job with an alternative. The last two pathways are characterized by a consistent feeling of job dissatisfaction and both pathways begin the same, with mounting dissatisfaction (Lee & Mitchell, 1994).

In conclusion, the changing labor market, along with differences in the expectations of new employees, makes retaining employees increasingly difficult. Creating and implementing a retention strategy is critical to the long-term success of every organization. Therefore, effectively managing retention requires a thorough analysis of the type and extent of turnover within the organization.

Organizations must then understand the key drivers of turnover and the ways in which their employees are deciding to stay or leave. Once this is done, managers should diagnose the most important retention drivers and determine both broad-based and targeted strategies they can implement to intervene before withdrawal becomes turnover (Lee, Mitchell, Holtom, McDaniel, & Hill, 1999).

Concept of Employee turnover

Employee turnover is relevant to the practice of human resource management and considered to be one of the continuing problems in organizations. According to Armstrong (2010) employee turnover is the ratio of the number of employees who have left during a period in an organization divided by the average number of employees in the organization during the period. In the opinion of Baker (2007), employee turnover is the number of permanent employees leaving the company within a specific period to the actual employees working on the last day of the period. Breugh (2010) also explains employee turnover to include layoffs, resignations and firings.

Miller (2016) also contends that employee turnover can be divided into both internal and external turnover. According to him, internal turnover include promotions which move employees from one level to another and bringing in entry-level employees due to company growth whereas external employee turnover are employees who leave the company to seek new jobs. Griffith and Hom (2001) also categorise employee turnover into voluntary and involuntary. According to them, voluntary turnover is when an employee chooses to quit his or

her job while involuntary turnover is when an organization ends the working relationship of an employee through either layoff or discharge. Izzack (2010) describes employee turnover as a replacement cycle each time a position is vacated either voluntarily or involuntarily.

McClelland (2011) observes that employee turnover can have both positive and negative influences. According to him, positive turnover involves the creation of new jobs due to expansion and growth of a company and negative turnover involves a contraction of company finances due to difficult moments. He further demonstrates that positive turnover involves individual consultations to inform personnel of their promotions, pay raises and additional responsibilities. These are done to keep personnel moves confidential while reducing frustration by workers who are not promoted. However, negative employee turnover takes place on a larger scale with mass layoffs and firings in organisations.

Oregon (2014) is of the view that whether employee turnover is positive or negative, an organization will be affected by shifting or moving employees. In order not for an organization to be affected too much, it needs to plan promotions and layoffs carefully to reduce the impact on employee performance. Robbins (2013) are also of the view that if employee turnover is controlled poorly, an employer may begin to notice lower morale among workers from top to bottom. This led Donald (2011) to demonstrate that a company that earns a reputation for employee turnover frequently finds it difficult to recruit entry-level workers.

Gupta (2008) states that companies that are affected by negative employee turnover need to provide sufficient notice to workers, conduct exit interviews and

re-assign responsibilities to remaining personnel. Every institution can expect a certain level of turnover. However, turnovers may not always be a bad thing but can also be desirable since it creates opportunities to introduce competence, new ideas and experience to the organization, as well providing career development opportunities for existing workers (Gareth, 2008). She further argues that employee turnover may also affect moral, profitability, efficiency and performance of a company and may be an indication of more fundamental organizational problems.

Therefore Armstrong (2014) calls for establishing the cause and working out for a solution through examining the organization's policies and procedures. He further says that once this is not done and there are prospects of getting higher pay elsewhere, employees may tend to leave. He also says that when employees feel they are taken advantage of or being undervalued or ignored, they may also leave. Allen and Griffith (2001) points out that employee turnover can be expensive, although the actual costs are difficult to estimate and so managers of companies need to take the issue of employee turnover more serious.

Causes of employee turnover

All over the world, expectations of employees such as remuneration and good relationship between employer and employee remains one of the topmost causes of turnover (Dess, 2001). When employees feel they are not receiving the required financial rewards, they tend to lose morale and begin to seek new opportunities where they can get the required financial benefits. Therefore, in

order to retain employees, both financial rewards and tangible benefits that employees receive must be satisfactory. Gustafson (2002) ascribe that employees join organisations with an expectation from employers with respect to what each expect of the other. Abraham (2009) explain that when employees believe that their organisation has promised them certain expected benefits in return for their contributions, they are more likely to remain with the organization with shared commitment to the goals and objectives of the institution. However, if at any time during the course of employment, the employee perceives a breach of the expectations, the commitment by the employee to the organisation becomes diminished and triggers feelings of discontent which can lead to the employee leaving the organisation (Baker, 2007).

Anthony (2014) also reported that fair salary is a critical part of any employee turnover management strategy employed by many organizations. He contends that workers will not be motivated to stay in a job where their skills are not appreciated and underpaid. Breaugh (2010) reveals that in times of economic difficulty for a business, workers may also be more likely to stay on with a job if it is clear that everyone in the company is taking a fair share of cutbacks. However, when employees see managers to buy new cars and receiving huge bonuses while lower-level employees do not get anything, loyalty and morale will quickly diminish. Bratton (2013) identifies that lack of employee training and development represents an important cause for turnover. Training and development help employees to become more competent to do their work better and productively. In the opinion of Ali (2010) through training and development,

employees gain confidence, therefore by providing employees with the requisite training and development they are more likely to take on greater responsibilities which further enhance productivity (Blashka, 2011). Brian (2009) demonstrates that for an organisation to be successful in providing service delivery it is essential for management to introduce, manage and evaluate programmes with the aim of developing employees, their knowledge, skills, attitudes, personal growth and fulfillment.

This planned development will promote staff development which further enhances performance. Staff training and development may include induction training, orientation, in-service education, continuous training and career development. Armstrong (2010) also contends that the availability of career development for staff also poses a great challenge to human resource and usually creates staff turnover. Career development requires formal action by an organisation to ensure that employees with appropriate qualifications and experience are available when the organisation requires their services.

According to a study by Cascio (2006) he suggests that providing employees with opportunities for career growth can help reduce turnover. Good employees often have great ambition, and need to have the opportunity to learn and grow in order to stay motivated. Therefore, keeping a great employee in a low-level job because of his or her superior work is a good way to lose him or her. According to Armstrong (2010) lack of potential for career advancement has caused many employees to leave companies. Employees prefer companies where there is career mobility and increased compensation packages.

Companies need to evaluate and analyze their succession planning policies in a way that is deemed to be fair and based on performance. Organizations must also seek to manage employees' perceptions of career opportunity if they wish to retain career-oriented employees. If organizational career paths do not lead to opportunities that match those desired by employees, they may choose to look for alternative jobs in the hopes that another organization will offer more desirable job paths. Job satisfaction and insecurity also remain major causes of employee turnover (Duncan, 2008). Donald (2011) also opines that job satisfaction and job insecurity are basic variables with turnover intentions. He argues that a person with high job satisfaction holds positive attitudes towards the job but employees who are not satisfied with their jobs hold a negative attitude.

In a study conducted in a Military Health Care Facility by Frederick (2010), it was found that there was a significant relationship between job dissatisfaction, job insecurity and employee turnover. The results from other research indicate that job insecurity has an effect on employee turnover. Armstrong (2010) reveals that motivating employees can be a manager's greatest challenge. Employee motivation is a key to the overall effectiveness of an organization, because when employees are motivated, they become satisfied with the work they do. An understanding of organizational behavior can help achieve a highly motivated workforce, thereby creating job satisfaction.

Gareth (2008) reveals that the working environment of an organization can have a great impact on staff turnover. According to him the working environment includes physical structures in which employees work, such as buildings, offices

and the lighting, ventilation, noise vibration temperature, humidity and air quality. In order to motivate employees it is important to ensure a hazard free and safe environment which also enhances efficiency and productivity (Harrie, 2012). When the adverse effects of the work environment are not attended to by management, employees may lose interest in the work and might leave the organisation.

In support of this assertion, McClelland (2011) state that if the work environment is not conducive to the employee's wellbeing and expectations it can contribute to decisions to leave. Robbins (2013) in his study on university working environment concluded that the employee turnovers in the universities are partly due to the low commitment of the lecturers, which in turn has increased the rate of employee turnover. He further analyze that it is fair to say that lecturers will put in their best when the work environment is conducive; when there are good welfare packages like good houses, adequate health and medical insurance, training and development opportunities and other relevant fringe benefits. In the absence of these, it can only be expected that there would be frustration among the employees which would result in quitting.

Organisational performance

The concept of organizational performance is premised on the notion that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Parvin & Kabir, 2011). Those providing the assets will only commit

them to the organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the creation of value. As far as the value created by the use of the contributed assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the organization and the organization will continue to exist.

