



Employee Turnover And Performance In Telecommunication Companies In Onitsha, Onitsha, Anambra State

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ABSTRACT

This study investigated the relationship between employee turnover and performance of telecommunication companies in Onitsha, Anambra State. The study specifically investigate; the relationship between employee voluntary turnover and performance of telecommunication companies; the relationship between involuntary turnover and performance of telecommunication companies and employee health and safety on performance of telecommunication companies in Onitsha, Anambra State. Relevant literature was reviewed. The study was anchored on Image theory. The study adopted descriptive research design and it was carried out in Onitsha, Anambra State, Nigeria. The population of the study comprised 1748 of the management and staff of Telecommunication companies in Onitsha, Anambra State. The sample size was 341 derived from statistical formula devised by Borg and Gall. This study used primary source of data. The instrument employed for data collection was questionnaire constructed by the researcher. Test-retest and Cronbach alpha was used in versifying the internal consistency of each construct. Simple percentage analysis was used for the analyzing research questions. While Pearson Product Moment Correlation Coefficient was used in testing the hypotheses. The correlation result showed that employee voluntary turnover had a negative significant relationship with performance of telecommunication companies; there was a positive significant relationship between employee involuntary turnover and performance of telecommunication companies and employee health and safety had a positive significant relationship with performance of telecommunication companies in Onitsha, Anambra State. Therefore, the study concluded that employee turnover in organizations had a positive significance relationship with performance of telecommunication companies in Onitsha, Anambra State, Nigeria. The study recommended among others that telecommunication companies can boost sustainable employee commitment, increase organizational effectiveness and gain a competitive advantage by reducing voluntary turnover. Telecommunication companies should develop motivation strategies such as; offering pay raise, new assignment, effective communication and better working conditions. Telecommunication companies should develop policies and strategies that they can use in cases of involuntary turnover.

Keywords: Voluntary Turnover, Involuntary Turnover, Employee Health and Safety and Performance

INTRODUCTION

Every organization set out objectives, goals or targets that it intends to achieve, at times within a stipulated time or in a long run. When there are indications that the objectives are not being achieved or may not be achieved based on the evidences available, it shows that the organisation is not performing

effectively, hence actions must be taken to ameliorate the situation. Organisational performance is an analysis of company's performance as compared to the set goals and objectives. In the present era, organisations focus on attaining extraordinary performance targets, even though the business environment has become competitive and by concentrating on approaches that are likely to improve performance (Armstrong, 2016). The achievement of any organization is closely knotted to the job performance of its employees. The worth of the employees' workplace environment influence on their motivation level and enhance performance. When workers have the desire, physically and emotionally to work, then their performance shall be improved. They also stated that having a suitable workplace environment assist, in decreasing the number of absenteeism and, as a result can advance the performance in today's competitive and dynamic business world. Heath, (2016) adds that factors of workplace environment play an important role towards employees performance.

Due to high employee turnover rates, it has become difficult for organisations in the present day to attain a high level of performance in relation to their performance targets. In the world or in any organization retaining human resources is an essential aspect of priority unless otherwise there is a need to let other employees out of organization for improving performance. Academic literature has argued that, the human resources of the firm are potential and the sole source of sustainable development for organization (Kochan & Dyer2013). Employee turnover within an organization is a normal part of organization functioning, and while a certain level of turnover is to be expected and be beneficial to the organization, exclusively high turnover may be dysfunctional to the organization (James2016)

Employee turnover in organizations, over the course of the last ten years, has received a wide consideration among academics and professionals, and the centre of attention has been on comprehending the sources of employee turnover. Van Zyl (2011) expresses that employee turnover, and the adverse effect it has on performance is one of the most infuriating issues an organisation faces. Tariq, Ramzan & Riaz (2013) elaborate that the result of employee turnovers in any organisation is very catastrophic. Unequivocally, performance as an organisational practice is mostly influenced by employee turnover (Faulk & Hicks, 2016). Employee turnover is defined as the degree at which the organization gains and loses workers, how long the workers tend to quit and join the organization staff turnover places unnecessary pressure on staff members who are at work and the remaining staff experience an increased workload leading to low morale, high level of stress and therefore absenteeism. Employees also have to work extra hours to compensate for the work of those who resigned. Employees who leave on the organizations request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance both types of turnover create costs for the organization (Robbins & Decenzo, 2015).

