UNIVERSITY OF CAPE COAST

CAUSES AND EFFECTS OF EMPLOYEE TURNOVER IN THE COMMISSION ON HUMAN RIGHTS AND ADMINISTRATIVE JUSTICE IN THE UPPER EAST REGION OF GHANA

AMOS ALEMIYA AYUURE

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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 Name: Amos Alemiya Ayuure

Signature:……………………….. Date:……………………………………

Supervisor's Declaration

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

Supervisor's Name: Professor J. V. Mensah

Signature:……………………….... Date:………………………………….

ABSTRACT

Employee turnover has been one high-handed problem that the Commission on Human Rights and Administrative Justice has been grappling with. This problem affected all calibre of staff, thereby giving rise to staff shortages, resulting in the overburdening of the remaining staff and poor work delivery. The study set out to examine the causes of employee turnover, its effects on the operational mandates of the CHRAJ and to explore opportunities for attaining staff retention in the CHRAJ.

The study designs that were adopted were explorative and descriptive. Respondents were selected through simple random sampling and purposive sampling techniques. Questionnaire and an interview schedule were the main data collection instruments used for the study. Data were gathered from both primary and secondary sources while the analyses were done using descriptive statistical tools.

The study found that, the commonest reasons that triggered employees to leave the CHRAJ were work related factors such as poor conditions of services; employee personal characteristics such as job dissatisfaction and external factors such as better remuneration and conditions of work elsewhere. Recommendations were made to management of the CHRAJ to stimulate and sustain favourable working conditions in the CHRAJ to stem the tide of employee turnover and also for the institution of employees' career progress and development schemes in the CHRAJ to encourage workers to update and develop their skills while on the job.

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To my family, my wife Isabel Nabare, my daughters Petra and Prisca from whom I drew encouragement and love, I say thank you for your support. To the Upper East Regional Director and staff of CHRAJ who responded to my questionnaire and the former employees of the CHRAJ who responded to the interviews, I say thank you.

To all who have contributed in one way or the other towards the successful completion of this study, I say thank you.

DEDICATION

To my two little daughters Petra Paula and Prisca Ayuure

TABLE OF CONTENTS

Content	Page

CHAPTER ONE: INTRODUCTION

CHAPTER TWO: REVIEW OF RELATED LITERATURE

CHAPTER THREE: METHODOLOGY

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

CHRAJ   Commission on Human Rights and Administrative Justice

CIPD   Chartered Institute of Personnel and Development

DANIDA   Danish International Development Agency

GES   Ghana Education Service

GHS   Ghana Health Service

ICE   Information and Consultation of employees

IRS   Internal Revenue Service

PDP   Personal Development Plan

CHAPTER ONE

INTRODUCTION

Background to the study

Human resources play an integral role in bringing about the proper functioning and successes of an organisation in the business for which it has been established. It is the human resources of an organisation that influence other resources to bring about desired outcomes. "Without the meanings that are provided by the human mind, organisations are only piles of stone and metal, blobs of ink on pieces of paper" (Eddy, 1981:56). It can also be seen as the pivot around which the productive machinery of an organisation revolves. According to Ahuja (1988), the human asset is the centre and it is the asset that will convert other resources.

The apparently unavoidable role employees play in an organisation underscores the reason why employers and especially large firms have entire departments devoted to the management of human resources. The efficient and professional management of the human resource of an organisation determines its ability to gain competitive advantage, as well as meet its objectives (Drucker, 1954).

One major threat to the effectiveness of the human resource base of an organisation and its role in attaining organisational efficiency and gaining competitive advantage is employee turnover. Employee turnover is a costly

problem, that involves employees leaving an organisation and have to be replaced (Mathis & Jackson, 2004). This phenomenon has become part of normal business activity that affects most organisations in the world today. This is occasioned by the diversity of factors that instigate employee dissatisfaction in various work situations. Turnover of employees becomes a source of worry to organisations especially when it is dysfunctional, where high-performing officials who cannot easily be replaced in an organisation leave the organisation.

Irrespective of the kind of organisation or whatever business a set-up is into, the sharp stings of employee turnover like the dry harmattan winds are felt by every organisation that experiences staff turnover. It is observed that, employee turnover can hurt the overall productivity of a farm and that "every time a milker leaves, I lose about one cow" (Billikopf, 2003:16). The loss occasioned by employee turnover in a company or an organisation can put a strain on the organisation's ability to do business or accomplish the task for which it was established.

Organisations all over the world are either pushed out of their core businesses or they become latent and face an imminent collapse when they lose most of their employees who are the core competencies of the organisations. In today's competitive war for talent, organisations that invest as much in recruiting the best talent as they do in retaining high-potential employees have a clear advantage in the marketplace (Korn/Ferrry International, 2007).

In Ghana, especially in the public sector, various organisations are faced with the problem of employee turnover. In the Ghana Education Service (GES)

for instance, while frantic efforts are being made to train more teachers to meet the classroom situations, more and more teachers leave the teaching field in search for more rewarding jobs. It is estimated that 10,000 teachers leave the classroom yearly for various reasons (GNAT & TEWU, 2009). In similar public organisations such as the Internal Revenue Service (IRS), the Ghana Health Services (GHS), and a host of other institutions, employee turnover is rampant.

The Commission on Human Rights and Administrative Justice (CHRAJ) which was instituted in pursuance of the mission of the United Nations (1997:1) "…to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations…" is one of the public institutions that is seriously hit by employee turnover as staff of the CHRAJ are persistently lured away with better remuneration packages by several comparable national institutions (CHRAJ, 2005).

The CHRAJ was established in 1993 in accordance with Chapter 18 of the 1992 Constitution of the Republic of Ghana by the CHRAJ ACT, 1993 (Act 456). Its establishment crystallized the various efforts by successive governments since independence to promote justice among the institutions charged with the day to day administration of the state. The administrative justice functions of the CHRAJ replaced the office of the Ombudsman created by the Ombudsman Act of 1970 (Act 340). The hanker to promote human rights and fundamental freedoms in Ghana reached its pinnacle in 1992 when the framers of the Fourth Republican Constitution provided in Article 216(1) that, "There shall be established by an act of parliament within six months after Parliament first meets after the coming into

3

force of this Constitution, a Commission on Human Rights and Administrative Justice".

The CHRAJ Act (Act 456, 1993) enjoins the CHRAJ with a mandate in threefold: a national human rights institution, an ombudsman (an agency that ensures administrative justice) and an anti-corruption agency for the public sector. In the exercise of this mandate, the CHRAJ has an overarching role of protecting universal human rights and freedoms especially those recognized under the 1992 constitution of Ghana and other human rights instruments which Ghana has ratified. Pursuant to Article 220 of the 1992 Constitution of Ghana and for the purpose of ensuring an effective administration of the CHRAJ, there has been the creation of certain decentralized units of the CHRAJ in the ten regions and ninety nine districts in Ghana

In the Upper East Region, CHRAJ has its offices in six districts but all the nine districts in the region are covered by the operations of the CHRAJ. Given the quantum of work of the CHRAJ in the region, there is the need to have a commensurate deployment of staff to ensure the effective and efficient operation of the Commission to as it were "… enhance the scale of good governance, democracy, integrity, peace and social development by promoting, protecting and enforcing fundamental human rights and freedoms and administrative justice for all persons in Ghana" (CHRAJ, 2005:3).

Apart from the limited number of staff in the CHRAJ, the fusion of three different institutional mandates in CHRAJ as a single body overburdens the existing staff of the commission. This precarious situation is exacerbated by the

incident of employee turnover that the commission experiences since its inception in 1993. This creates a serious loss to the CHRAJ considering the time as well as the financial resources required for recruitment and selection as well as training and developing new staff to effectively accomplish its mission. High rates of attrition can destabilize a business and de-motivate those who attempt to maintain levels of services and output against a background of vacant posts, inexperienced staff and general discontent (IRS, 2000).

The effects of employee turnover are varied and overwhelmingly expensive. Gerhard (1987) submits that, employers have a need to keep employees from leaving and going to work for other companies. This is because of the great costs associated with hiring and retraining new employees. The effects of turnover are further articulated by Samuel and Chipunza (2009) who indicated that, high turnover can be detrimental to the organisation's productivity. This can result in the loss of business patronage and relationships, and can even jeopardize the realization of organisational goals.

It is discernable from the foregoing that an organisation like CHRAJ as a key player in the good governance processes does not only require the recruitment of well trained staff but also retention of the staff to help accomplish the mandate for which the commission was established. The proper functioning of CHRAJ is no doubt of significant consequence to the nation building process that, the frequent staff turnover that plaques it in recent times, especially with the resignation of the Commissioner in December 2010 and the Acting Commissioner June 2011 should be a source of worry to every well-meaning citizen.

Statement of the problem

Employee turnover poses serious challenges on the performance of the CHRAJ in the country. Turnover of employees depletes the CHRAJ of its vital human resource who are integral to the achievement of its strategic goals. Also, the expertise and the wealth of experiences that most of these employees gathered over the years in performing their duties are lost as the CHRAJ loses these employees to other sister institutions. This depressing situation constitutes a threat to the Commission's capacity to discharge its functions effectively, given the very heavy workload with which the ever-dwindling staff is compelled to cope (CHRAJ, 2002).

The nature of the work of the CHRAJ requires people with the expert knowledge to pursue its mandate with due diligence and discretion. The functions and powers of the CHRAJ enshrined in the 1992 Constitution encompasses the use of alternative dispute resolution and legal tools such as mediations, negations, panel hearings, investigations and the issuing of subpoenas as well as initiating legal proceedings in courts (Articles 219&229, 1992). However, many of the well trained and experienced staff who are better placed to execute the mandate of the CHRAJ efficiently, leave the commission after working for a short period. The Commissioner of CHRAJ noted that, "Our lawyers whom we recruit and train with considerable care continue to leave us, weakening the moral of the remaining staff" (CHRAJ, 2002: 5).

No year passes without the Chair of the CHRAJ lamenting the frequent turnover of employees in the Commission especially legal personnel that the

CHRAJ commits various resources to training. The CHRAJ lost ten lawyers and many capable and well trained legal officers as well as support staff (CHRAJ, 2005). The turnover rate in the CHRAJ is particularly worrying when more people are getting enlightened and will stop at nothing to get redress from the CHRAJ in the event of an infringement on their rights.

Out of a total of 1619 employees since the inception of the CHRAJ in 1993, it has witnessed 1349 employee exiting the Commission with resignations being the most frequently experienced phenomena. Records available at the administrative unit of the CHRAJ's headquarters in Accra reveal that, the CHRAJ experiences high rates of resignations in recent times including high profile personalities such as the Commissioner and the Acting Commissioner in December 2010 and June 2011 respectively.

The spiky stings of employee turnover that engulf the CHRAJ today have not spared the Upper East Region branch. In the Upper East Region, 40 employees left the commission out of a total of about 50 people who have ever been employed by the commission since its inception in 1993. For the past one year, the region experienced six employees leaving the CHRAJ. This phenomenon leaves various positions unoccupied thereby placing the responsibilities of such schedules on the few already overly tasked officers.

The CHRAJ is already overstressed financially in its bid to get its services to all citizens of the nation. In the face of this challenge, the Commission still has to survive as a constitutional body by expending large sums of money in recruiting, selecting and training new employees to fill in vacancies created by the

regular turnover of employees (CHRAJ, 2005). In August 2008, the Commission employed and trained 43 officers for the whole country with the Upper East Region receiving 10 percent of such officers to fill in vacancies that occurred as a result of employee turnover in the region (CHRAJ, 2009). The question that remains unanswered is for how long this phenomenon will continue; especially when what motivates people to leave the CHRAJ and the consequences therein remains unknown. This research is an effort to contribute to bridging this knowledge gap.