Organisations operate in order to make profit and as such they need well performing employees to achieve their goals. Achieving these goals can be determined through the performances of the organisations. Hayward (2015) says organisational performance is measured against the performance standards set by the organization. According to Armstrong (2010) organizational performance in several contexts is measured in terms of profitability, productivity, outcomes, quality of service delivery, efficiency, and effectiveness. Therefore high organisational performance is a critical component to determining the successes of companies. According to Farris (2010) organisational performance is the attained outcomes of companies through effective employee performances.

Dessler (2009) describes that organizational performance is the total employee performances. He argues that it is the individual performances in the companies that create the performances of companies. Gareth (2008) is also of the opinion that organisational performance is the result of patterns of actions carried out to satisfy an objective according to set standards. This means employee performance is a behaviour which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions,

which result in organizational outcomes in the form of attainment of goals. Edwin (2005) puts performance into task and contextual performance.

Task performance is the effectiveness with which employees perform activities that contribute to the organization's goal. He also puts contextual performance as performance that is not formally required as part of the job but helps shape the social and psychological context of the organization. However, contextual performance has been suggested to have two facets, thus, interpersonal facilitation and job dedication (Garger, 2013). Interpersonal facilitation comprises cooperation, consideration, and helpful acts that assist co-workers perform better. On the other hand, job dedication, includes self-disciplined, motivated acts such as working hard, taking initiatives, and following rules to support organizational objectives (Grossberg, 2010)

The focus of organisational performance is also linked to public institutions. Marina (2016) explains that individuals who work in the public sector are motivated to achieve the best results as it exists in the private sector. The performance of employees in public service is important as it helps to improve management practices, accountability, and trust in a government. Employees who are likely to perform better in public service need intrinsic or extrinsic rewards (Garger, 2013). Intrinsic rewards are derived from the satisfaction an individual receives from performing a task. In view of this public sector employees place a higher value on helping others, serving society and the public interest, and performing work that is worthwhile to society.

Organisational performance is a sign of the capacity of a company to

efficiently achieve independent goals. One of the elements that measures organisational performance is through productivity level. In other words, the measurement systems must have some standard parameters. The quantitative dimensions can be measured easily but the qualitative dimensions are very difficult to measure. However, the main objective behind performance measurement is to provide management with a concise and accurate base for comparison of actual result with expected levels of productivity. It shows the relative worth of an organization.

It is imperative that companies ensure that their employees contribute to producing high quality products or services through the process of employee performance management. This management process encourages employees to get involved in planning for the company, and therefore participates by having a role in the entire process thus creating motivation for high performance levels. Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus job retention, than those who are not happy with their jobs (Miller, 2016). Given the centrality of job performance in organizations, it becomes clear that the measurement of employee performance should capture job performance as reliable and valid as possible.

Factors affecting organisational performance

Existing literature presents evidence of an existence of factors that affect organisational performance. Other studies have proceeded by looking at

performance in terms of employee performance in particular while others have extended to a general outlook of organizational performance (Swart, (2005). In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. Employee performance is of concern to leaders and managers of organisations because, in the business environment, only companies whose employees' perform better are competitive in the market.

Cummings and Schwab (1973) explain that organisational performance is affected by a number of factors such as individual and organizational factors. The individual factors that affect organisational performance include working conditions, working hours and nature of job of employees, job security, employee competencies, welfare and social security, salary packages, training, liberty at work, motivation, career development opportunities and leadership. In the organization, employees' performance can also be influenced by cultural and behavioural factors, business environment, location, technological advancement, innovations and effectiveness of personnel managers, communication and flexibility in the organizational work activities (Heckman 2008).

Other factors identified to influence organisational performance comprises level of competition in the market, technology at work, management approach, leadership style, human resource policies, location of work, organizational culture, behavior of employees, rewards, recognition and incentives (Armstrong & Baron, 2008). Therefore, companies need to focus their attention on improving organisational performance by creating conducive environment. In ensuring

greater organisational performances, management needs to understand those factors that affect work, behavior of employees and the environment in which employees work. In organisations, the management of human resource is the most important resource that affects performance. A company may acquire the best technology but without employees' interest to work, dedication to the organization, and commitment to duty, the organization cannot yield any results.

Employees' job performance also depends upon their competencies and motivation (Amos, Ristow & Ristow, 2014) Therefore management needs to change their mindset and consider employees as the most important resource which should be taken care of properly. Studies that have been conducted on the effect of job stress in terms of medical matters such as heart disease, gastroenteritis, sleep disorders and other accidents reports that there is a reduction in job performance, and an increased rate of absence and job displacement (Bass & Avolio, 2004). However, it has been identified that a little amount of pressure can bring about an increase in employee's efficiency, while too much pressure results in negative mental and physical changes. The presence of stress creates no motivation to an employee's performance. Every individual one way or the other is exposed to some amount of stress both at work and in personal life which ultimately affects work performance.

Botha (2011) is also of the view that effective communication affects employees' job performance. According to him, communication is the act, contact, interaction among individuals in delivering information, meanings and understanding. With effective communication, a company is able to have good

coordination among the teams, units or departments in an organization. It has been suggested that employees who are involved in the communication processes need to possess communication skills and abilities, otherwise, the information could be missed to understand appropriately. Further, managers need to learn and understand the whole communication process as it affects employees' work. This is in relation to the circumstances that are faced by the employees including the time of delivering information, thus, employees may perform based on the messages they receive. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process.

Effect of employee turnover on organizational performance

Employee turnover continue to remain a major concern for businesses because of the considerable effects it has on performance and productivity. When turnover is high in an organization, customers begin to lose confidence in the company because they often have to deal with different representatives or employees. Usually, when this happen customers have to explain their needs and demands to different employees which end up putting them off resulting in loss of clients. In the view of Parvin and Kabir (2011), high turnover present a greater costs to the company which ends in lesser profits. The costs of recruiting new employees in addition to other direct costs such as advertising, agency fees and interview time incurred by the company poses greater burden to the organization. Robbins (2013) also describes that other hidden or indirect costs, like the

expenses incurred in training and supervising new entrants, as well as those they are replacing have to be paid during employee shortages. High employee turnover also results in extra work load for existing employees which impacts negatively on the performance and productivity of the organization (Armstrong, 2010).

According to Robert (2016) existing employees have to work extra hours to compensate for the work of those who have resigned. This can affect the health of employees and may also damage employee morale in meeting customer demand. For some employees, they may suffer high levels of stress which ends up leading to absenteeism amongst employees. Robbins (2013) reported that employee turnover cost South African organisations millions of Rands in decreased efficiency. Frederick (2010) reveals that annually in the United States, employee turnover is estimated to cost the country \$40 billion; in Canada it is estimated to cost \$12 billion and in Germany €60 billion. These figures of the cost to the companies alone are enough to cause human resource managers to worry, especially when management spends valuable time to orient the replacement staff.

Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Mensah, 2006). According to Edward (2010) the direct and indirect cost of one employee quitting is between \$1400 and \$4000. Gustafson (2012) argue that turnover include other costs, such as lost productivity, lost sales, and management's time and it is estimated that the turnover costs of an hourly employee is between \$3,000 to \$10,000. This clearly demonstrates that turnover affects the profitability of the organization. Research estimates indicate that hiring and training a

replacement worker for a lost employee costs approximately fifty percent of the worker's annual salary (Izzack, 2010).

Each time an employee leaves the firm, it is presumed that productivity drops due to the learning curve involved in understanding the job and the organization of new employees. Furthermore, the loss of intellectual capital adds to this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets. In the opinion of Harrie (2012) factors such as increased customer complaints; reduction in the quality of service, inefficiency and errors in job activities impact on organisational effectiveness due to employee turnover. Gupta (2008) is also of the view that employee turnover has disturbing effects on service rendered by the organisation and these may bring shortages in meeting customer demand. When this occurs it leads to customer irritation and increase in complaints.

According to Parvin and Kabir (2011) employee turnover can also have a negative impact on other employees by disrupting group socialization processes and increasing internal conflict, which can lead to additional absenteeism. In addition, the interpersonal bond that is developed between employees is central to the communication patterns that are characteristic and unique to any organisation. People grow professionally and personally, and good employers are able to accommodate these changes in the circumstance. A highly satisfied workforce is far more capable of meeting organisational goals and customer needs.