If an organization has made significant investment in training and developing its employees that investment is lost when employees leave. In addition, excessive employee turnover can hurt the overall productivity of a firm and is often a symptom of other difficulties. Every organization strives to have high productivity, lesser turnover and maximum profitability (Mello 2016). Managing turnover successfully is a must to achieve the above goals. The managers must recognize that employees are major contributors to the efficient achievement of the organizational productivity. Therefore, there is need to develop a thorough understanding of employees turnover from the perspective of causes, effect and strategies to minimize turnover (Hollman 2015).

On the other hand, involuntary turnover is where employees are forced to leave the organization either through sacking, retirement, death or sickness. Involuntary turnover may be profitable since poor performing employees are culled from the organization, though terminating an old worker can be distasteful even if performance is deficient. In many organizations such employees have been left to stay till retirement. However, excessive involuntary terminations because of performance inadequacies should make management to examine the selection procedures (Hubert 2013). According to Prefer and Sutton (2013) managerial concern on employee turnover has suddenly become heightened. This concern is further excreta bated as a result of the growing cost of replacing employees, or other general costs typically associated with employees like recruitment and training (Smith 2016). Other related costs that

emanate from an increase in the rate of employee turnover are described as the costs of voluntary turnover (Morrell e2017). High employee turnover if not addressed can impact organizations negatively through loss of highly skills staff, loss of knowledge and experience, established customer relations and may even result in poor customer satisfaction, poor sales and resultant possible loss of revenue and market share before newly recruited sales representatives can forged relationships and understand customer needs (Rillay 2016).

Turnover also classified as skilled and unskilled turnover. In relation to this classification, when inexperienced, unqualified, inexperienced, and untalented employees leave the organization, the turnover is termed as unskilled turnover (Ayantu & Shiferaw, 2018). In case of unskilled turnover, without the organization or business incurring any loss of performance, employees can generally be replaced and the positions often face high turnover rate (Siddhartha Sarkar, 2014). Employers do not worry about unskilled employee turnover because of the ease of hiring new ones (AtiqurRahman. 2017). Skilled turnover on the other hand refers to the situation of skilled and educated professional slave the organization (Abdali, 2011). It may create a risk to the organization while leaving employees. High turnover of skilled employees pose a risk to the business and ultimately in the organization in the form of human capital lost and leads for incurring replacement costs as well as competitive disadvantage of the business (Emeka & Ikemefuna, 2012). Therefore, this study seeks to investigate the relationship between employee turnover organization performance in the telecommunication companies in Anambra State.

Statement of the Problem

In today's business environment, employee turnover has become a serious problem because it brings financial and moral impacts on organizations scarce resources. It can be harmful to a company's efficiency if skilled workers often leave the organization. Today, business organizations find it difficult to retain well performing, experienced, and soundly trained employees as a result of turnover (Abdullah, 2017). Thus, the efficiency of many organizations has thus been threatened by huge costs/expenditure incurred on recruitment and selection of new staff to replace the work force gap created by the leaving employees (Premeaux2016). High employee turnover has become a problem for every organization in general and telecommunication companies in particular from the time when well experienced and qualified expertise leaves the position they held (Allen, 2018). Here, effective performance of the telecommunication companies depends not only on the available technical resources, but also on the quality and competence of its employees as required by the telecommunication companies from time to time. This is the reason many owners have agreed that the availability of skills, and compement human capital/talent, are key issues for telecommunication companies (Grosskopf & Atherman, 2011). Anzazi, (2018) ascertained that the problems of employee turnover in telecommunication companies are high rate voluntary turnover, and low state involuntary turnover, employee reward management, employee career growth management, employee health and safety, poor communication and lack of employee commitment which result to poor return on net profit, return on assets, return on equity, return on sales, retained earnings in the telecommunication companies respectively in Anambra State.

Many researchers have found that in a service rendering company like telecommunication companies, there are strong relation between employee satisfaction, customer satisfaction and service quality. However, in this era of human resource, employee turnover is a major factor that hinders business's ability to retain customers and provide high-quality customer service. When bank employees' encourages turnover and this is not checked, it might result to high loss of employees (employees' turnover) which in turn jeopardize an organizational performance, productivity, and effectiveness and financial performance of telecommunication companies (Mourad & Mustapha, 2017). Maxwell (2019) added that because of turnover, the organization loses the most experienced and skilled staff that it had invested heavily in training on various organization job task functions and also incur huge costs in terms of time and finance to train the newly recruited staff in order to make them effectively adapt to organization working environment and demonstrate the required skills and experience.