Objectives of the study

The general objective of the study was to examine the causes and effects of employee turnover in the Commission on Human Rights and Administrative Justice in the Upper East Region.

The specific objectives of the study were to:

- Describe the nature of employee turnover in the Commission on Human Rights and Administrative Justice in the Upper East Region.

- Discuss the causes for employee turnover in the CHRAJ in the Upper East Region.

- Discuss the effects of employee turnover in the CHRAJ.

- Identify ways of promoting employee retention in the CHRAJ in the Upper East Region.

- Make recommendations for the purpose of retaining staff in the CHRAJ.

Research questions

The research questions of the study are:

- What is the nature of employee turnover in the CHRAJ in the Upper East Region?

- Why do employees leave the CHRAJ in the Upper East Region?

- How does employee turnover affect the operations of the CHRAJ?

- How can employee retention be improved in the CHRAJ in the region?

Significance of the study

The management of the CHRAJ and similar sister institutions will find the research useful as it will bring to the fore some of the causes that can trigger turnover and the attendant effects on the performance of an organisation. This will help management to put in place human resource management policies and strategies to check the incident of employee turnover and to promote employee retention in the CHRAJ.

The study will also be useful to the general public and the government as it seeks to expose the effects of employee turnover on the CHRAJ and its operations as one of the key players in the fight against corruption in the public sector. This is very critical against the backdrop of the frequent calls by the general public and the unflinching interest of government to strengthen the CHRAJ and all other anti-corruption agencies to effectively and efficiently fight corruption in the country.

Development practitioners would also find the study useful. The observance of personal freedoms, justice and fundamental human rights of people in any nation predisposes such a nation to unhindered growth and development. The effectiveness of CHRAJ in pursuing its mandate is of great interest to development practitioners. Development institutions such as the Danish International Development Agency (DANIDA), Ibis and World Vision Ghana collaborate with the CHRAJ in the areas of human rights and good governance. Such development institutions will find the study useful as it will give them an insight to the open realities of the problem of employee turnover confronting the CHRAJ and how they can contribute towards ameliorating the problem.

The study will form a helpful basis for further research for people in academia. The CHRAJ is not the only institution that is affected by the phenomenon of employee turnover in the country. Various institutions both private and public are in similar situations and definitely require researches to unearth lasting ways of addressing the phenomenon.

The study will also be useful to policy makers. Identifying the various causes of employee turnover and how it affects the operations of the CHRAJ can inform policies that would address the problem not only in the CHRAJ but can also forestall the future occurrence of a similar phenomenon in any of the state owned institutions as well as private setups.

Scope of the study

Employee turnover is a common phenomenon that permeates the entire strata and branches of the Commission on Human Rights and Administrative Justice throughout Ghana. The study should have therefore covered all regional and districts offices as well as the national headquarters of the commission where views of all employees could be gathered on the subject understudy. This would bring to the fore the open realities of the problem and how it can be holistically addressed in the commission.

However, due to the limited nature of the resources that would be required such as finances, time and other logistics, the study is limited to the problem of employee turnover and its effects on the CHRAJ in the Upper East Region.

Organisation of the study

The study is organised in five chapters. Chapter One deals with the introduction comprising, background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study and the organisation of the study.

Chapter Two delves into some of the existing literature on employee turnover. The causes and effects of employee turnover and the forms that turnover can take is also discussed. The ways for attaining employee retention is also discussed. The chapter ends with the conceptual framework of the subject under study.

Chapter Three deals with the research methodology which covers the study organisation, study design, study population, sample and sampling procedure, sources of data, research instruments, pretesting, fieldwork and ethical considerations that have been employed in the study.

The fourth chapter presents results and discussion. Chapter five deals with summary, conclusions, recommendations, limitations and areas for further research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter examines various existing bodies of knowledge that deal with employee turnover. The review discusses the theoretical perspectives of employee turnover and the various forms that employee turnover manifests itself. The review also discusses the empirical evidence on the causes of employee turnover and the attendant effects of employee turnover on organisations. This is followed by the examination of the various ways through which employee retention can be achieved in an organisation. The chapter ends with a discussion on the conceptual framework of employee turnover.

Employee turnover

Productivity is the most integral subject that excites organisations or industry to want to have the best of human brains that it takes to achieve competitive advantage in the world of business. However, there are several factors that have a key stake in determining the productivity or otherwise of an organisation and key among them is employee turnover. Sutherland (2004) and Bliss (2007) contend that organisations lose productivity, social capital and suffer customer defection when a productive employee quits.

The considerable attention that employee turnover has received in recent times from management academics, human resource professionals and practitioners and industrial psychologists underscores the ruinous effects that turnover can impinge on an organisation. Shamsuzzoha (2007) observes that employee turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organisations globally. Irrespective of the angle from which one may view employee turnover, the fact remains that it has become part and parcel of the a normal business practice to make provision for the management of human resources in order to retain the best of an organisation's employees who will perpetuate the ideals of the organisation to further heights.

Employee turnover involves the number of workers who go through work positions within an institution or who leave the institution within a specific period of time (Anselmi & Gomes, 1997). In a related opinion, Cole (1997:163) posits that employee turnover is, "the rate of movement of people through the organisation". The viewpoints above underscore the fact that, turnover basically involves employees leaving their jobs. It is the ratio of the number of organisational members who have left during the period being considered divided by the average number of people in that organisation during the period (Price 1977).

According to CIPD (2000), cited in Armstrong (2006), turnover constitutes a function of a negative job attitudes, low job satisfaction, combined with the ability to secure employment elsewhere. In fact the key motivator of

employee turnover is the opportunity to get a more rewarding job elsewhere. To Abassi et al. (2000) employee turnover encompasses the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment.

From the foregoing it can be seen that, the concept of employee turnover revolves around employees leaving an organisation either on their own volition or being withdrawn by the employer. As Cook (2008) fittingly puts it, turnover means that ambitious employees leave, average employees stay, and low performing employees are improved or removed.

Nature of employee turnover

Employee turnover manifests itself in numerous and varied dimensions. According to Mathis and Jackson (2004), employee turnover can be categorised into involuntary and voluntary as well as functional and dysfunctional. Involuntary turnover is viewed as terminations that are triggered by organisational policies, work rules and performance standards that are not met by employees. Voluntary turnover involves employees leaving by choice. This is usually occasioned by availability of profitable career opportunities elsewhere, family considerations, pay and the organisational culture among a host of others. Mobley (1982), in contrasting the two features, observes that voluntary turnover is an employee initiated separation from an organisation, whereas involuntary turnover is brought on by the organisation, death and mandatory retirement.

Involuntarily leavers are those whose exit from an organisation is occasioned by one of the following: retirement, redundancy, dismissal and lay-off.

Retirement involves a situation where people leave their jobs as a result of reaching the statutory retirement age. Others could voluntarily retire earlier out of their own volition or when they are incapacitated to do effective work or as a result of ill health.

Redundancy emanates from a situation where a company has a labour force surplus to productive capacity (Cunning, 1993). Armstrong (2006) also views redundancy as the situation in which management decides that an employee or employees are surplus to requirements in a particular occupation and cannot be offered suitable alternative work.

Dismissal is the ultimate disciplinary action, normally used when other methods employed to correct performance or behavioural problems have not been successful. Turnovers occasioned by dismissals are controllable because they are employer motivated and are usually beneficial to the organisation. While excessively high turnover may be dysfunctional, a certain level of turnover is to be expected and can be beneficial to the organisation (Armstrong, 2006).

Lay-offs and suspensions are temporary actions that keep one off his/her job with the intention of returning to it at a future date. Whereas suspensions are usually imposed for breaking rules and regulations and last a fixed short period of time, lay-offs are occasioned by lack of work. "When employees are not provided with work by their employer, and the situation is expected to be temporary, they are regarded as laid off" (Acas, 2009:7).

Turnover can also be viewed as functional or dysfunctional. It is functional when lower performing or disruptive employees leave the organisation. With functional turnovers, an organisation either benefits or is not affected significantly by the turnover as it usually involve "lower-performing, less reliable individuals or those who are disruptive to co-workers" (Mathis & Jackson, 2004: 94). Employee turnover benefits organisations positively when a poor performer is replaced by a more skilled employee and when a retired employee is replaced by a younger one (Shamsuzzoha, 2007).

Dysfunctional turnover occurs when high-performing officials who cannot easily be replaced in an organisation leave the organisation. This is aptly captured in the words of Carsten and Spector (1987: 3790) who observe that, "typically, only workers who have alternative employment opportunities consider leaving and it is the best employees who have the most opportunities ...the best employees moving on, the worst staying on and engaging in other forms of withdrawal behaviour".

Turnover can also be viewed in the light of the extent to which the employer influences it. According to Billikopf (2003), one way of classifying turnover is the degree of control the employer has over the separation. Turnovers viewed from this standpoint can be categorised into controllable and uncontrollable. Controllable turnover occurs due to factors that could be influenced by the employer. These include dismissals, separations and redundancies. On the other hand, uncontrollable turnovers are not influenced by the employer. These are turnovers that are grounded on the volition of the

employees. Mateus (2007) asserts that, staff turnover is not always due to negative situations. Often staff members resign from their positions to look for better positions or leave their positions to go on pension.

Empirical evidence

This discusses related experiential studies to the causes of employee turnover, effects of turnover and how to attain employee retention in organisations.

Causes of employee turnover

Many researchers have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. To date, there has been little consistency in findings, which is partly due to the diversity of approaches employed by the researchers.

Employee turnover is triggered by numerous and varied factors. Plbeam and Corbridge (2006) observe that, the major reasons for people leaving could be grouped into "pull" and "push" factors. The push factors are those less desirable dimensions of the job or organisation that push people to look for a new employer. The pull factors, on the other hand are those dimensions which are attractive in alternative employers.

Cook (2008) asserts that, the reason for turnover may be as a result of hiring the wrong people. This encompasses:

- Hiring under-qualified people;

- Hiring over-qualified people;

- Hiring people without sufficiently determining qualifications; and

- Mismatching employees to jobs.

Most scholars and studies have revealed an array of factors that causes employee turnover in organisations. However, the relatedness of most of the factors that instigate employee turnover in organisations makes it possible to categorise them into broader and harmonized paradigms for the purpose of the discussion. This section of the chapter will consider the various causes of employee turnover under the following broad concepts: external factors, work related factors and personal characteristics.

External factors that influence employee turnover

External factors that have no direct link with the job play a major role in bringing about employee turnover in various organisations. Locus control refers to the extent to which people believe that the external factors such as chance and powerful others are in control of the events which influence their lives (Firth et al., 2007). The external factors that can trigger employee turnover can be categorised into economic considerations, socio-political considerations and globalization.

Economic reasons that have no direct bearing on the organisations can cause employee turnover in an organisation. Schervish (1983) contends that, good local labour market conditions improve organisational stability. In the opinion of

Trevor (2001), local unemployment rates interact with job satisfaction to predict turnover in the market. In affirming the role the economy plays in an organisation, Mano et al. (2004) has been direct in admitting that employees quit from organisation due to economic reasons.

Using economic model, Firth et al. (2007) came to the realisation that people quit from organisations due to economic reasons which can be used to predict the labour turnover in the market. Every employee will yearn to work in a country where the economy is robust and flourishing as a fragile economy will lack the capacity to support the favourable working conditions that employees yearn to have in their work environment. The high exodus of the working class from poor economies to Europe and the Americas in search for greener pastures attest to this. Between the 1960s and 1980s, an increasing proportion of immigrants to the United States were from developing nations (Williamson, 1997). Most developing economies lose most of their well trained professionals as a result of poor working conditions occasioned by poor economic conditions.