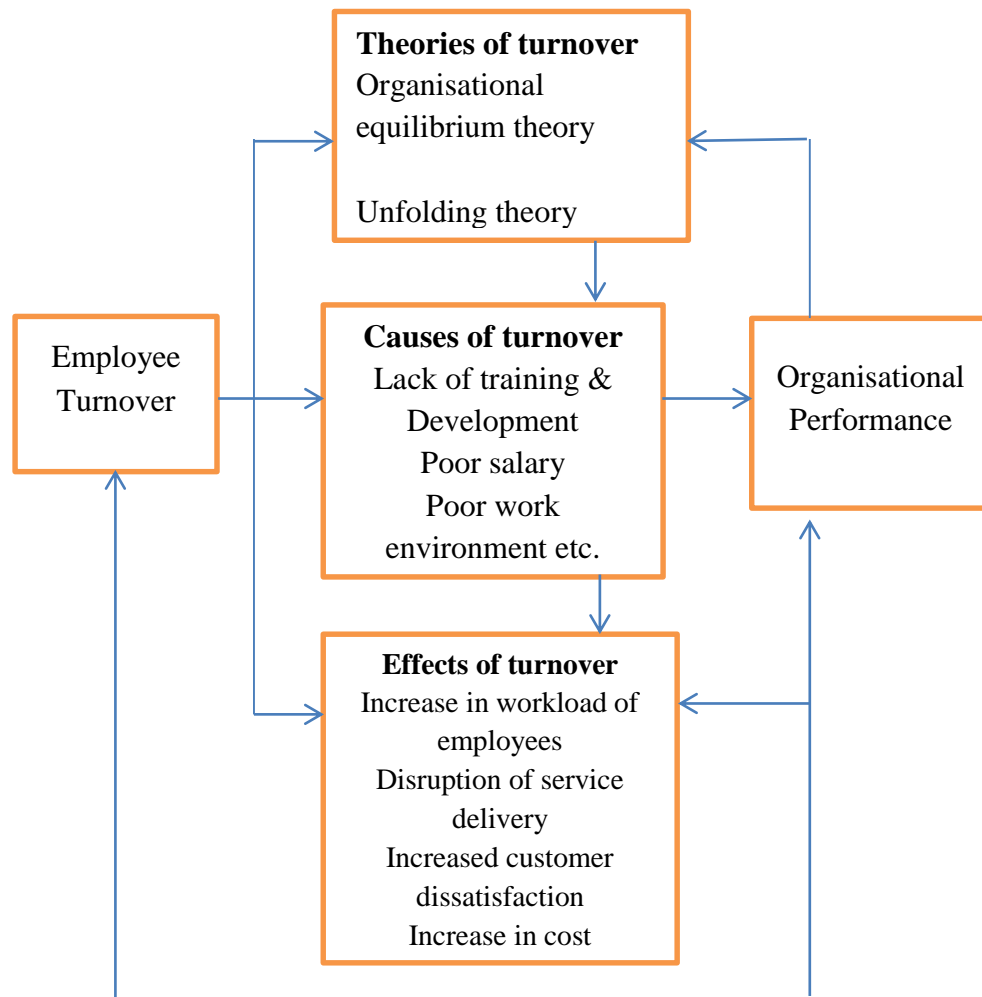


Figure 1: Conceptual framework of employee turnover and organizational performance

Source: Author's construct (2017)

This conceptual framework explains how employee turnover affects organizational performance with specific reference to the organizational equilibrium and unfolding theories. People quit their current organisations and seek for greener pastures in other institutions because of certain inducements such as good salary, good working environment and adequate training and development which are explained by the theory of organizational equilibrium.

The unfolding theory also says that many people leave because they are not satisfied with their current job and tend to seek better alternatives elsewhere. Once employees find other alternatives, they leave which create problems of low productivity to the previous organization resulting in some customers being dissatisfied who may eventually leave the organization as well.

In the diagram, employee turnover is seen to have a direct influence on organizational performance because as employees leave, service delivery are disrupted and cost of production is also increased through bringing in new entrants or staff hence affecting the overall sales and revenue growth of the company. In sum, issues relating to employee turnover are very important and need to be given the greatest attention by managers as it has the potential to influence organizational productivity and efficiency. It is therefore important that managers make the necessary effort to create an enabling working environment to make employees happy so as to increase performance, because this can only happen when employees are satisfied.

Chapter Summary

This study adopted organizational equilibrium and unfolding theory as the underpinning theories for the research. It helped in understanding how turnover affected performance of organisations. It was understood from the literature that lack of training and development, lower salaries and poor working environment contributed to employees' turnover decisions which tend to affect organizational performance.

CHAPTER THREE

METHODOLOGY

Introduction

The methodological approach used in research helps to identify the plans that the researcher adopt in undertaking the research. The research methodology is a process that needs to be followed in order to arrive at a reliable and valid solution to problems. The methodological headings of this study comprised the profile of the study, research design, study population, sampling, data collection methods and instrument, data analysis and ethical issues.

Research design

Generally, the research used the quantitative method of doing research. The quantitative method was used because the research approach involved the use of numbers and drew conclusions based on quantitative sampling techniques. Specifically, the research also used the descriptive research design. The descriptive research design helped to understand the characteristics of a phenomenon that exist as espoused in the opinion of Neuman (2011). The descriptive research design also helped to analyse and interpret data in a more factual approach without distortions to data. A descriptive study was relevant for this study because it helps to ascertain and describe the characteristics of the variables of interest regarding how employee turnover impacts on organizational performances.

Profile of the study area

The institution of study is the National Disaster Management Organisation (NADMO). NADMO seeks to enhance the capacity of society to prevent and manage disasters and to improve the livelihood of the poor and vulnerable in rural communities through effective disaster management, social mobilisation and employment generation. In the 1980's, it was observed that the number of disasters and their impacts were increasing worldwide. This situation terrified the United Nation Organisation which held various conferences on the issue, leading to the UN declaration of GAD 44/236 of 1989 declaring the 1990's as the International Decade for Natural Disaster Reduction (IDNDR).

This was followed by the conference on Natural Disaster Reduction held in Yokohama, Japan in May 1994. The conference established the International Strategy for Disaster Reduction (ISDR) to replace the defunct IDNDR. The Yokohama strategy for a safe world and its plan of action mandated each country to establish a permanent disaster management organization. In response to the Yokohama strategy for a safer world and plan of action, the National Disaster Management Organization (NADMO) was established by act 517 of 1996 to manage disasters and similar emergencies in Ghana. It was structured and placed under the ministry of the interior, to enable it coordinate all the relevant civil authorities at the national, regional and district levels.

NADMO functions under a National secretariat, ten (10) Regional secretariats, two hundred and forty-three (243) Metropolitan, Municipal and District (MMDAs) secretariat and over nine hundred (900) Zonal offices

throughout the country. These regional and districts offices helps to manage disasters by co-ordinating the resources of government institutions and non-governmental agencies, and developing the capacity of communities to respond effectively to disasters and improve their livelihood through social mobilization, employment generation and poverty reduction projects. These are done by reviewing of the National, Regional and District Disaster Management Plans (DDMPs) for effective implementation, building capacity of staff and stakeholders, creating public awareness through media discussions, public education and training of community members and Disaster Volunteer Groups (DVGs).

NADMO also exist to improve human and institutional capacity, promote Disaster Risk Reduction (DRR) and Climate Change Risk Management through the establishment of National and Regional Platforms for all Stakeholders. Therefore, it is important for NADMO to equip staff with the relevant skills and ensure skilled and experienced employees are retained to undertake disaster prevention, risk and vulnerability reduction. But the situation is different as NADMO continue to experience high turnover. The study institution was therefore chosen to ascertain the causes of the high turnover in the organization and adopt strategies that can be implemented to reduce employee turnover.

Study Population

Neuman (2011) described that population is the number of people to which the researcher generalizes results of his findings. In sampling, the

researcher has to identify the population characteristics of the study. For the purpose of this research, the population of the study comprised all workers of the National Disaster Management Organisation (NADMO) in the Central Region of Ghana which has a total employee workforce of 510.

Sampling and sample size

A sample is a selection of elements drawn from a population whose results are used to generalize for the entire population. Sampling helps provide a representation of the general population. This study employed the probability method of sampling. The probability method is the best method used in a quantitative study (Krejcie & Morgan, 1970). It is based on this that the research adopted the probability method in this research. Specifically, the simple random sampling technique was adopted and employed in this research. This sampling technique was adopted to ensure that everyone had an equal chance of being selected. Although the simple random sampling technique does not give a perfect representation of the population of study, it helps probability theory to make estimations of the chance of the samples been drawn.

The method was used due to the nature of the research, the availability of information that was gotten from respondents and the low cost to the researcher. According to the sample size distribution table developed by Krejcie and Morgan (1970), a population of over 510 requires a sample size of 224 to ensure representativeness. According to them, as population increases the sample size increases at a diminishing rate and remains relatively constant. The lottery method

of the simple random sampling technique was used to select respondents for the study. A sample of 224 respondents was targeted. Two hundred and twenty one of the targeted population responded.

Data collection instrument

The study employed the use of questionnaires to collect primary data. The instrument was used due to its high degree of confidentiality. The questionnaires were both open and close ended. Closed ended questions were used because they provide easier and quicker responses from respondents and easy to analyse statistically given the nature of the study. The open ended questions were used to discover unanticipated findings and permit creativity, self-expression and richness in detail. The questionnaires consisted of twenty four (24) items grouped into four sections. The first section comprised the background information of respondents. This sought to gather some personal information about respondents. The second section provided questions that assessed the level of employee turnover in NADMO. The third section sought to provide an understanding to the causes of turnover in NADMO and the last section also discussed the effects of employee turnover on performance in NADMO.

Data collection method

There are a number of data collection procedures such as interviewing, and observations but the quantitative approach to this research meant that administration of questionnaires was used as the data collection method. Data

collected from this source focused on the research questions in helping address the problem of the study. In the opinion of Babbie (2004), administration of questionnaire helps the researcher to make statistical inferences about the population. Administration of questionnaires was also used in this study because it was less expensive and time consuming compared to the other forms of data collection methods. Data collection was carried out by the researcher. Questionnaires were administered and retrieved for data analysis. There was a response rate of 98 percent representing 221 respondents. The duration of the fieldwork was from 27th October 2017 to 7th November 2017.

Data analysis

Each questionnaire was numbered, cleaned and edited before coding. Raw scores were fed into the computer and analysed using Statistical Product for Social Sciences (SPSS) software version 22.0. Descriptive statistics such as frequencies, tables and percentages were used to analyse the data. Inferential statistical tool such as regression analysis was used to establish relationship between employee turnover and performance.

Ethical issues

The researcher considered ethical issues in the study. First, the researcher collected an introductory letter from the School of Business, University of Cape Coast in order to get an approval from the director of administration and finance of NADMO before carrying out the data collection. Second, the researcher sought

the consent of the respondents before soliciting for information. Respondents who expressed their willingness to participate in the data collection without any coercion or deception were chosen. They were made aware of the kind of questions to expect, the purpose of the information being sought, and how the information given directly or indirectly affected them. Lastly, respondents were assured of confidentiality of their responses.

Chapter Summary

This section of the research focused on the approaches used in carrying out the research. It also provided for the ethical issues and methodological approaches that were used in conducting the study. In broader terms, the research methodology focused on understanding the practicalities involved in making the research outcomes scientific. As a limitation to the research method used, the simple random technique does not guarantee an exact representation of a population.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter of the study presents the results collected from the field, discusses data collected to link to existing literature reviewed for the study. The research employed the use of Statistical Package for Service Solution version 22 in analysing data collected. Tables, charts, frequencies, and percentages generated from SPSS version 22 was used in presenting data and inferential statistical tool such as regression was employed in establishing the relationship between employee turnover and performance. Demographic data from the research instrument was analysed.

Demographic characteristics

The demographic characteristic helps to explain and identify the respondents used in the study. The research focused on employees of NADMO and therefore the brief characteristics of the respondents was necessary to the objectives of this research. The demographic characteristic of respondents used in the study comprises sex, age, marital status, level of education, years of work and income level.

Sex of respondents

The sex of the respondents from the study indicates that 90 percent of respondents were males while 10 percent of respondents were females. This implies that responses were dominated by males which are in line with NADMO report in 2016.

The sex of respondents is presented in Table 1.

Table 1: Sex of respondents

Sex	Frequency	Percentage
Males	199	90.0
Females	22	10.0
Total	221	100.0

Source: Field Survey (2017)

Age of respondents

The ages of respondents is presented in Table 2.

Table 2: Age of respondents

Age	Frequency	Percentage
31-35 years	22	10.0
36-40 years	66	29.9
41-45 years	67	30.3
46 years and above	66	29.9
Total	221	100.0

Source: Field Survey (2017)

According to Dessler (2009), age of workers is important to the level of performance and this made it necessary to explore the ages of respondents in the service. The study showed that 10.0% of respondents were between the ages of 31 and 35 years; 29.9% of the respondents were between the ages of 36 years and 40 years; 30.3% percent of respondents were between 41 and 45 years and 29.90% of

respondents were above 46 years. The mean age of respondents was 40.5 years. In the opinion of Dessler (2009), when an organisation has most of its employees below the ages of 45 years, the institution is known to have energetic and active workforce who have the capability to produce results and ensure that performance is high. This is the case in National Disaster Management Organisation as majority of the staffs are below the age range. This is an indication that high organizational performance is expected.

Marital status of respondents

The finding on respondents' marital status is presented in Table 3.

Table 3: Marital status of respondents

Marital status	Frequency	Percentage
Single	44	19.9
Married	155	70.1
Widowed	22	10.0
Total	221	100.0

Source: Field Survey (2017)

The research showed majority 155 (70.1%) of the respondents are married while 19.9 percent of respondents are single. However, ten percent of the respondents are widowed. The outcome of the results implies that married employees are expected to perform their duties responsibly and be dedicated to every activity which conforms to the study of Gustafson (2012) who revealed that married individuals are more devoted and passionate in every work activity as

they perform their duties better and remained committed to a course making them more conscious of the reality of their job activities.

Level of education of respondents

The level of education of respondents is presented in Figure 2.

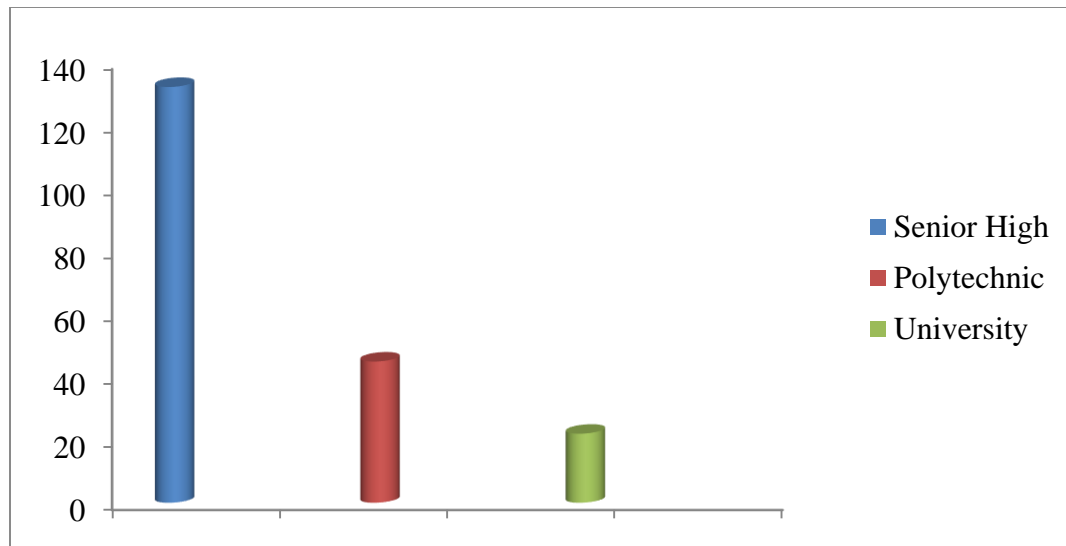


Figure 2: Level of education of respondents

Source: Field Survey (2017)

The study also ascertained the level of education of respondents to determine whether they were equipped with the necessary knowledge and skills for the job. The finding revealed that 59.70 percent of respondents had completed senior high schools; 20.40 percent had also completed Polytechnic and 19.90 percent of respondents had also completed University. This disclosure is quite discouraging as Ahmadi (2012) opined that employees with lower level of education do not perform better because they lack the requisite education and modern managerial skills which may have implication for performance.

Number of years in NADMO

The number of years that employees have stayed in the company is presented in Table 4.

Table 4: Number of years in NADMO

Number of years	Frequency	Percentage
Less than 2 years	-	-
3– 5 years	111	50.2
6 –8 years	88	39.8
9 years and above	22	10.0
Total	221	100.0

Source: Field Survey (2017)

Harrier (2012) reveals that the number of years in which employees have spent in the service determines their experiences they have had over the years which affect performance. It was therefore necessary to determine how long employees have worked in NADMO. This was to ascertain the extent to which their responses could be relied upon to make inferences for the study. The study revealed that 50.2 percent of respondents have spent between three and five years in the organisation; 39.80 percent of respondents have also spent between six and eight years. It was further ascertained that ten percent of the respondents have spent over nine years in NADMO.

It can be deduced from this study that respondents have experience in their line of work although their academic background are low. It also goes on to imply that employees have adequate knowledge on what goes on in the organisation and

are able to express their views in terms of the turnover situation in NADMO. This also confirms the research conducted by Hayward (2015) who came out with its findings that employees who spend more years working with an organisation invest time and effort to make sure they succeed in performing their roles.