Globalization also plays an integral role in most turnovers in developing economies. Ohmae (1990) sees globalization as a borderless world – a world in which market forces are more powerful than national governments. In another sphere of thought, globalization is viewed as reconnecting the human community (Chanda, 2002). Globalization is also viewed as the implementation of an international business strategy based on the idea that the sourcing and manufacturing of goods or the provision of services, can be undertaken in almost any part of the world to take advantage of cheap labour, ready access to raw

materials, lower taxation or other cost advantages (Cole, 1997). According to Armstrong (2006), globalization requires organisations to move people, ideas, products and information around the world to meet local needs.

The various definitions of globalization observed above rekindle one inexorable fact, that technology has made the world smaller leading to an unequal competition between both rich and poor nations over the limited skilled human capital. Chanda (2002: 17) observed that "the rules of global engagement that have evolved, and the institutions that manage them - from the IM F to the WTO - reflect the power imbalance between wealthy and poor nations". The Christian Messenger (2004: 9) intimated that, "the rich nations (the North) are using the advantage that globalization offers to rather unduly deprive the poor nations of opportunities that will accelerate their expected socio-cultural and economic growth".

Gillingham (2008) cited in Samuel and Chipunza (2009) recounts that, recent survey report revealed that South African employees ranked amongst the best in the USA, Italy, Germany, Brazil and Britain. This perhaps explains the reason South African best and brightest employees are being constantly poached by multinational organisations such as Daimler- Crystler, BMW, Siemen, Unilever and many others. Organisations continue to lose valuable employees to competitor organisations until managers are able to identify and apply appropriate retention strategies that help in reducing the frequent turnover of key employees.

It is not only the "pull" by the develop economies that drains Africa of its professionals but also the "push" of Africans themselves of their own brothers to

dine at the table of the "blessed" economies. Instead of visioning and praying to God to entrust Africa with one Isaac Newton, one Albert Einstein, they rather prefer to put fear in their citizens and prophesize to them to get a visa to Europe or America to continue to be 'hewers of wood and drawers of water' (Antwi , 2008).

The socio-political disposition of a nation or society in general can instigate employee turnover. In Africa and Ghana in particular, there is a basket of responsibilities heaped on most employees whose responsibilities transcends their immediate nuclear families to include the extended family. This prompts such employees to leave in search for "well paid jobs" in order to meet the daily demands of their people.

Also, in the current economic milieu, wealth has become a measure par-excellence for recognition and respect in society, while poverty has literary become a curse gimmick. Due to this, the desire to amass wealth among many employees is simply unimaginable that, it is not uncommon to see employees move frequently from one employer to another in search for wealth. The political climate and stability of a nation also goad employees to leave various organisations. When there is civil strife, war, and political dictatorship many people leave their jobs and even their homes and countries in search for peace in other places. Most organisations and communities therefore lose most of their skilled personnel to other businesses and economies.

Work related factors

These are factors that are related to the work environment and/ or the job situation which consist of the reward and compensation system, the work environment, the company policy, administration and management style and career progression and development schemes and so on.

Naturally, rewards and compensations motivate people to give out their best and to hold to their responsibilities and jobs in any work situation that they find themselves. Boachie-Mensah (2006: 174) observed that, "People normally tend to be more motivated in activities/ relationships that offer the greatest perceived rewards or the fewest penalties". Also, compensation is an important factor affecting how and why people choose to work at one organisation over others (Mathis & Jackson, 2004). Griffeth et al. (2000) noted that pay and pay-related variables have a modest effect on turnover. Offering benefits improves employee stability and retention (Hope & Mackin, 2007).

Rewards are either intrinsic or extrinsic. A reward can be viewed as intrinsic when it originates from within the individual. It is however extrinsic when it is tangible and takes both monetary and/or non-monetary forms. Compensation may be broadly grouped into direct and indirect. Direct compensation include base pay - wages and salaries; variable pay- bonuses, incentive and stock options. Indirect compensation includes medical /life insurance, paid time off, retirement pensions and work compensations, (Mathis & Jackson 2004). It is critical to note that, the mere presence of these reward systems is not conclusive to staff retention. When the procedures and processes regarding the accessibility and reliability of these

rewards and the promptness with which they are made available turn out to be unpredictable, turnover can be rife within an organisation.

The work environment plays an integral role in employee retention and turnover. The work environment could be viewed in the light of the physical environment as well as the social environment. Flower and Hughes (1973) observed that, pressures in the environment of an organisation can contribute to employee turnover. A work environment that is susceptible to poor lightening, intense temperatures, uncontrollable noise and pollution is likely to trigger off more turnovers among the employees. Even the nature of the office set up can elicit turnover. This is corroborated by the observation that, "when crowding and lack of privacy occurred together, dissatisfaction and turnover were exceptionally high" (Oldham & Fried, 1987: 80).

Also, organisational instability has been shown to have a high degree of turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2001). In organisations where there is a high level of inefficiency there is also a high level of staff turnover (Alexander et al., 1994). In situations where organisations are not stable, employees tend to quit and look for stable organisations because with stable organisations they would be able to predict their career advancement. In a study in New Zealand, Boxall et al. (2003) found that the main reason by far for people leaving their employers was for more interesting work elsewhere where career progression systems are predictable.

The social environment which includes all people who work in an organisation is also a critical factor in determining employee turnover. Diversity is an inevitable phenomenon in the human resource make up of every organisation. Kandola and Fullerton (1998) intimated that, 'Diversity consists of visible and non visible differences … it is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are fully utilized and in which organisational goals are met'. When diversity couple with employee relationship is poorly managed in an organisation, leaving the organisation will not escape being the ultimate choice of most employees in such an organisation.

The policies of an organisation constitute one of the factors that can cause employee turnover in an organisation. Policies can be seen as guidelines that show how members of an organisation should behave. Armstrong (2006) defines policies as continuing guidelines on the approach the organisation intends to adopt in managing its people. Policies play critical roles in organisations that include serving as a control over the actions of managers by keeping them to operate within defined limits. Policies also bring about consistencies, uniformity and fairness in administration. If individuals feel that policies are unreasonably restrictive or applied inconsistently, then, they may be more likely to look at jobs offered by other employers (Mathis & Jackson, 2004). Career progression and personnel development are also crucial to maintaining employees within an organisation. Apart from the fact that employees get motivated to work and stay in the organisation, career progression and personnel development also help the

organisation to equip its employees with the desirable skills, knowledge and attitudes to enhance their performance and to make it easy for succession planning in the organisation. Tyson and York (1996: 116) view career development as a process through which employees "acquire the knowledge, skills and attitudes they require to perform work effectively through direct experience of various situations and by formal training". Large organisations can provide employees with better chances for advancement and higher wages and hence ensure organisational attachment (Idson & Feaster, 1990).

Administration and management is another internal factor that can egg on employees to leave a particular job. Management support and co-worker relationship are critical in employee retention. In a survey Mathis and Jackson (2004) observed that the most positively cited factor about going to work was a relationship between co-workers couple with having supportive supervisory and management relationship. They submit that, "a supervisor builds positive relationships and aids retention by being fair and non discriminatory, allowing work flexibility and work/family balancing, giving employee feedback that recognizes employee's efforts and performance and supporting career planning and development for employees".

Also communication as a management tool plays a crucial role in employee turnover or retention. Employees have a strong need to be informed. Organisations with strong communication systems enjoyed lower turnover of staff (Labov, 1997). Employees feel comfortable to stay longer in positions where they are involved in some level of the decision-making process. Employees should

fully understand about issues that affect their working atmosphere (Magner et al**.** 1996). In the absence of 'openness' in sharing information and employee empowerment the chances of continuity of employees are minimal.

Personal characteristics

There is an array of personal considerations that can trigger off a person to leave a particular job. These are usually intrinsic factors that have a close relationship with the job content. Some of these include job satisfaction, the responsibilities involved in the job, role ambiguity, job specification and employee empowerment.

Job satisfaction plays a crucial role in employee retention. It is however a very unpredictable phenomenon as there is no particular parameter that can be specifically attributed to as one that creates job satisfaction or dissatisfaction among employees. Firth et al. (2007) found that the intentions to quit are highly influenced by job dissatisfaction, lack of commitment to the organisation, and feeling of stress. Herzberg's postulation on motivation cited by Boachie-Mensah (2006: 179) expounds the view that, when the hygienic factors that encompass company policy, salary, type of working condition, interpersonal relations and fringe benefits are adequately good, they prevent job dissatisfaction. It is observed that "an employee might leave a firm because he/she disliked its working condition or thought the pension scheme inadequate…"

Studies show that employees who are satisfied with their jobs are more productive, creative and more likely to be retained by the company. Porter et al

(1974) found that job satisfaction predicted turnover. The relationship between satisfaction and turnover has been consistently found in many turnover studies, (Lum et al, 1998). Mobley et al (1979) indicated that overall job satisfaction is negatively linked to turnover but explained little of the variability in turnover. Griffeth et al (2000) found that overall job satisfaction modestly predicted turnover.

According to Mowday et al. (1979), organisational commitment, that is, an individual's identification with and involvement in an organisation is less affected by daily events at the workplace. The experience of job related stress (job stress), the range factors that lead to job related stress(stressors), lack of commitment in the organisation; and job dissatisfaction make employees to quit (Firth et al, 2007).

Role ambiguity which causes uncertainty about what an employee's role should be is also viewed as one of the causes of employee turnover. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different (Muchinsky, 1990). Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organisations, and eventually display a propensity to leave the organisation (Tor et al., 1997). If roles of employees are not clearly spelled out by

management/supervisors, this would accelerate the degree of employees quitting their jobs due to lack of role clarity.

The absence of employee empowerment in an organisation as a very important tool that motivates an employee to act in confidence with a full sense of responsibility, fulfillment and satisfaction can also bring about turnover in an organisation. Empowerment has been described as an avenue to enable employees make decisions and as a personal experience where individuals take responsibility for their own actions (Bowen & Lawler, 1992). The first definition puts the onus on management, and the second emphasizes the importance of the individual for successful application of empowerment.

Blau and Alba (1982) see empowerment as a set of management practices to delegate authority (discretionary empowerment). Also, employee empowerment has been identified as a predictor of turnover (Hogan, 1992). Numerous studies have shown that empowerment increases job satisfaction and reduces role stress (Parasuraman et al., 1988). Empowerment leads to quicker resolution of customer problems because employees do not waste time referring customer complaints to managers (Rafiq & Ahmed, 1998).

Effects of employee turnover

Employee turnover is generally perceived to be detrimental to organisations. However, there is no denying the fact that, some degree of turnover can be beneficial to an organisation. This assertion is aptly captured by Mathis and Jackson (2004: 94) when they assert that, "some workforce losses are

desirable, especially if those workers who leave are lower- performing, less reliable individuals, or those who are disruptive to co-workers." Functional turnover (that is, bad performers leave, good performers stay) can help reduce sub-optimal organisational performance (Stovel & Bontis, 2002).

Irrespective of the perceptions that people may have about the effects of labour turnover, one fact that remains incontrovertible is that, employee turnover has dire consequences in the life of an organisation. Billicopf (2003) observed that employee turnover can hurt the overall productivity of an organisation. In further assertion, turnover is not only view as destructive to organisations, but also costly. Every time an employee quits, a replacement must be recruited, selected, trained and permitted time on the job to gain experience. Apart from the costs that are directly associated with recruiting and training a new employee, other indirect costs exist.