Level of income

The level of income of respondents is presented in Table 5.

Table 5: Income of respondents

Income level	Frequency	Percentage
GH¢700 and below	110	49.8
GH¢701- GH¢1,200	111	50.2
Total	221	100.0

Source: Field Survey (2017)

Over the years, employees of NADMO have consistently argued that they are poorly paid and this has usually resulted in lot of absenteeism and poor performances. The finding of the research revealed that 50.2 percent of respondents earn incomes between GH¢701 and GH¢1,200 monthly while 49.8 percent of respondents also earn GH¢700 and below monthly. It was further revealed that none of the respondents earned incomes of more than GH¢1,200 monthly. The evidence from the study reveals that employees of NADMO are poorly remunerated as this has a serious repercussion of increasing turnover in the organization.

Assessing employee turnover in NADMO

This section of the study assesses employee turnover situation in NADMO. First, the study sought to ascertain whether respondents knew other colleagues who had resigned from the organization. The result of the study is presented in Table 6.

Table 6: Knowledge on resigned staffs

Knowledge on resigned staff	Frequency	Percentages
Yes	141	63.80
No	80	36.20
Total	221	100.00

Source: Field Survey (2017)

The research revealed that 63.8 percent of respondents identified that they know of colleagues who have left the institution. It was also identified that 36.2 percent of respondents did not know of any colleague who had left. The revelation from the findings shows that employee turnover is high as overwhelming majority of respondents revealed that they know of colleagues who have left the institution. This is not surprising as salaries of staff are too low to keep people in the organization. Further, respondents were to indicate the reasons why the employees chose to leave. The responses of respondents are presented on Figure 3.

The study revealed that 41 (18.60%) of respondents indicated that their colleagues chose to leave the organization because of poor salary; 80 (36.20%) of respondents also lamented that lack of logistics in the organization accounted for

their exit. It was also revealed that 40 (18.1%) of respondents said that their colleagues got better opportunities elsewhere while 60 (27.1%) of respondents responded that they did not know why they left.

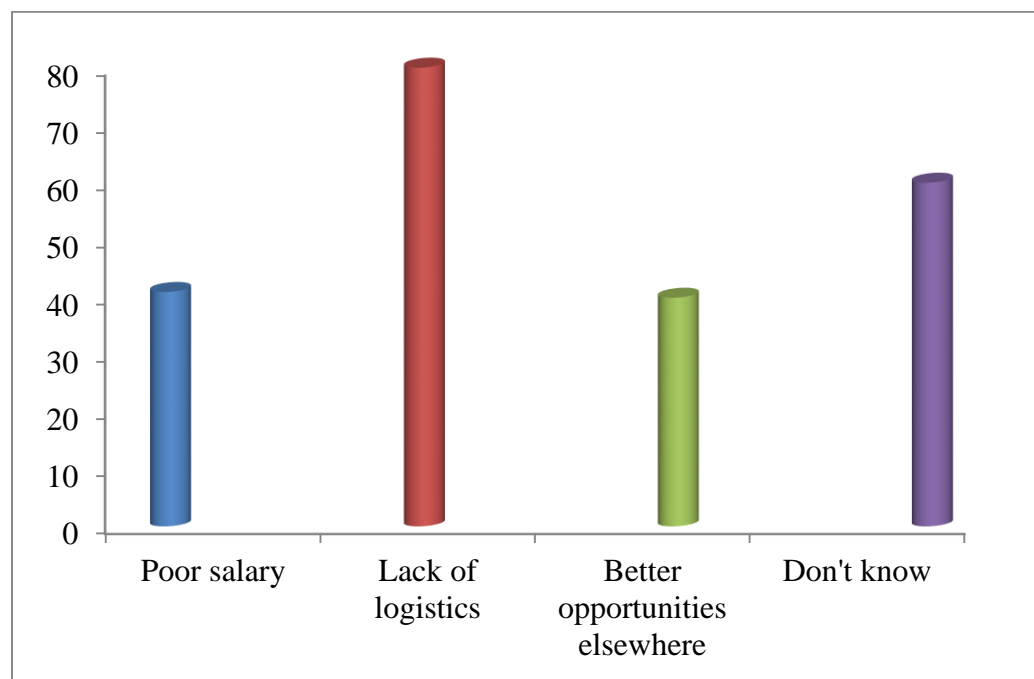


Figure 3: Reasons for quitting

Source: Field Survey (2017)

The result of the research indicate that employees of NADMO lack the logistics needed to carry out their daily duties and are also poorly paid. This means that NADMO is likely to record high turnover. The finding from the study is consistent with the work of Izzack (2010) who demonstrated that many employees quit their organisations because of poor salaries and working conditions. It is also in consonance with the finding of Gustafson (2012) who lamented in his study that many employees quit or resign when they get better opportunities such as good remuneration.

Further, it was also necessary to ascertain the rate at which employee turnover occurred in NADMO. The responses are presented in Figure 4. The study revealed that 81 (36.7%) of respondents agreed that turnover was very high in NADMO; 60 (27.10%) of respondents also said that employee turnover was high.

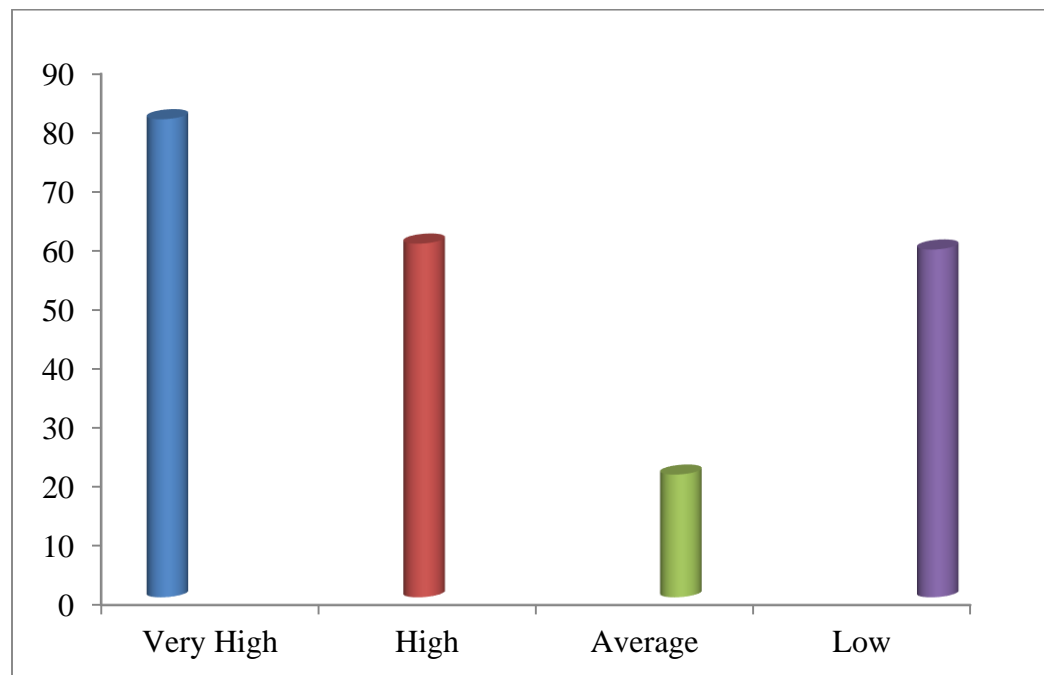


Figure 4: Rate of turnover in NADMO

Source: Field Survey (2017)

Also, 21 (9.5%) of respondents identified that turnover was average while 59 (26.70%) of respondents lamented that employee turnover was low. The result indicates that NADMO experiences high turnover rate but this is not surprising given the low salaries paid to employees. Garger (2013) describes in his works that organisations that experiences high level of turnover are usually as a result of low salaries and remunerations paid to employees. The study is therefore

consistent with the work of Garger (2013) and implies that a lot need to be done to reduce the incidence of high turnover as it has the possibility of resulting in negative repercussions, hence affecting performance.

Finally, the researcher found out from respondents whether given better opportunity they would quit working for NADMO. The response is presented in Table 7.

Table 7: Opportunity for quitting

Response	Frequency	Percentages
Yes	181	81.90
No	40	18.10
Total	221	100.00

Source: Field Survey (2017)

The responses from the study shows that 181 (81.90%) of respondents answered that they would quit working at NADMO if they had better opportunities while 18.10% of respondents answered that they would not quit even if they had opportunities. It was therefore also known that the respondents who would not quit answered that they want to stay to help build the organization. The finding is in consonance with the work of Frederick (2010) who reveals that where employees are dissatisfied with an institution as a result of poor salaries and poor working environment, they may consider quitting in search of other opportunities. The result is also not surprising given the high rate of turnover in NADMO.