Abassi and Hollman (2000) argue that dysfunctional turnover (that is, good performers leave, bad performers stay) damages the organisation through decreased innovation, delayed services, improper implementation of new programmes and degenerated productivity. In adding to the above view, Bliss (2007) and Sutherland (2004) paint a grimmer picture when they contend that organisations lose productivity, social capital and suffer customer defection when a productive employee quits. Knowledge, skills and contacts that a departing employee takes out of the organisation constitutes a huge loss. These attributes are, in most cases, lost to a competitor organisation that may use this to gain competitive advantage.

According to Smith and Watkins (1978), the costs related to employee turnover can be summarized into "separation costs, replacement costs and training and development costs". In another sphere, Ramlall (2003) estimates the cost of employee turnover at 150% of an individual employee's annual salary. This cost can be substantial especially when high profile employees or high numbers of employees are involved. Turnover directly affects production and productivity. It causes a replacement which is costly and time consuming. Giving the many formalities that have to be followed to replace a person, production time is hampered to a great extent (Shamsuzzoha, 2007).

Turnover can be a very costly problem, one with a major impact on productivity. "One firm had a turnover rate of more than 120% per year. It cost the company 1.5million a year in lost productivity, increase training time, increase employee selection time, lost work efficiency and other indirect costs" (Mathis & Jackson, 1994: 64). In affirming the extent to which turnover can exact costs on an organisation, the CIPD (2004) identifies the major turnover costs as:

- administration of the resignation (including exit interviews)

- recruitment costs (including advertising)

- selection costs

- costs of cover (temporary employees or overtime) during the vacancy period

- administration of recruitment and selection process

- induction training for new employees.

According to Armstrong (2006), labour turnover inflict various degree of costs on organisations which include:

31

- Leaving cost – pay role costs and personnel administration of the leaver

- Direct cost of introducing replacement (advertising, interviewing testing etc)

- Opportunity cost of time spent by HR and line managers in recruitment

- Direct cost of introducing replacement (induction cost, cost of induction manuals etc)

- Opportunity cost of time spent by HR and line managers in introducing new starters.

- Direct cost of training replacement in the necessary skills

- Opportunity cost of time spent by line managers and other staff in providing training

- Loss of the input from those leaving before they are replaced in terms of contribution, output, sales, customer satisfaction and support.

- Loss arising from reduced input from new starters until they are fully trained.

Despite the whopping costs associated with employee turnover and the dire consequences that organisations suffer when they experience turnover, it must be admitted that turnover can be beneficial to an organisation. Some turnover is good and may be part of the weeding-out process, and some may create opportunities for promotion of more employees (Cook, 2008). Once an organisation experiences staff turnover, it may be a loss or gain to the organisation. Irrespective of what turnover may bring to an organisation, one thing to note is that turnover is inevitable. Employee turnover is a part of normal business activity; employees come and go as their life situations change (Hope & Mackin, 2007).

Employee retention

Retaining employees in an organisation, impacts greatly on the performance of the organisation. It is not uncommon to find employers make frantic efforts to retain especially high performers as there is an increasing organisational "war for talent" (Mckinsey, 2008). Organisational and individual performance is enhanced by the continuity of employees who know their jobs, co-workers, organisational services, products and the firm's customers (Mathis & Jackson 2004). It is therefore important to identify the various ways through which employee retention can be realised in an organisation.

Democratic leadership creates an environment of satisfaction, group integration, responsibility and compromise on the part of the staff within the institution and these stimulate staff to remain in the institution thereby preventing or reducing turnover (Chiavenato, 1997). In another sphere of thought, Aço (1998), submits that, to retain staff, it is imperative to know the workers' profile, so that all motivational decisions can be in line with each person's specific needs.

Apart from democratic leadership and meeting the needs of employees as postulated by Chiavenato (1997) to be the key to retaining employees, favourable working conditions also play an integral role in informing employee retention in an organisation. Aselmi and Angeramani (2005) are of the opinion that to reduce turnover, the institution must improve working conditions through flexible work schedules and timetables, improve relations and networking among working groups. Affirming the important role working conditions play in employee retention, Daft (1999) emphasises that: favourable working conditions such as

good communication between supervisors and subordinates and among team members; adequate material resources for staff to carry out their delegated tasks and companies' policies in line with the needs of employees; acknowledging work well done and provision of opportunities for professional growth and development can predict employee retention in an organisation. Also, organisations are better able to retain employees if they deal with the concerns of employees that are leading to turnover (Mathis & Jackson, 2004).

ACAS (2009) observes that, employee retention strategies can be viewed within the purview of starters and long-term workers. For starters, an employer is required to design an effective strategy for recruitment and selection, induction and job training as these are key to identifying suitable applicants, giving an accurate picture of the job and more detailed information about any incentive schemes and this will help new employees to readily stay on their jobs.

In the case of retaining long-term workers, ACAS identified a wider range of issues that include organisational structure or management style and other related issues as considered below:

- Pay: check your pay rates haven't fallen below your competitors and do an equal pay audit to check rates are fair.

- Equal opportunities/diversity/discrimination: policies on equal opportunities, diversity and non-discrimination on the bases of disability, sex, race, age, sexual orientation, religion or belief and other diversity issues can help maintain the employees within an organisation.

- Communicating and consulting: do the workers feel they are 'kept in the picture' about developments within the organisation, new orders/customers, product developments, new equipment, management changes? Do you consult with workers before decisions are made? Do you comply with the Information and Consultation of Employees (ICE) regulations?

- Management skills: are managers and supervisors fully trained? Are they competent to deal with people management issues, as well as the technical requirements of their job?

- Discipline and grievances: are there proper disciplinary and grievance procedures which are known to everyone? Are managers given training in their use and do senior managers support them in applying procedures?

- Performance management: do employees have personal objectives which link in with those of the organisation's overall goal? Do they understand where they 'fit' into the organisation and the importance of their contribution? Are workers given the opportunity to discuss with their manager any appraisal of their work and progress which may be made?

- Personal development plans (PDP): do all employees have a PDP which has been agreed with their line manager? Are they kept waiting or moved from job to job, perhaps losing money, because of poor planning?

- Ideas for improvement: if workers have suggestions about the way the organisation is run, is there a well-known and speedy way of having their views heard? Are they reliably and quickly informed of management's response?

- working conditions: are any improvements to working conditions necessary? Are working areas and facilities, such as toilets and rest rooms of a good standard?

- Hours of work: is there a need to reorganise patterns of working time? Does the organisation offer flexible working hours, part-time/ temporary working, or job sharing?

- Stress: have you carried out a stress audit? Are employees overstressed in order to meet their performance obligations? The answers to these and many other questions points to whether employees will willingly stay or will prefer to quit.

Motivation is also critical to retaining employees in an organisation. Herzberg (1973) espousing his theory of motivation underscored the fact that, work-related satisfaction and dissatisfaction which are key predictors to employee retention or turnover are determined by hygienic as well as motivational factors. Herzberg maintained that if employees were satisfied in their work environment, they will be less inclined to seek work elsewhere. Daft (1999) in another perspective summarized the factors that can influence employee retention into; salary, social benefits, type of management under which employees work, physical and environmental working conditions, company policies, directive organisational climates and internal regulations.

Conceptual framework

The conceptual framework which highlights the relevant variables from the literature review is represented in Figure 1. The main issues that are captured include, the CHRAJ and its key mandates, the causes and effects of employee turnover and the various interventions that can stimulate employee retention.

The CHRAJ has a mandate in threefold in the areas of human rights, administrative and anti-corruption. The human resources that are required to execute this mandate are recruited, selected, trained and placed and rewarded. The employees' stay on the job or their leaving it is informed by the factors in the decision box (Figure 1). These include external factors, work related factors and employees personal characteristics.

When these factors are unfavourable, there can be a preponderance of employee disaffection for the organisation characterised by:

- lack of job satisfaction

- unattractive career progression and development schemes

- poor administration and management

- absence of employee empowerment

- unconducive work environment

- unattractive reward and compensation system

- restrictive and inconsistent company policies.

These can culminate in employee turnover with its attendant dire effects of; high operational costs, separation costs, training and development costs, lost of productivity, lost of work efficiency and a weakened morale among employees.

On the other hand, when these factors are favourable, the organisation will be characterized by: conducive work environment, job satisfaction, effective career progression and development schemes, good administration and management, employee empowerment, attractive reward and compensation systems, effective and friendly company policies which consequently engender employee retention.

MANDATE

- Human Rights
- Administrative Justice
- Anti - Corruption

CHRAJ

Human Resource

- Recruitment
- Selection
- Training
- Development
- Reward

DECISION BOX TRAITS

- External Factors
- Work Related factors
- Personal characteristics

EMPLOYEE RETENTION

DEFINING FACTORS

- Job Satisfaction
- Effective career progression and development schemes
- Good administration and management
- Employee empowerment
- Conducive work environment
- Attractive reward and compensation system
- Conducive socio-political climate
- Effective and friendly company policies

FAVOURABLE

UNFAVOURABLE

EFFECTS OF TURNOVER

- High operational costs
- Separation costs
- Training and development costs
- Lost of productivity
- Lost of work efficiency
- Lost of employee morale

EMPLOYEE TURNOVER

DEFINING FACTORS

- Lack of job satisfaction
- Unattractive career progression and development schemes
- Poor administration and management
- Absence of employee empowerment
- Poor work environment
- Unattractive reward and compensation system
- Bad economic situation
- Volatile socio-political climate
- Restrictive and inconsistent company policies

Figure 1: Employee turnover, causes, effects and retention strategies

Source: Author's Construct (2010)

CHAPTER THREE

METHODOLOGY

Introduction

This chapter discusses the methodology that is employed in the conduct of the study. Methodology is the study of the methods of the various sciences, according to the laws of discourse or the art of guiding the spirit in the investigation of the truth (Sousa, 2003). It must be adapted to the problem to be investigated, the hypothesis or questions raised and the type of informants to be contacted (Leopardi, 2002).

There methodology covers the study area, study design, study population, sample and sampling procedure, sources of data, instruments used in the data collection, pretesting, field work and ethical considerations. The chapter ends with a discussion on data processing and analysis.

Study organisation

The organisation that was covered by the study was the CHRAJ in the Upper East Region of Ghana. The promulgation of Act 456 (1993) pursuant to Article 216 of the 1992 constitution of Ghana gave birth to the CHRAJ on July 6, 1993 with a mandate in threefold as a national human rights institution, an ombudsman (agency which ensures administrative justice) and an anti-corruption agency for the public sector. The CHRAJ was vested with this broad and inclusive

mandate for several reasons including meeting international standards for national human rights institutions and especially the recommendation of the Paris Principle that, national human rights institutions in developing countries be given a broad mandate within the constitution so they can use their limited resources to the greatest possible effect.

The CHRAJ is enjoined by the 1992 Constitution to promote, protect and enforce fundamental human rights and freedoms especially those vested in the 1992 constitution, including civil, political, economic, social and cultural rights. In addition, it is mandated to protect and promote administrative justice and "to investigate all instances of alleged or suspected corruption and the misappropriation of public monies by officials ..." section 7 (f) of Act 456, (1993).

The governing body of the CHRAJ consists of a commissioner who is the chair and two deputy commissioners for human rights and administrative justice. The CHRAJ is also a corporate entity with ten regional offices at the various regional capitals of Ghana and two sub regional offices at Tema and Obuasi as well as 99 district offices nationwide. It has a worker population of 783 in the whole of Ghana.

In the Upper East Region, the CHRAJ operates in five districts and the regional capital with an employee population of 42. The region lies at the north eastern corridor of Ghana bordered to the north by the Republic of Burkina Faso, to the east by the Republic of Togo, to the west by the Upper West Region separated by the Sisili River and to the south; the region is separated from the

Northern Region by the White Volta River. It has 13 decentralised local government district/municipal assemblies.

The region is one of the smallest regions in Ghana in terms of both population and land mass. It has a population of about 1,046,545 constituting 4.2 percent of the entire population of Ghana (Ghana Statistical Service, 2012). Despite the fact that the region is one of the smallest in the country, it is a region with multiplicity of ethnic groups with over 15 different dialects.

Study design

Study design is a researcher's plan, structure and strategy developed to obtain answers to his questions and to control variance (Bastos, Fernandes & Deluiz, 2003). This study which required a fact finding approach, sought to explore the problem of frequent employee turnover in the CHRAJ and how the CHRAJ has been affected adversely by this phenomenon.

Having been the first of its kind in the CHRAJ as a whole and the Upper East Regional branch in particular, the study adopted an exploratory and a descriptive study designs. An exploratory design seeks a deeper knowledge of the problem or research object by exploring the dimensions of the phenomenon, the manner in which it is manifested and the factors with which it interrelates (Mateus, 2007). On the other hand, a descriptive design describes the characteristics of a specific population or phenomenon and clarifies the factors that contribute in a way to the occurrence of a phenomenon (Costa & Costa, 2001).

The selection of the exploratory and descriptive designs was occasioned by the strong conviction that the problem of employee turnover; what causes it and its attendant effects on the CHRAJ would be considerably exposed. Polit and Hungler (1995) have observed that an exploratory design can be applied to any type of research especially when the chosen topic has not yet been studied in detail on previous occasions. Therefore, there is still not much data about the specific issue. Even though turnover as a topic has been dealt with extensively by various scholars, it still remains a gray area in the CHRAJ. Hence the choice of the exploratory and descriptive study designs.

Study population

The study population comprised all staff of the CHRAJ in the Upper East Region and the staff who left the CHRAJ. The need to target all persons working in the CHRAJ in the region was motivated by the fact that the CHRAJ had a small number of employees and also employee turnover in the CHRAJ affected all categories of staff. Those who left the employment of the CHRAJ were targeted because they were better placed to provide the real circumstances that triggered turnover in the CHRAJ. The total number of staff of the CHRAJ in the Upper East Region at the time of the study stood at 42. The employees who left the employment of the CHRAJ in the Upper East Region since its inception stood at 40.

The categories of staff who made up the study population included: the various officers who saw to the day to day administration of the districts and the

regional office, the local leadership of the staff association and the ordinary employees of the CHRAJ. The total number of staff in management position at the time of the study stood at six while the local leadership of the staff association in the region were five members. The remaining staff at the time of the study stood at 31.

Sample and sampling procedures

Various sampling strategies were employed in the study. A total of 30 respondents (71.4%) of current employees of the CHRAJ were selected from a population of 42 (Table 1). This sample size included 19 respondents who were selected through simple random sampling. This gave all the units of the target population an equal chance to be selected. The choice of the sample size was informed by the fact that it was representative of the target population.

Also, purposive sampling technique was used to select the remaining 11 respondents made up of six people who held key administrative positions in the CHRAJ in the region and five others who were local executive members of the staff association. These selections were motivated by the fact that, as administrators and leaders, they were better placed to give useful information about the phenomenon under study.

Due to the difficulty in contacting former employees of the CHRAJ, snowball sampling technique was used and only 10 who left the employment of the CHRAJ in the region were found. These categories of people included those

who resigned, dismissed employees and retired employees. The distribution of the population and sample sizes is shown in Table 1.

Table 1: Distribution of population and sample sizes of respondents

Type of Respondents	Population size	Sample	Percent
Current Employees	42	30	71.40
Former employees	40	10	25.00
Total	82	40	48.80

Source: Fieldwork, 2010

Sources of data

In conducting the study, data were gathered from both primary and secondary sources. Some of the employees and the management staff as well as the leadership of the staff association were the main sources from whom primary data were gathered. Being the main human resources of the CHRAJ, the employees were better placed to know what instigated turnover in the CHRAJ and the measures that could be adopted to stem this phenomenon.

The management staff provided information in view of the nature of employee turnover in the commission and what was being done to address the problem. The leadership of the staff association who took care of the welfare of employees in the commission were equally well equipped with information in relation to the problem and what management is doing to address it. These three key players namely the employees, management and the leadership constituted

veritable sources of reliable information about the past and present state of the CHRAJ.

The secondary sources of data comprised documents such as the annual reports of the CHRAJ to Parliament and publications and relevant documents provided by the key informants. Also other documents, books and publications were also good sources of information for the study. The print and electronic media were also secondary sources of good information for the study.

Research instruments

The instruments used in the data collection were a set of questionnaire and interview schedule as shown in Appendix I and Appendix II. The employees of the CHRAJ were served with questionnaire (Appendix I) while information from former employers of the CHRAJ was gathered using an interview schedule (Appendix II). The choice of a set of questionnaire for the employees of the CHRAJ was informed by the fact that, they were literates who could read and understand written material and who would be able to respond to the questionnaire appropriately.

In the case of former employees of the CHRAJ who could not be found within the study area, the researcher reached out to them via telephone where it became practically impossible to have face to face interaction with them.

Pre-test

The respondents' perception and feedback and the clarity, appropriateness and coherence of the instruments are ascertained through the pre-testing of the instruments (Polit & Hungler, 1995). The pre-testing took place at the Northern regional office of the CHRAJ at Tamale on 15th of November, 2010. The exercise involved 10 respondents who were randomly selected. The pre-testing brought to light how the respondents understood the questions and this led to rewording of some questions to eliminate any sense of ambiguity.

Fieldwork

The actual fieldwork took place from the 6th to the 15th of December, 2010. The researcher went to the Sandema, Navrongo and Bongo offices as well as the regional office at Bolgatanga to personally distribute the questionnaire to the intended respondents on the 6th of December, 2010. While a research assistant was engaged to distribute the questionnaire at Zebilla and Bawku the same day. The respondents were given three days to return the questionnaire to the secretaries of the various offices for onward collection by the researcher.

From the 9th of December, 2010, the researcher began follow ups to retrieve the questionnaire. More than 80 percent had been returned on schedule. By 12th of December 2010, 29 of the 30 questionnaire (96.7%) were returned in satisfactory condition while one was returned two days later but not in satisfactory condition.

The interviews were conducted concurrently within the same period that the questionnaires were being answered. Five of the former employees who were within the region were visited personally by the researcher from the 7th to the 10th of December, 2010. The remaining five respondents who lived outside the region were communicated to through phone. It took 8 days, from the 7th to the 15th of December to successfully conduct the interviews. The responses to the interviews were satisfactory except that in two situations, the interviews had to be conducted in stages and hurriedly since respondents were quite busy and could not have much time to respond to most of the questions.

By the 15th of December, 2010, all 30 questionnaire as well as the 10 interview schedules had been completed and returned indicating a response rate of 100 percent. The field work was generally successful and incident free.

Data processing and analysis

The data collected are first of all scrutinised to identify and minimise, as far as possible, errors, incompleteness, misclassification, and gaps in the information obtained from the respondents (Kumar, 2005). The data were properly examined for consistencies of responses of the respondents as a quality control measure. Following this, was manual coding of the data. They were then processed using the Statistical Product and Service Solutions (SPSS) version 17.

The analysis dealt with the connection between the dependent variable (employee turnover) and the independent variables which comprised the factors that informed employee turnover in the CHRAJ. The analysis also covered the

49

effects of employee turnover and what can be done to promote staff retention. Extensive use was made of descriptive statistical tools in analysing the data collected. A picturesque perspective of the analysis was presented with the aid of tables and charts.

Ethical considerations

Ethical considerations are necessary and important when conducting research in order to safeguard the human rights of the research subjects (LoBiondo-Wood & Haber, 1998). For the purpose of this study, the following ethical considerations were upheld: respect for the person, beneficence, justice, loyalty, truthfulness and confidentiality.

Respect for the person related to personal autonomy that enabled the individual to choose whether to participate or not to participate in the study. Beneficence, on the other hand, safeguarded the participants' wellbeing and prevented any damage arising as a result of participating in the study. Justice dealt with the ethical obligation of treating each person correctly and fairly, while loyalty involved trust between the researcher and participants.

Truthfulness was the obligation to tell the whole truth about the possibility of risks, real and potential damage and any occurrence during and after the study. Confidentiality referred to the researcher's obligation to guarantee the participants right to anonymity (Secaf, 2001).

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results and discussion of the study. This is guided by the objectives and research questions posed. The demographic characteristics of respondents are first introduced in order to have a clear idea of who the respondents of the study were. This is followed by the presentation and discussion of the results under the following thematic areas: nature of employee turnover in the CHRAJ, the causes of turnover, the effects of turnover and how employee retention can be attained.

Demographic characteristics of respondents

This section presents the background characteristics of respondents sampled for the study. The characteristics include respondents' sex, age, academic qualification and number of years respondents have been working with the CHRAJ.

The distribution of the respondents by sex is shown in Table 2. The distribution shows out of the 32 respondents, 80 percent were male, the rest were

females. Among both current employees and former employees the males constituted 80 percent each while the females constituted 20 percent each. This indicates that males dominate the CHRAJ in the Upper East Region.

Table 2: Distribution of respondents by sex

Sex	Employees of CHRAJ		Former employees		Total	
	Frequency	Percent	Frequency	Percent	Frequency	percent
Male	24	80	8	80	32	80
Female	6	20	2	20	8	20
Total	30	100	10	100	40	100

Source: Fieldwork, 2010

The distribution of respondents by age is shown in Table 3. The ages of the respondents ranged from 30 to 59 years. The age brackets 30 - 39 accoutered for 47.5 percent of the respondents while the age group 40 - 49 and 50 – 59 accounted for 32.5 percent and 20 percent respectively. The ages of 56.6 percent of the respondents ranged from 30 – 39 years, an indication that the majority of both employees and former employees belong to an economically active age group in the country, thereby lending credence to the sample of the target population.

Table 3: Distribution of respondents by age

Age Groups	Employees of CHRAJ		Former employees		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
30-39	17	56.6	2	20	19	47.5
40-49	8	26.7	5	50	13	32.5
50-59	5	16.7	3	30	8	20.0
Total	30	100.0	10	100	40	100.0

Source: Fieldwork, 2010

The educational level of the respondents is shown in Table 4. Among the respondents, who included both employees and former employees, one person had education up to the basic level, while 37.5 percent of the respondents had education up to the secondary level.

Table 4: Distribution of respondents by academic qualification

Academic Qualification	Employees of CHRAJ		Former employees		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Basic	0	0.0	1	10.0	1	2.5
Secondary	13	43.3	2	20.0	15	37.5
Tertiary	17	56.7	7	70.0	24	60.0
Total	30	100.0	10	100.0	40	100.0

Source: Fieldwork, 2010

Twenty four respondents representing 60 percent had education up to the tertiary level. This indicates that most of the respondents were well educated and therefore were better placed to give informed opinions in the survey.

The ranks of the respondents as shown in Table 5, indicates that respondents were fairly distributed across the ranks in the CHRAJ. While 42.5 percent were senior staff, 57.5 percent were junior staff. This indicates that a fair representation of views from across the various ranks was sought for the purpose of the study.