Causes of employee turnover

This section of the study ascertains the causes of employee turnover in the organization. The essence of assessing these causes is to help address and provide solutions to the problems so as to make employees better. The outcome of the data on causes of employee turnover is presented in Figure 5.

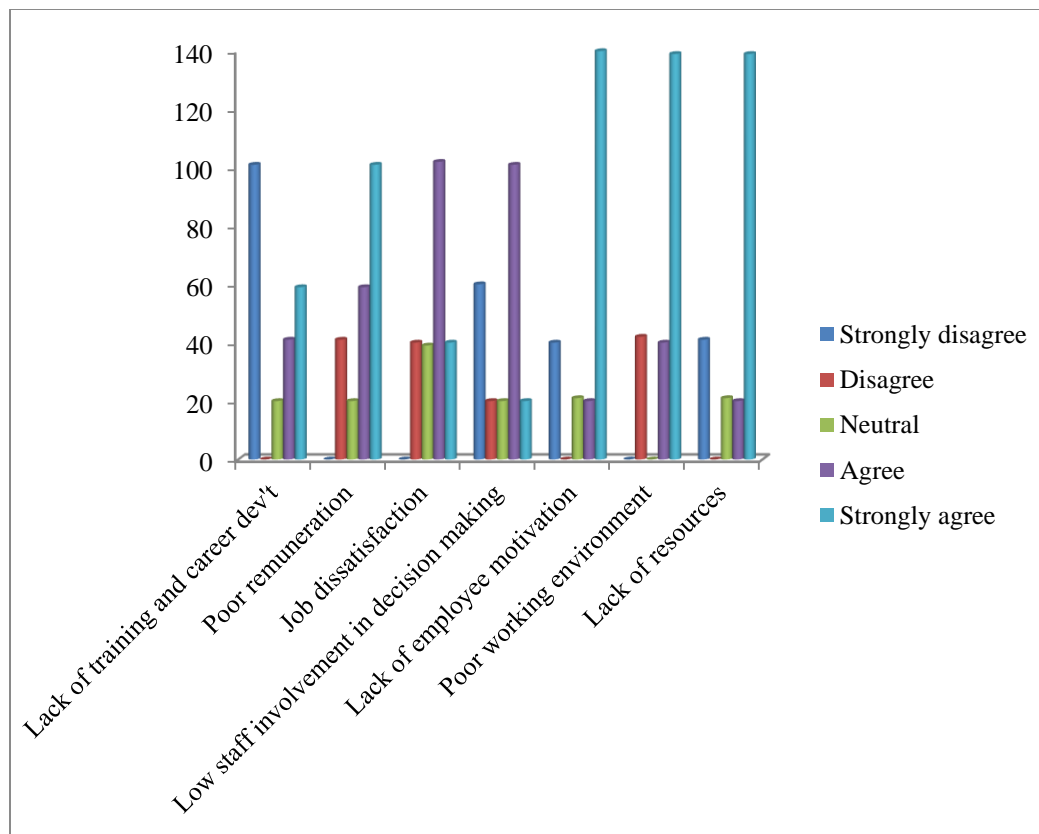


Figure 5: Causes of employee turnover

Source: Field Survey (2017)

The evidence from the research shows that 101 (45.70%) of respondents strongly disagreed that lack of training and career development in NADMO accounted for employee turnover; 20 (9.0%) of respondents remained neutral to this assertion; 41 (18.60%) of respondents also agreed that lack of training and career development accounted for employee turnover and 59 (26.70%) of

respondents strongly agreed to this assertion. The findings shows that most of the employees of NADMO do not recognize lack of training and career development as a cause of employee turnover as depicted by research findings from Marina (2016) who lamented that lack of training and career development remain a cause of turnover as many of his respondents answered in the study that they would consider leaving their employer for another job if the other provided better career development opportunities. The revelation from the research is also in contrast to the work of Harrie (2012) who demonstrated that one greatest element of staff retention is training. Although, training may help employees become more competent in the work they do and also gain confidence as described by many researchers that is not the case at NADMO as many of the employees view otherwise.

Further, 41 (18.60%) of respondents disagreed that poor remuneration caused employee turnover; 20 (9.0%) of respondents also remained neutral to this assertion. It was further revealed that 59 (26.70%) of respondents agreed that poor remuneration of staff accounted for the high employee turnover whiles 101 (45.70%) of respondents strongly agreed. The results indicate that many of the respondents recognize that poor remuneration is a cause to employee turnover. This finding is consistent with the work of Gustafson (2012) who identified that one of the main systems of human resource that ensures to retain quality staff is satisfactory pay. He laments that in order to retain competent staffs in an institution the rewards that employees get from employers must be satisfactory. The findings is also in agreement with the research of Gberevbie (2010) who

described that good remuneration help to attract, retain and motivate employees to stay for a longer time period. According to him, if employees are not satisfied with the salaries and remunerations they receive from their employers, they begin to exhibit attitudes of withdrawals and absenteeism which tend to affect productivity and organizational performances and they may end up leaving to seek greener pastures in other companies.

Job dissatisfaction was also identified as one major cause of employee turnover as 40 (18.10%) of respondents strongly agreed to this assertion and 102 (46.20%) of respondents also agreed that job dissatisfaction accounted for high employee turnover in NADMO. It was also identified that 40 (18.0%) of respondents disagreed that job dissatisfaction is a cause for employee turnover whereas 39 (17.60%) of respondents neither agreed nor disagreed to the assertion. The research also demonstrated that job dissatisfaction is a cause of employee turnover as many of the respondents agreed to it. Garger (2013) describes that if employees are not satisfied with the work they do, they end up quitting. The result of the study is in agreement with the works of Garger (2013) as it describes exactly how employees perceive the situation in NADMO. The finding from the research is also consistent with the work of Edward (2010) who laments that employee's job satisfaction is directly related to retention. He demonstrates that when employees become satisfied with their work, they prefer to be at work always and on time leading to higher productivities.

Respondents have also identified that low staff involvement in decision making is a cause to employee turnover as 101 (45.70%) strongly agreed to this

assertion with 20 (9.0%) also agreeing to the statement. However, 60 (27.10%) of respondents strongly disagreed that low staff involvement in decision making is a cause to employee turnover and 20 (9.0%) of respondents also disagreeing on the statement, but 20 (9.0%) of respondents also remained neutral. It indicates that low staff involvement in decision making is a cause to employee turnover in the institution. This revelation is consistent with the work of Dockel (2013) who revealed that employees always want to feel part of the decision making process. According to him when employees are excluded from decision making in the organization, they do not appreciate the job they do. It is also in agreement with the work of Bratton (2013) who demonstrated that staff involvement in decision making leads to job satisfaction, increases the morale of workers and creates a sense of belonging of the institution to employees.

Also, the research demonstrated that 140 (63.3%) of respondents strongly agreed that lack of employee motivation accounted for the cause of employee turnover; 20 (9.0%) of respondents also agreed to the assertion. However, 40 (18.10%) of respondents strongly disagreed that lack of employee motivation is a cause for employee turnover and 21 (9.50%) of respondents also disagreed. The finding from the research also indicates that lack of employee motivation causes employee turnover. It is not surprising that employees in NADMO identify motivation as a cause to turnover as the institution does not pay good remunerations. The result from the study also depicts from the income levels of employees that staffs are not well paid as the average monthly income level of employees is GH¢850.00. Blashka (2011) identified that motivating employees

encourages them to give their best to an institution and agrees that lack of motivation by employers remain one of the major causes of turnover in organisations. He argues that employees usually make comparisons of their organization to others to assess motivations which exist in other companies. Anthony (2014) also reveals poor motivation of employees as a one of the significant causes of turnover as he described in his work. The findings of the research are in consonance to that of Blashka (2011) and Anthony (2014) who all demonstrates the significance of employee motivation to retention.

It was also revealed that poor working environment is a contributing factor to the cause of employee turnover as 139 (62.90%) of respondents strongly agreed with 40 (18.10%) of respondents also agreeing to it. The research further demonstrated that 42 (19.0%) of respondents disagreed that poor working environment is a cause to employee turnover. The finding depicts that poor working environment cause employee turnover in the organization. The research is in agreement with the work of Ali (2010) as he laments that when the work environment is not conducive to employees,' they become dissatisfied with the work they do. However, if they are happy with the working conditions and environment, they become glued to the institution and do not even want to leave. Blahna (2012) reveals that good salaries and motivations may attract employees to retain their jobs but they may still quit if the working environment is not conducive enough for their well-being. This therefore reinforces the importance of working environment in an institution.