Table 5: Distribution of respondents by rank

Ranks	Employees of CHRAJ		Former employees		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Senior officers	9	30.0	8	80.0	17	42.5
Junior officers	21	70.0	2	20.0	23	57.5
Total	30	100.0	10	100.0	40	100.0

Source: Fieldwork, 2010

The length of service on a job leads to experience. The number of years the respondents spent in the CHRAJ ranged from 1 to 20 years as shown in Table 7. The length of time spent by majority (65%) of the respondents with the CHRAJ ranged from 9 – 20 years, while the number of years spent by 35 percent of the respondents ranged from 1-8 years. This shows that the majority of the

respondents had enough experiences that could inform their opinions in respect to the responses to the instruments.

Table 6: Distribution of respondents by length of time with CHRAJ

Years	Employees of CHRAJ		Former employees		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
1 – 4	4	13.3	1	10.0	5	12.5
5 – 8	6	20.0	3	30.0	9	22.5
9 – 12	11	36.7	4	40.0	15	37.5
13 –16	4	13.3	2	20.0	6	15.0
17 – 20	5	16.7	0	00.0	5	12.5
Total	30	100.0	10	100.0	40	100.0

Source: Fieldwork, 2010

Nature of employee turnover

Figure 3 represents the nature of employee turnover that was prevalent in the CHRAJ. Resignation was cited by the majority (86.67%) of the respondents as the commonest form of employee turnover while 6.67 percent each considered ill health/retirement and dismissal to be the commonest forms of employee turnover in the CHRAJ. This is an indication that employee turnover in the CHRAJ was generally voluntary. The study also revealed that about 90 percent of those who left the CHRAJ were senior staff. However, as to whether the voluntary turnover of employees in the CHRAJ was dysfunctional where high-

55

performing officials who cannot easily be replaced in an organisation leave the organisation (Carsten & Spector, 1987) or functional where lower performing or disruptive employees leave the organisation (Mathis & Jackson, 2004) could not be ascertained.
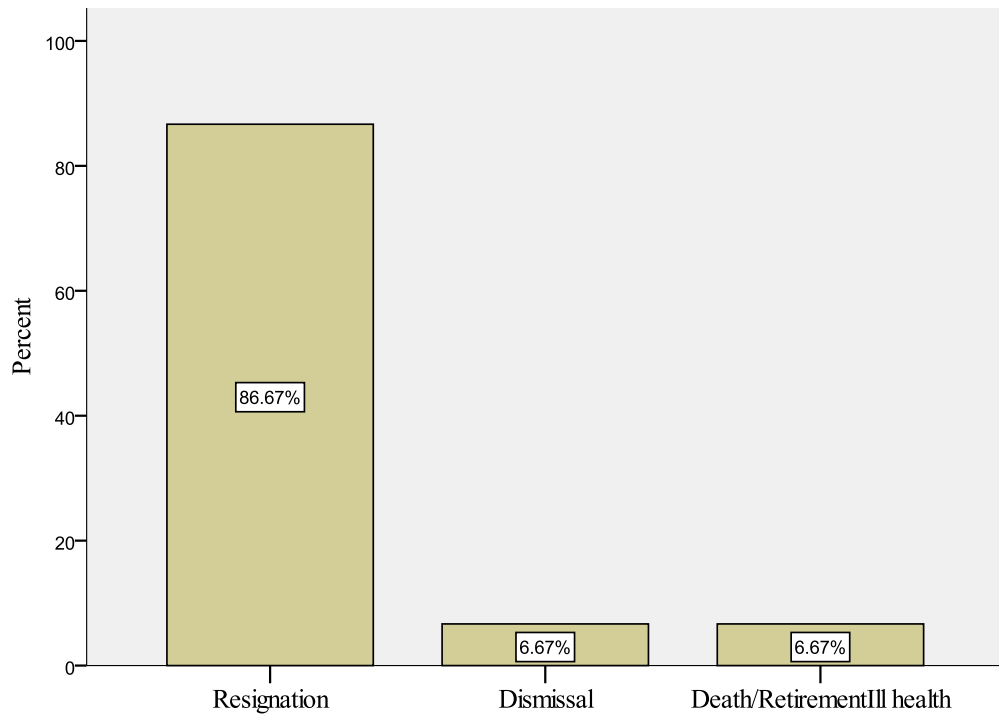
Figure 3: Common forms of turnover

Source: Fieldwork, 2010

Causes of employee turnover

Employee turnover in the CHRAJ was attributed to various factors which included work related factors, employee personal characteristics, external factors and other unidentified factors (Figure 4). The majority (70%) of the respondents intimated that work related factors such as, poor reward and compensation system, unsuitable work environment, bad company policies, poor administration

and management styles and the absence of career progression and development schemes triggered employee turnover in the CHRAJ. This confirms Costly et al. (1987), Idson and Feaster (1990) Tyson and York (1996), Hirsh (2000)) and Armstrong (2006) assertions that, employee turnover becomes rife in an organisation with unreasonable company policies and the absence of employee career progression and development schemes combined with poor wages and salaries. Also Mathis and Jackson (2004), Griffeth et al. (2000) and Hope and Mackin (2007) observations that compensation, pay and pay related variables and benefits can cause employee turnover has also been corroborated.

However, organisational instability and inefficiency of staff posited by Zuber (2001) and Alexander et al. (1994) as causes of turnover have not been supported by the findings.

External factors which included better remuneration or working condition elsewhere were considered by 20 percent of the respondents as the main cause of employee turnover. This assertion supported Carsten and Spector (1987), Plbeam and Corbridge (2006) position that, those dimensions which are attractive in alternative employers can instigate turnover in an organisation that has less desirable dimensions of similar factors. It also corroborated Boxall et al. (2003) assertion that people leave their employers for more interesting work elsewhere where career progression systems are predictable.
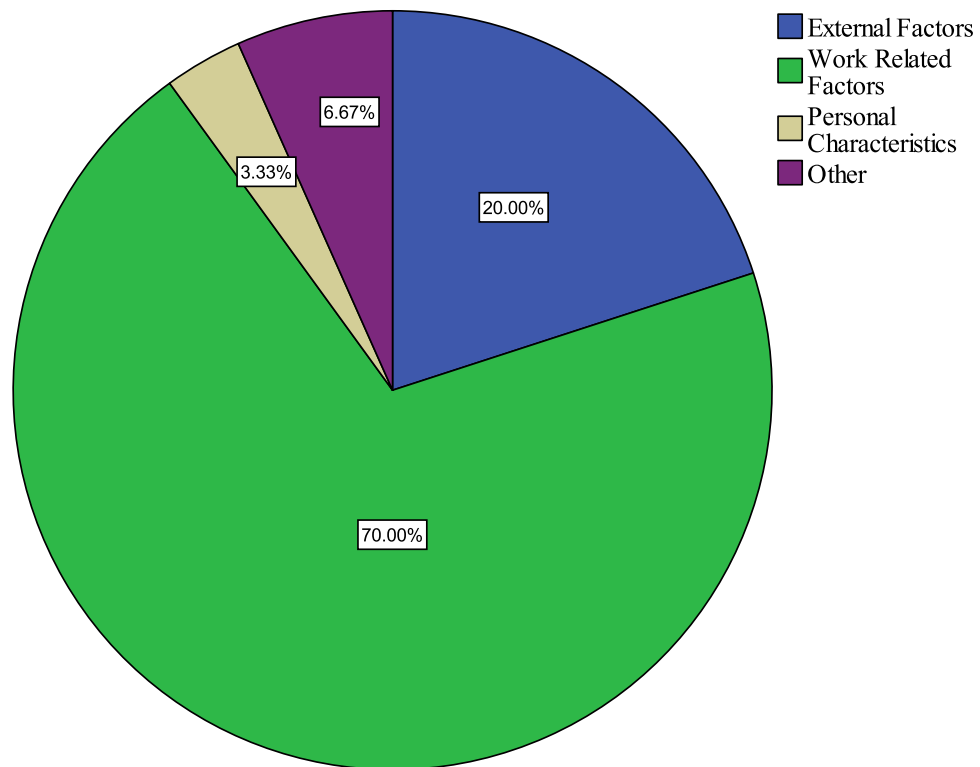
Figure 4: Causes of employee turnover in CHRAJ
Source: Fieldwork, 2010

However, Schervish (1983), Trevor (2001) and Firth et al. (2007) positions that economic factors such as labour market conditions, local unemployment rates and the state of the economy are key determinants of employee turnover were not supported by the findings.

Less than 10 percent each of the respondents intimated personal characteristics or other reasons as the main causes of employee turnover. Some of the personal reasons included job satisfaction, motivation and employee empowerment. This supported the position that the absence of job satisfaction and motivation among employees modestly predicted turnover in a company (Taylor & Weiss, 1972; Porter et al., 1974; Mobley, 1977; Lum et al, 1998).

The study also revealed that, 20 (66.7%) of the staff had no knowledge about the condition of service of the CHRAJ. On the scale of very good to very bad, majority of the employees (90%) indicated that wages and salary structure of the CHRAJ, work related incentives and bonuses, salary payment schedules, promotion schemes, how the efforts of employees were appreciated, management responsiveness to the needs of employees among other work related factors were generally bad. This point to the fact that most of the organisations that employees leave the CHRAJ to work for have better working conditions than the CHRAJ.

Effects of employee turnover

The study revealed that employee turnover had effects of dire consequences on the CHRAJ. The majority (70%) of the respondents intimated that the effects of turnover in the CHRAJ were bad, 10 percent of the respondents rated the effects to be very bad while 20 percent believed that the effects were normal.

Respondents opined that employee turnover brought about low work output, inefficiency or low morale among existing staff in their bid to prosecute the mandate of the CHRAJ (Table 7). The majority (80%) of the respondents indicated that turnover could lead to inefficiency in the execution of tasks while 10 percent each of the respondents considered low work output and low morale among existing employees being the effects of employee turnover in the CHRAJ. This reinforced Billicopf (2003) observation that employee turnover can hurt the overall productivity of an organisation. This is an indication that schedules which

59

officers left the CHRAJ became less productive and efficient in their output, while remaining workers of equal standing got demoralized.

Table 7: Effects of employee turnover

Effects of Turnover	frequency	Percentage
Low work output	4	10
Inefficiency	32	80
Low morale	4	10
Total	40	100

Source: Fieldwork, 2010

With respect to the effects of employee turnover on the operational mandates of the CHRAJ as represented in Figure 5, 50 percent of the respondents were of the opinion that pursuing cases in court was the mandate affected most by employee turnover, while 23.33 percent of the respondents regarded administration as the most affected mandate. Mediation, investigation and public education were cited by 13.33 percent, 10 percent and 3.33 percent of the respondents respectively as areas that were most affected. This indicates that the key areas that underpin CHRAJ's existence, were affected by employee turnover therefore buttressing Abassi and Hollman (2000), Sutherland (2004) and Bliss (2007) position that turnover engender degenerated productivity, customer disaffection and huge losses to organisations in their key areas of operation.
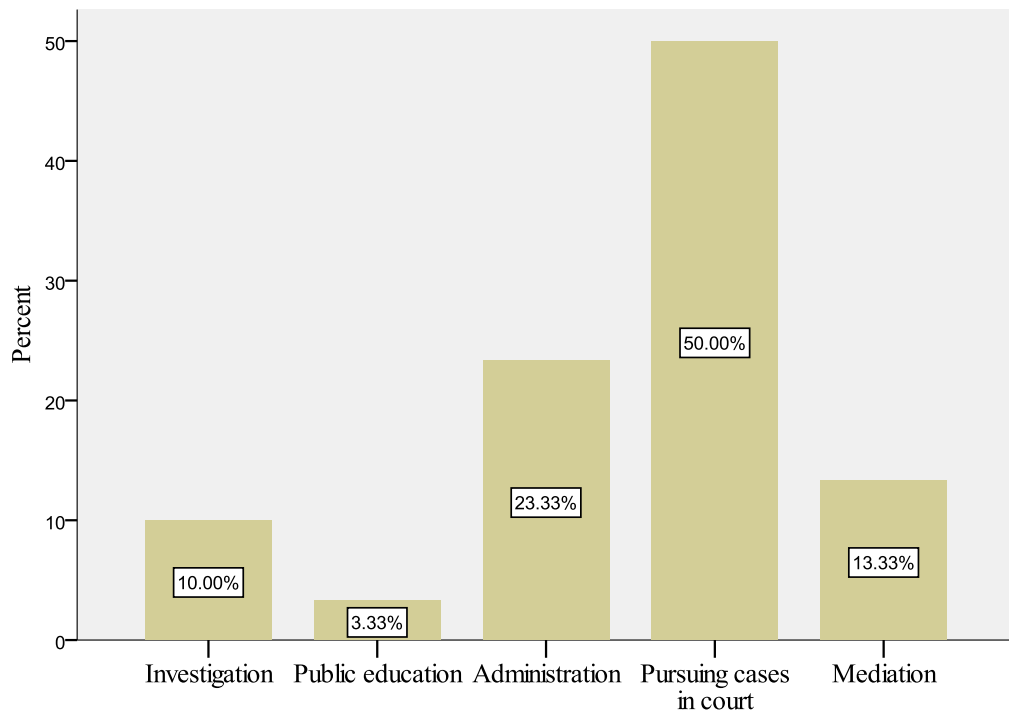
Figure 5: Mandates of the CHRAJ affected most by employee turnover

Source: Fieldwork, 2010

Promoting employee retention in the CHRAJ

The opinions of respondents with respect to promoting employee retention in the CHRAJ are represented in Figure 6. The majority (90%) of the respondents noted that, improving work related conditions of staff in the CHRAJ was critical to engendering employee retention. This indicates that when work related factors which encompassed the reward and compensation system, the work environment, the company policy, administration and management style and career progression and development schemes are improved, employee retention could be attainable. This position strongly corroborated the assertions of Chiavenato (1997), Daft (1999), Mathis and Jackson (2004) and Aselmi and Angeramani (2005) that

improved or favourable working conditions, proper management and good leadership styles are strong predictors of employee retention in an organisation.
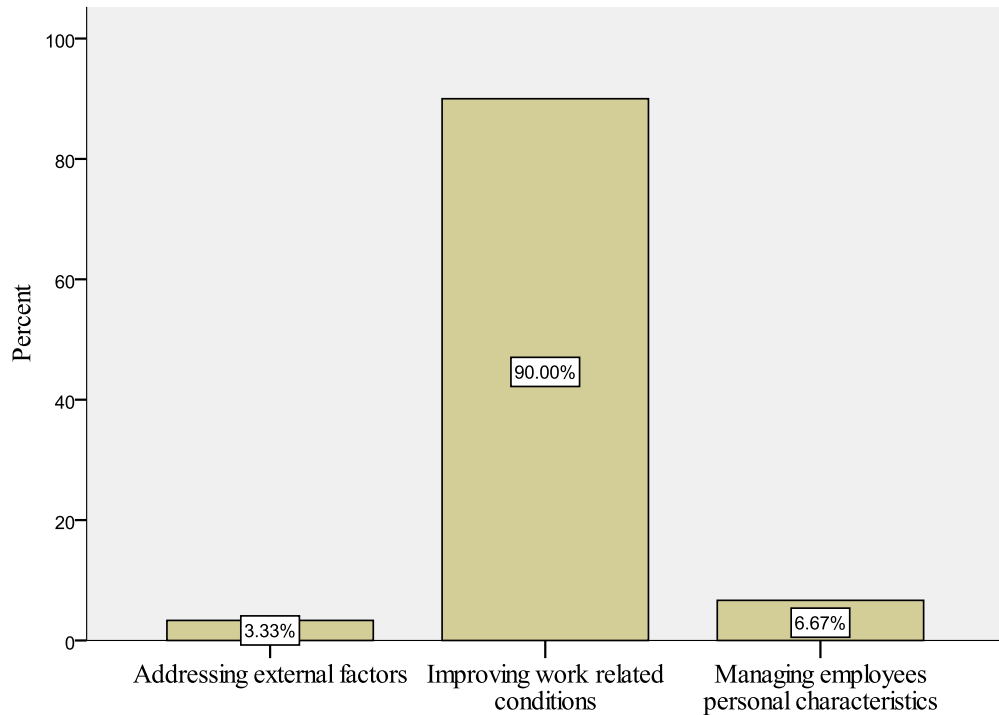
Figure 6: How to promote staff retention

Source: Fieldwork, 2010

Managing employee personal characteristics such as job satisfaction, empowerment and motivation were considered by 6.67 percent of the respondents as being integral to employee retention. This affirmed Herzberg (1973) position that hygienic and motivational factors that can instigate work-related satisfaction are key to attaining employee retention. A small proportion of respondents (3.33%) recommended that identifying the wide range of opportunities within the external environment to mitigate the effect of the external factors that trigger turnover was the option out if employee retention had to be achieved. The

respondents who subscribed to this were quite few, an indication of the difficulty

level associated with addressing challenges that are posed by external factors.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter deals with the summary of the study and the conclusions drawn therein. Recommendations on the basis of the findings, limitations and areas for further research are also presented in the chapter.

Summary

The study set out to investigate the causes and effects of employee turnover in the CHRAJ in the Upper East Region of Ghana. Explorative and descriptive research designs were employed. The analysis of the data pointed to the nature of employee turnover, the causes and effects of turnover and how employee retention could be attained in the CHRAJ.

The study brings to the fore the following findings:

- Generally the nature of employee turnover in the CHRAJ has been voluntary (i.e. employee motivated). The commonest form of voluntary turnover was resignation. There were also isolated cases of involuntary turnover such as retirement; death and dismissals.

- The main causes of employee turnover in the CHRAJ were unfavourable work related factors, employee personal characteristics and external factors. Unfavourable work related factors included the absence of the

reward and compensation system, unsuitable work environment, bad company policies, poor administration and management styles and the absence of career progression and development schemes. The employee personal characteristics included lack of motivation, job dissatisfaction and other family related issues. The offer of better employment opportunities in other organisations constituted the main external problem that caused employee turnover in CHRAJ.

- The effects of employee turnover on the various operational mandates of CHRAJ included loss of productivity, inefficiency and loss of morale on the part of the remaining staff.

- Employee retention could be attained in the CHRAJ through improvement of work conditions; addressing employee personal characteristics and needs; weakening the effects of the 'pull' by external factors by replicating favourable conditions in the CHRAJ.

Conclusions

Employee turnover has been a serious problem in the CHRAJ in the Upper East Region that requires serious efforts to deal with. The nature of turnover in the CHRAJ was primarily voluntary which involved most employees especially senior staff resigning from the CHRAJ to take up other employments in similar institutions or to engage in ventures that were perceived to be more rewarding.

The preponderance of employee turnover in the CHRAJ was inspired principally by poor working conditions that generally left employees dissatisfied

and not motivated enough to work in the CHRAJ. Consequently, the effectiveness and efficiency of work in the operational mandates of the CHRAJ were seriously compromised.

To attain employee retention in the CHRAJ, called for interplay between various factors. These included improving work related conditions – ensuring adequate pay and reward systems, better remuneration and working conditions, good company policies, good career progressing schemes, adequate work schedules, good management and administration. Addressing employee personal characteristics by enhancing job satisfaction, employee empowerment, and adequate motivation of employees combined with the mitigation of external poaching of employees from the CHRAJ by replicating similar favourable management strategies of allied institutions in the CHRAJ can also lead to employee retention.

Recommendations

Following the main findings and conclusions of the study, the following recommendations are made:

- Employee turnover should be considered by the management and all stakeholders as a key challenge to the existence of the CHRAJ and efforts should be tailored towards minimizing it in the short term and eliminating it completely in the long term.

- Management of the CHRAJ should stimulate and sustain favourable working conditions and good management practices to enhance job satisfaction among employees.

- Employees' career progress and development schemes should be instituted in the CHRAJ to encourage workers to update and develop their skills while on the job.

- Motivation and employee empowerment schemes should be instituted towards ensuring employee retention in CHRAJ.

- Proper succession planning policies should be put in place so that existing human resources can always be redeployed to take up job schedules that experience turnover of their officers.

- There should be an open communication of the policies and general service conditions of the CHRAJ to employees.

Limitations

The following limitations have been identified in the study:

- The study failed to measure whether the kind of turnover in the CHRAJ is functional or dysfunctional.

- The study could not also establish whether there was a relationship between the educational level and turnover of employees in the CHRAJ.

- A limited number of former employees could be contacted thereby making their opinion with respect to turnover in the CHRAJ not entirely representative.

Areas of further research

Further research should be carried to:

- Find out whether the nature of turnover in the CHRAJ is functional or dysfunctional and

- Ascertain whether there is a direct relationship between the educational level and/or competence of employees and turnover of employees in the CHRAJ.

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APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES OF THE CHRAJ

Introduction

I am conducting a research into Employee Turnover in the Commission on Human Rights and Administrative Justice in the Upper East Region. The main objective of the study is to examine the causes and effects of employee turnover in the Commission on Human Rights and Administrative Justice in the Upper East Region. You have been randomly selected as a respondent and I humbly request you to answer the questions as candidly and honestly as possible. Have my assurance that your responses will be kept strictly confidential. Thank you for your time and co-operation.

Section A: Background Information

1. Sex: [ ] Male   [ ] Female

2. Ag (years)…………………….

3. Level of education:

    [ ] Basic

    [ ] Secondary

    [ ] Tertiary

4.   Rank…………………………………

5. Years in employment with the CHRAJ…………………………………

Section B: Nature of Employee Turnover

6.   Have you ever witnessed employees of the CHRAJ leaving its employment in this region? (through: retirement, death, resignation, dismissal, redundancy etc.)

[ ] Yes

[ ] No If no skip to no **#18**

7.   How many occasions have you witnessed employees of the CHRAJ leave its employment since you were employed?

[ ] Once

[ ] Twice

[ ] Three times

[ ] Four times

[ ] More than four times

8.   What form did those who leave the commission take?

[ ] Resignation

[ ] Dismissal

[ ] Redundancy

[ ] Death/ retirement /ill health

[ ] Other specify………………….

9.   How often did you experience staff of the CHRAJ leave through the under listed?

Form of Turnover	Very often	Often	Not often	Never
a. Resignation				
b. Dismissal				
c. Redundancy				
d. Death/retirement/ ill health				
e. Other specify…………...				

10.   Which class of workers mostly leaves the CHRAJ in the region? (**Tick all those applicable**)

[ ] Senior staff

[ ] Junior staff

11.   What is the commonest means through which most of those classes of workers leave the commission?

[ ] Resignation

[ ] Dismissal

[ ] Redundancy

[ ] Death/ retirement /ill health

[ ] Other Specify………………………………

Section C: Causes of Turnover

12.   Which of these best explain why people leave the employment of the CHRAJ? (**Tick all that apply**)

[ ] Lack of work to do

[ ] Inadequate pay and reward schemes

[ ] Absence of career progression and development schemes

 [ ] Absence of motivation

[ ] Job stress

[ ] Lack of employee empowerment

[ ] Better remuneration/ working conditions elsewhere

[ ] Others (Specify)…………………………………………………

13.   To what extent do you think the following influence employees to leave the CHRAJ?

Causes of Turnover	Very high	High	Low	Very low
A. Lack of work to do				
B. Inadequate pay and reward system				
C. Absence of career progression and development schemes				
D. Absence of motivation				
E. Job stress				
F. absence of job satisfaction				
G. Policies of the CHRAJ				
H. Better remuneration/ working conditions elsewhere				
I. Other (specify)……………………				

14. Are you conversant with the conditions of service of the CHRAJ?

[ ] Yes   [ ] No

15. How will you rate the wages and salary structure of the CHRAJ as compared to similar institutions?

[ ] very good   [ ] good [ ] satisfactory   [ ] bad [ ] very bad

16. Apart from your monthly salary are there other job related incentives/bonuses that employees of the CHRAJ enjoy from time to time?