Lastly, 139 (62.90%) of respondents strongly agreed that lack of needed resources by staff contributes to the cause of employee turnover in NADMO; 20 (9.0%) of respondents also agreed that lack of resources needed remained a cause to employee turnover. Also, 41 (18.60%) of respondents strongly disagreed that lack of needed resources by staff account for employee turnover while 21 (9.50%) of respondents remained neutral to this assertion. Majority of the respondents demonstrated that lack of resources needed for their job account for the cause of employee turnover in the organization. Cascio (2006) lamented in the work that if employees do not get the resources they need for their work, they become frustrated and then quit the organization. The finding of the research is in consonance with the study of Cascio (2006) as the lack of logistics have led to several resignations in the institution and continue to be one of the influential factors that may cause people to quit.

Effects of employee turnover

This section analyses the effect of employee turnover on organizational performance of NADMO. First, the research found out from respondents whether turnover in the organization affected performance and it was discovered that 190 (85.97%) of respondents identified that employee turnover affect organizational performance whereas 31 (14.03%) did not believe employee turnover affected organizational performance. The finding implies that employees recognize the impact that turnover has on organizational performance. The finding is in consonance with the work of Martin (2015) who also exhibited the effects of

turnover on performance. It is also consistent with the work of Miller (2016) who revealed that factors such as job satisfaction, motivation, work life balance, and remuneration of employees determined the performance of organisations and influenced turnover situations in companies. Also, the study set out to ascertain the effects of turnover on organizational performance and the results is presented in Figure 6.

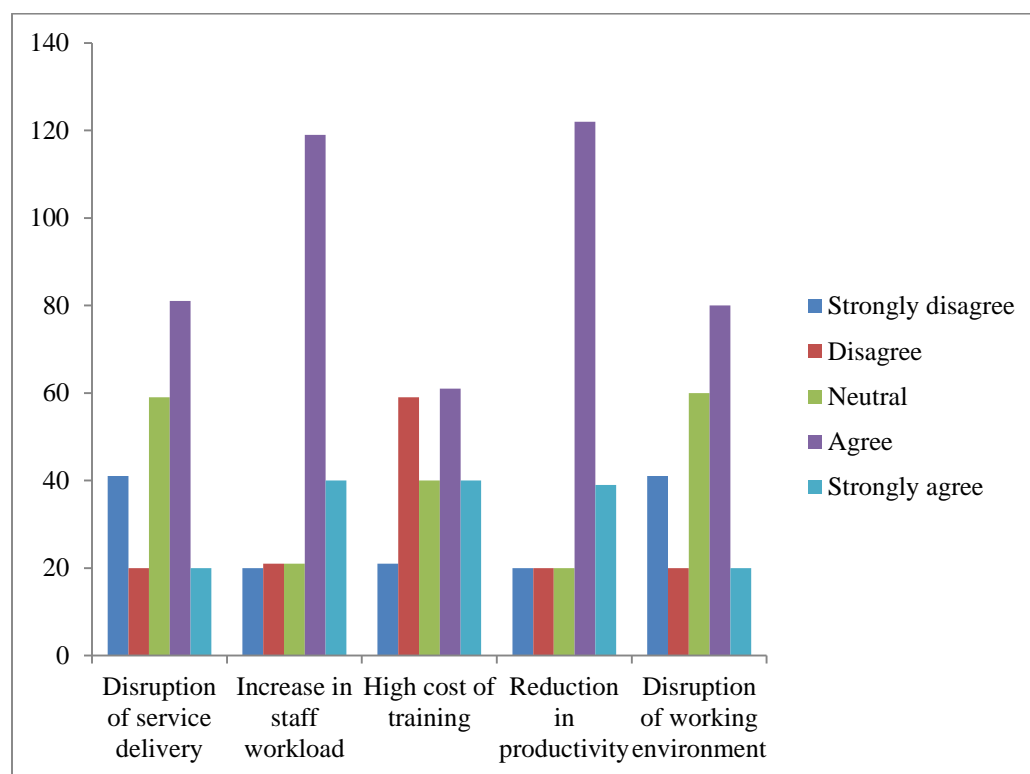


Figure 6: Effects of employee turnover on performance

Source: Field Survey (2017)

The research found out from respondents the implication of turnover situation on disruption of service delivery in the organisation. The result demonstrate that 41 (18.60%) of respondents strongly disagreed that turnover disrupted service delivery in the institution; 20 (9.0%) of respondents also disagreed while 59 (26.70%) neither agreed nor disagreed. However, 81 (36.70%)

of respondents agreed that turnover disrupted service delivery and 20 (9.0%) also strongly agreed to the assertion. This implies that turnover in NADMO disrupts the services delivered by the organization. McClelland (2011) describes in his work that as people leave, they carry along with them the experience they have gathered to other organisations which create a gap in the previous employer's schedule. The finding therefore is consistent with the work of McClelland (2011) as many respondents attest to the facts that they have lost experienced staff and colleagues to other institutions which have affected their work enormously. The research is also consistent with the work of Miller (2016) who argued in his study conducted in the financial sector that turnover impacted negatively on the organisation's productivity and performance as companies spend extra time and money to train new hired employees and that disrupts the services they provide to clients.

Further, it was also revealed that 119 (53.80%) of respondents agreed that employee turnover increased the workload of existing staff and 40 (18.10%) of respondents strongly agreed. But, 20 (9.0%) of respondents strongly disagreed that employee turnover affected organizational performance, with 21 (9.50%) also disagreeing to the assertions while 21 (9.50%) of respondents remained neutral. The revelation from the finding demonstrates that employee turnover increases the workload of staff in the organization which is consistent with the work of Oregon (2014) who reveal that when there is turnover, existing employees add up the work of the resigned staff before such a time when there is a new recruit to fill

the vacant position. Parvin and Kabir (2011) in their study in the pharmaceutical sector also demonstrate that turnover increased the workload of other pharmacists.

Also, it was demonstrated that 61 (27.60%) of respondents agreed that employee turnover resulted in high cost of training new employees with 40 (18.10%) strongly agreeing. But, 21 (9.50%) of respondents strongly disagreed that employee turnover led to high cost of training new employees and 59 (26.70%) of respondents also disagreeing to the assertions with 40 (18.10%) of respondents remaining neutral. This implies that turnover increases the cost of training new hires. The finding is in consonance with the work of Oregon (2014) who revealed that companies in Canada alone spend an estimated \$12 billion annually to train new hires and \$40 billion in the United States of America.

Furthermore, the study also discovered that 122 (55.20%) agreed that employee turnover resulted in reduction in productivity and 39 (17.60%) of respondents also strongly agreeing. It was also revealed that 20 (9.0%) of respondents strongly disagreed that employee turnover resulted in lower productivity whereas 20 (9.0%) of respondents also disagreed and 20 (9.0%) of respondents also remained neutral. The result indicates that productivity is a key component when it comes to turnover as productivity is affected. This corresponds to the revelation by Miller (2016) who argues that turnover impacts negatively on productivity as many hours are lost in the production process due to unavailability of the required staff.

Finally, 80 (36.20%) of respondents agreed that employee turnover resulted in disruption of working environment and 20 (9.0%) of respondents also

strongly agreed to the assertion. However, 41 (18.60%) of respondents strongly disagreed that employee turnover disrupted working environment whereas 20 (9.0%) also disagreed to the assertions made and 60 (27.10%) of respondents also remained neutral. The finding of the study reinforces the work of Bratton (2013) who demonstrates the effect of turnover on disruption of the working environment.

Relationship between employee turnover and performance

To undertake a parametric test such as regression, certain assumptions need to be addressed. First, the variables must be interval or ratio scale. Second, sample size should be more than 100 and sampling should be simple random.

Table 8: Model summary

- a. Predictors: Employee turnover
- b. Dependent Variable: Performance

Model	R	R-Square	Adjusted R-Square	Std Error of the estimate	Change statistics			
					F	Df1	Sig.	F
					Change		Change	
1	.758	.574	.564	5.76201	51.48	1	.000	

Table 9: Coefficients

Model		Unstandardised Coefficient		Standardised Coefficient		
		B	Std Error	Beta	T	Sig
1	(Constant)	21.86	7.06		3.097	.000
	Turnover	-.695	.098	.768	5.841	.000

The model from our research depicts that employee turnover is the predictor variable in determining employee performance. From the output, an 'R' which is also the Pearson correlation co-efficient is .758. R-square or the coefficient of determination explains that 57.40% explains all the variability of responses data around its mean. The unstandardized coefficient gives us estimates of the 'B' values which inform us of the relationship between turnover and performance. Since the figure is negative, it therefore means that if employee turnover increases, employee performance will fall. Hence, turnover affects the performance of employees negatively.