[ ] yes   [ ] No

17. How will you describe your salary and/or other incentives payment schedules?

[ ] very good   [ ] good   [ ] satisfactory   [ ] bad   [ ] very bad

18. How will you rate management's attempts at improving the wage and salary structure of the CHRAJ?

[ ] very good   [ ] good [ ] satisfactory   [ ] bad [ ] very bad

19. 32. Apart from your monthly salary and entitlements, do you know of any other non monetary incentives offered by management to employees in the commission?

[ ] Yes   [ ] No (If no skip to #21)

20. In what form do these incentives take?

[ ] payment of school fees

[ ] payment of hospital bills

[ ] provision of food stuff

[ ] provision of means of transport

[ ] Other (specify)………………..

21.   How will you rate how management of the CHRAJ appreciates and rewards the efforts and contribution of its hardworking employees?

[ ] very good   [ ] good   [ ] satisfactory   [ ] poor   [ ] very poor

22.   How will you best describe management's responsiveness to the concerns needs of employees?

[ ] very good   [ ] good   [ ] satisfactory   [ ] poor   [ ] very poor

23.   Are you aware of any promotion scheme that is in operation in the CHRAJ?

[ ] Yes   [ ] No

24.   How will you describe the promotion scheme of the commission?

[ ] very good   [ ] good   [ ] satisfactory   [ ] poor   [ ] very poor

25.   How will you describe your work schedule?

[ ] very challenging   [ ] challenging   [ ] monotonous [ ] boring

26.   Do you feel motivated to do the work you are required to do in the CHRAJ?

[ ] Yes   [ ] No

27.   Are there career progression and development activities in the commission that an employee can take advantage of?   [ ] Yes   [ ] No (if no skip #29)

28.   What are the career development activities available?

[ ] Study leave with pay

[ ] On the job training

[ ] Regular promotion

[ ] Sponsorship to pursue certain short courses

[ ] Other (specify)…………………………………………..

29.   Do you find your work environment conducive?

[ ] Yes [ ] No

30.   State your reason for your answer in #29

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

31.   Do you have an office to yourself?

[ ] Yes [ ] No (if no skip #33)

32.   Does your office have the needed equipment for your job?

[ ] Yes [ ] No

33.   How many people do you share your office with?

[ ] Alone

[ ] One

 [ ] Two

[ ] Three

 [ ] More than three

Section D: Effects of Turnover

34.   How will you describe the effects of employ turnover on the CHRAJ as a

constitutional body?

[ ] very good   [ ] good   [ ] satisfactory   [ ] bad   [ ] very bad

35. In your estimation, how will you rate the quality of work in relation to work schedules that do not have substantive officers?

[ ] very good   [ ] good   [ ] satisfactory   [ ] poor   [ ] very poor

36. Give reasons for your answer to the #35

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

37. Do you find any of the core mandates area of the CHRAJ suffer as a result of some staff leaving the CHRAJ?

[ ] Yes   [ ] No (If no skip to #40)

38. Which of these do you think are mostly affected by turnover of staff in the CHRAJ?

[ ] investigation

[ ] mediation

[ ] state of human rights monitoring

[ ] public education

[ ] administration

[ ] pursuing cases at court

39. How will you rate how the following areas of operation of the CHRAJ are affected due to staff leaving the commission?

Operational Mandate of CHRAJ	Very seriously affected	Seriously affected	Not seriously affected	Not affected
A. investigation				
B. mediation				
C. public education				
D. state of human rights monitoring				
E. administration				
F. pursuing cases in court				

Section E: Staff Retention

40.   Do you know of any retention strategies put in place by management to address employee turnover in the commission?

[ ] Yes [ ] No (if no skip #42)

41.   List some of the strategies that you know,

……………………………………………………………………………

……………………………………………………………………………

……………………………………………………………………………

42.   In your opinion what can be done to promote staff retention in the CHRAJ?

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

43. How will the following influence staff retention in the CHRAJ?

Retention Strategies	Very high	High	low	Very low
a. Adequate work schedules				
b. Adequate pay and reward system				
c. Good career progression schemes				
d. Good motivation practices				
e. Employee empowerment				
f. Absence of job stress				
g. Better remuneration/ working conditions				
h. Job satisfaction				
i. Good company policies				
j. Other(s)specify……………………….				

44. Is there any other information you can provide on turnover of staff in the

CHRAJ?

…………………………………………………………………………..

……………………………………………………………………………

……………………………………………………………………………

Thank you for your time and inputs.

INTERVIEW SCHEDULE FOR FORMER STAFF OF THE CHRAJ

Introduction

I am conducting a research into Employee Turnover in the Commission on Human Rights and Administrative Justice in the Upper East Region. The main objective of the study is to examine the causes and effects of employee turnover in the Commission on Human Rights and Administrative Justice in the Upper East Region. You have been selected as a former worker of the CHRAJ as a respondent and I humbly request you to answer the questions as candidly and honestly as possible. Have my assurance that your responses will be kept strictly confidential. Thank you for your time and co-operation.

Section A: Background Information

1. Sex: [ ] Male   [ ] Female

2. Age (years)…………………….

3. Level of education:

    [ ] Basic

    [ ] Secondary

    [ ] Tertiary

4. Number of dependants …………………………………………………..

    Section B: Employment Information

5. When did you leave the CHRAJ? …………………………………………

6. How many years did you spend in the CHRAJ?

7. What was your last position held before leaving the employment of the CHRAJ?..

8. What form (retirement, resignation, dismissal, redundancy, lay off etc) did your leaving take?……………………………………………………

9. While in the employment of the CHRAJ did you witness people leave the employment of the CHRAJ in the Upper East Region?...............................

   (if no skip to # 15)

10. Which was the commonest form through which employees left the employment of the CHRAJ you witnessed?...

11. Which category of staff did you witness often leave the CHRAJ?

    ……………………………………..

12. How many people did you witness leave the CHRAJ while you were employed there?..

13. Have you ever worked with a different employer before getting employed by the CHRAJ?...

14. If yes to #15, why did you leave your former employer?

    ....

    ....

    ....

15. How long did you work with the CHRAJ before leaving?...........................

16. What reason(s) best explains why you left the employment of the CHRAJ?...

    ....

....

....

17. What reasons in your opinion best account for most of the people leaving the employment of the CHRAJ?

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....

....

18. Would you say your decision to leave the CHRAJ is well informed considering your current employment situation? State reasons for your answer.

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………....

19. Do you find any effect of people leaving a job on that job? Mention any.

…………………………………………………………………………

…………………………………………………………………………

…………………………………………………………………………

20. Would you say that you or any person who left the employment of the CHRAJ could have an effect on the CHRAJ in its operations? Give reasons for your answer.

…………………………………………………………………………

…………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

21. How would people leaving the CHRAJ affect the operations of the CHRAJ?

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

22. Which aspect of CHRAJ's operations mostly suffer the consequence of employees leaving the CHRAJ?

……………………………………………………………………………………

……………………………………………………………………………………

23. Do you think that employee retention can be achieved in the CHRAJ? Give reasons for your answer

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

24. In what ways do you think employee retention can be achieved in the CHRAJ?

……………………………………………………………………………………

……………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

25. Is there any other information you can provide on turnover of staff in the

CHRAJ ?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………


Thank you for your time and inputs.
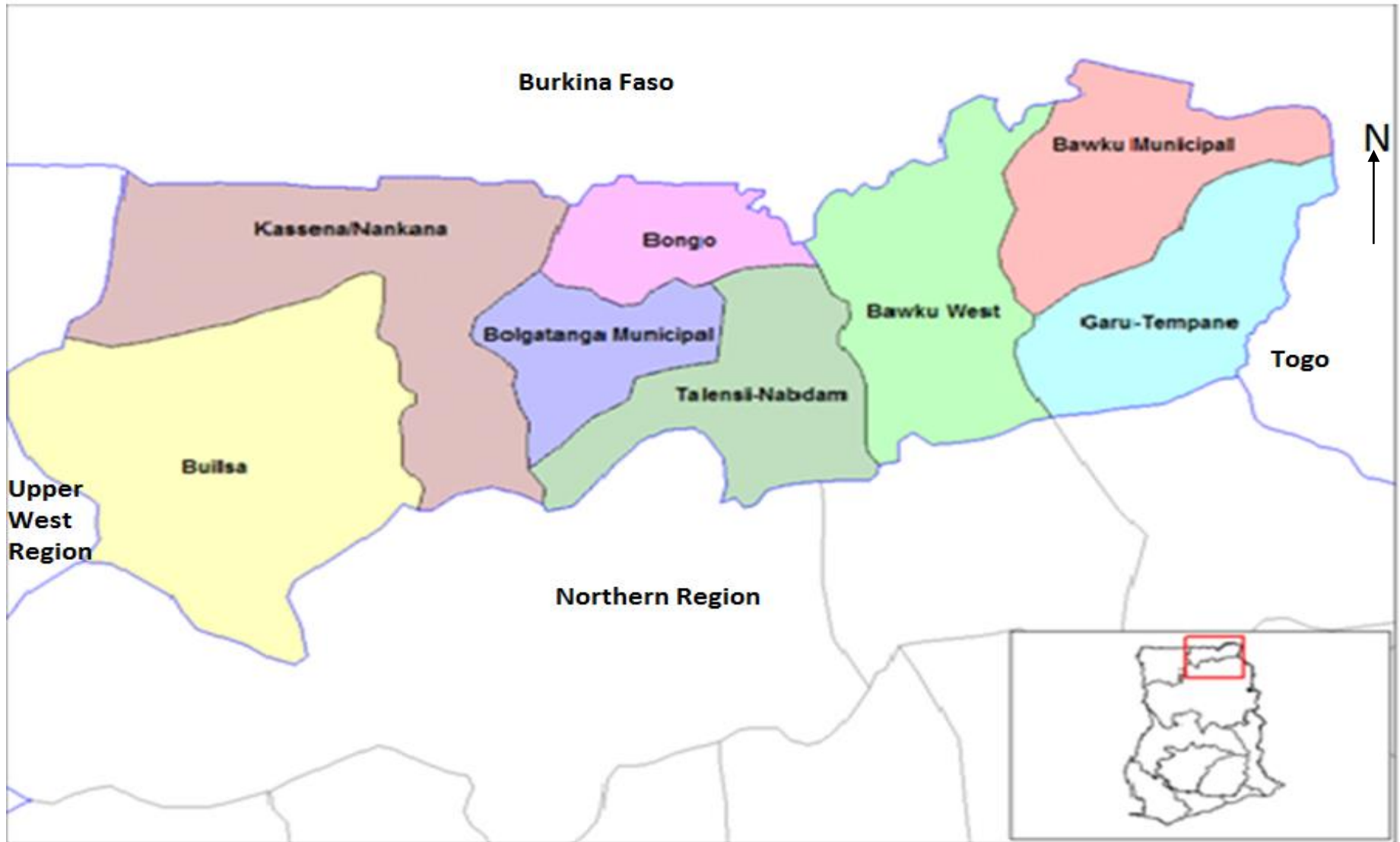
Figure 2: Map of Upper East Region

Source: Ghanadistricts.com. Retrieved, 15/10/2010