The t-statistic and level of significance for each of the b-values is determined using t-test. In simple terms, the t-test is a measure of the extent to which each predictor contributes to the model by testing the hypothesis that the value of b is zero. Therefore, if the t-test associated with the b-value is significant, then the predictor associated with it makes statistically significant contribution to the model. At 5 percent level of significance, p-value of <0.000 indicates a

statistically significant predictor of employee performance. It is therefore concluded that employee turnover has negative impact on the performance of employees. The conclusion drawn is that there is a significant negative relationship between employee turnover and performance.

Chapter Summary

This section of the study presented the findings of the research. Two hundred and twenty one employees of National Disaster management Organisation (NADMO) were used in the study and it was found that turnover in NADMO was high. It was concluded that turnover had significant positive effect on organizational performance in NADMO.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the research. The summary captures the highlights of the study while the conclusion also draws inferences on the outcomes. Recommendations are also made based on the findings.

Summary of the Study

In organisations the most important feat of every human resource manager is to retain its highly skilled employees. This is necessary because retaining high qualified and skilled employees is an essential tool for achieving good organizational performance. However, over the years employees in National Disaster Management Organisations in Ghana have expressed dissatisfaction about low remuneration and poor working conditions, which has led to employee turnover in the organisation. Therefore, the study examined the effects of employee turnover on the organizational performance of NADMO in the central region of Ghana.

The research employed the descriptive survey design and sampled 221 from employees from different offices in the central region of Ghana. The simple random sampling technique was used in selecting the respondents and administration of questionnaires was also employed as the primary means of collecting data. The Statistical Package for Service Solutions (SPSS) version 22

was used in analysing data. Outputs were presented in frequencies, tables, charts and percentages. Inferential statistical tool such as regression was used to establish the relationship between employee turnover and organizational performance.

Key Findings

Based on the findings, the outcomes on assessing employee turnover in NADMO are presented:

1. Majority (63.80%) of respondents know of colleagues who have resigned or left NADMO.
2. Majority 36.20% and 18.60% of respondent answered that their colleagues left because of lack of logistics and poor salary respectively.
3. Majority (63.8%) of respondents attested that employee turnover in NADMO is high.

Based on the outcome of the study, the causes of employee turnover in NADMO are presented:

1. Majority (45.70%) of respondents answered that lack of training and career development was not the cause for employee turnover in NADMO.
2. Majority (72.40%) of respondents answered that poor remuneration accounted for the employee turnover in NADMO.
3. Over fifty percent of respondents all agreed that job dissatisfaction, low staff involvement in decision making, lack of employee motivation, poor

working environment and lack of needed logistics also caused the high turnover in NADMO.

Based on the outcome of the study, the effects of employee turnover in NADMO are presented:

1. Majority (85.97%) of respondents answered that employee turnover had a greater impact on organizational performance in NADMO.
2. Majority of respondents all attested that employee turnover in NADMO disrupt service delivery, increased staff workload, disrupted working environment, increased cost of training and reduced productivity.
3. The study showed a negative relationship between employee turnover and performance.

Conclusions

Staff turnover remain an important component of the human resource discourse. The research made known that the institution experiences high turnover situations. The rate of turnover in NADMO is high and given other opportunities to staffs, they would also quit. This is not good news to the institution as it stands a chance of losing out on its most experienced staff. This goes a long way also to affect the entire nation given the position and role NADMO plays in the country.

In the study, most employees do not consider training and career development opportunities as influential factors that can keep them in the organization. This implies that most staffs do not really attach importance to training and development in the organization. Although some of the staffs also emphasize

training and career development as an important element that can influence their decisions to stay in the company, it is not necessarily a critical and influential factor to many of them. It is also evident that poor remuneration, job dissatisfaction, low staff involvement, lack of employee motivation, poor working environment and lack of needed resources to work effectively remain causes of staff turnover in the institution. It is concluded that the unavailability of these critical elements create the opportunities for staff to quit working for the organization. It does not only make work unattractive to employees but also create a platform for many problems that occur to be unattended to. The lack of proper investment by government to resource NADMO puts a greater stress on workers. The overall effect is concluded that the inadequate logistics and resources and high turnover affect the organisation which lead to a lower productivity and performance.

Recommendations

Based on the summary of the study and conclusions, the following recommendations are made:

1. Management should provide training programs to employees to enable their career developmental goals in helping improve the organizational performance of NADMO.
2. Management should provide an improved remuneration packages to employees.

3. Management should create strategies of involving employees in the decision making process in the organization.
4. Management should create an enabling working environment and promote open communication within NADMO.
5. Management should provide the available and needed logistics needed for carrying out activities in the work.

Areas for further studies

Further areas of studies should be conducted in assessing the impact of training on employee performance since most of the employees do not pay critical attention to training as an influential factor for keeping them in the organization. Qualitative methods should also be employed in assessing the outcome of the study.

Chapter Summary

This section provided the summaries, conclusions and recommendations that were drawn in the study. It also highlighted on the research methodologies and the data analysis tools. Research gap that was identified during the research process was also presented.

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APPENDIX A

INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Telephone: 03321-32440/32444 Ext. 219/220
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Telegrams & Cables: University, Cape Coast



UNIVERSITY POST OFFICE
CAPE COAST, GHANA

3rd November, 2017

Our Ref: SB/SHR/15/0025

Your Ref:

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER- MR. TEDDY KOFI ADJORLOLO

The bearer of this letter, **Mr. Teddy Kofi Adjorlolo**, is an MBA (Human Resource Management) student of the School of Business. He is conducting a research on the topic "Employee Turnover and Organisational Performance in the National Disaster Management Organisation in the Cental Region of Ghana". He wants to collect data for his research work.

We shall be grateful if you could help him with the necessary assistance he may need.

We appreciate your co-operation.

Yours faithfully,

Dr. Felix Kwame Opoku
HEAD

APPENDIX B

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST (UCC)

SCHOOL OF BUSINESS

QUESTIONNAIRE FOR RESPONDENTS

I am a student of the School of Business, University of Cape Coast (UCC). As part of the requirement for my Degree in Master of Business Administration, I am conducting a study on the effect of employee turnover on organizational performance in National Disaster Management Organisation (NADMO) of Ghana. It would be very much appreciated if you could provide answers to the questions below. The information is solely for academic purposes and the information provided will be treated confidential.

PLEASE TICK (✓) WHERE APPROPRIATE

SECTION A: BACKGROUND INFORMATION

1. Sex: (a) Male [] (b) Female []
2. Age:
3. Marital status: (a) Single [] (b) Married [] (c) Divorced []
(e) Widowed []
4. Level of education: (a) Senior high school [] (b) Training college []
(c) Polytechnic [] (d) University []
5. How long have you worked in this institution? (a) Less than 2yrs []
(b) 3-5 yrs [] (c) 6-8 yrs [] (d) More than 9 yrs []

6. What is your salary level: (a) GH¢700 and below [] (b) GH¢701-
GH¢1,200 [] (c) GH¢1,201-GH¢1,700 [] (d) GH¢6y1,701 and above
[]

SECTION B: ASSESSMENT OF EMPLOYEE TURNOVER

7. Do you know of any colleague who has left NADMO?
a) Yes [] b) No []
8. In your view, why do you think he or she chose to leave NADMO?
9. How will you rate the level of employee turnover in NADMO?
a) Very High [] b) High [] c) Average [] d) Low [] e) Very low []
10. Given an opportunity elsewhere, would you quit working for NADMO?
a) Yes [] b) No []
- If yes, why?
- If no, why not?

SECTION C: CAUSES OF EMPLOYEE TURNOVER

To what extent would you agree that the following are causes of employee turnover in NADMO?

SD=Strongly disagree; A= Agree; N=Neutral; SD=Strongly disagree; D=Disagree

Causes	SD	D	N	A	SA
11. Lack of training and career development					
12. Poor remuneration					
13. Job dissatisfaction					
14. Low staff involvement in decision making					

15. Lack of employee motivation					
16. Poor working environment					
17. Lack of needed resources to work effectively					

SECTION D: EFFECT OF EMPLOYEE TURNOVER ON ORGANIZATIONAL PERFORMANCE

18. Do you think employee turnover affect organizational performance of NADMO?

- a) Yes [] b) No []

19. In your opinion, what are some of the challenges NADMO as an institution go through when employees leave?

To what extent would you agree that the following are the effects of employee turnover on performance in NADMO?

SD=Strongly disagree; A= Agree; N=Neutral; SD=Strongly disagree; D=Disagree

Effects	SD	D	N	A	SA
20. Disruption of service delivery					
21. Increase in workload for existing staff					
22. High cost of training new employees					
23. Reduction in productivity					
24. Disruption of working environment					

Thank you!!