Objectives of the Study

The broad objective of the study was to investigate the relationship between employee turnover and performance of telecommunication companies in Anambra State. The specific objectives were to:

- i. Examine the relationship between employee voluntary turnover and performance of telecommunication companies in Anambra State
- ii. Investigate the relationship between involuntary turnover and performance telecommunication companies in Anambra State
- iii. Examine the relationship between employee health and safety and performance of telecommunication companies in Anambra State

Research Questions

The following research questions were formulated to guide the study.

- i. To what extent does employee voluntary turnover relate with performance of telecommunication companies in Anambra State?
- ii. To what extent does involuntary turnover relate with performance of telecommunication companies in Anambra State?
- iii. To what extent does employee health and safety relate with performance of telecommunication companies in Anambra State?

Hypotheses

The following null hypotheses are formulated to give direction to this study:

- Ho₁: Employee voluntary turnover has no significant positive relationship with performance of telecommunication industries in Anambra State.
- Ho₂: Employee involuntary turnover has no significant positive relationship with performance of telecommunication industries in Anambra State.
- Ho₃: Employee health and safety has no significant positive relationship with performance of telecommunication industries in Anambra State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Employee Turnover

Employee turnover refers to people coming into and people moving out of an organization, that is, as the rate of change in the working staff of an organization during a defined period (SHRM 2016). Due to the development of different organisations in Nigeria and the interrelated rise in the qualification of skilled employees, this has led to a competition among organisations to recruit and retain the best-experienced employees. Employee turnover can be very destructive to organisations if it is not managed properly. Prince (2016) defines employee turnover as the cessation in an organization by an individual who received monetary compensation from an organization. It can also be seen as the rate at which employees leave an organization. It can either be voluntary or involuntary. Voluntary turnover can be in form of resignations, to go back to school or to go into business. It is typically forecasted based on past turnover rates which may be adjusted to reflect management knowledge of changing conditions such as pay rates (Hubert 2013). Trends in turnover rates may be examined in particular occupations and careers, age and level of education (Hubert 2013). According to Abassi & Hollman (2019), employee turnover is the rotation of workers around labour market; between firms, jobs and occupation; and between the states of employment and unemployment. Tett & Meyer (1993) opine that employee turnover is a conscious and deliberate willfulness to leave an organisation. Employee turnover is a number of employees leaving an organisation either for personal reasons due to some dissatisfactions in the workplace or being laid-off by the employer due to certain issues faced by the organisation that laying off of workers will serve as a form of solution.

According to CIPD (2016) employee turnover refers to the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers". Employee turnover is a ratio of the number of workers in an organisation who have

left voluntarily or involuntarily in a particular period divided by the number of employees who remain in the organisation in a period (Ongori, 2017). Yezina, 2014) defined employee turnover as a decrease in the number of employees in an organization because of death, retrenchments, resignation, relocation, or even retirement. Naseema (2015) further expresses that employee turnover fundamentally emerges when individual employees are unhappy at their workplace. Being unhappy in the workplace is not by any means the only reason why an individual abandons their organisation for another. That is the reason why it is critical to understand the distinction between workers who leave the employment because they are unhappy and employees who leave for entirely different reasons.

Voluntary Turnover: This is the process where an employee leaves an organization at his/her own discretion (Dess & Shaw, 2016). According to Shaw, Delery and Gupta (2015), voluntary turnover occurs when an employee decides to leave an organization. Sims (2017) states that voluntary turnover occurs when an employee initiates the termination of their employment at their own free will. Gomez-Mejia, Berrone and Franco (2014) voluntary turnover is a separation that occurs when an employee decides to end the relationship with the employer due to personal reasons. Voluntary turnover refers to termination initiated by employees. Employee might decide to leave an organization voluntarily because of getting a better job, changing career, or present job is unattractive because of poor working conditions, low pay or benefits, and bad relationship with supervisor. When employees leave an organization at their own discretion, it is referred to as voluntary turnover. According to this definition the turnover is initiated by the choice of the employee. It means the employee has his own choice to quit or occurrences of turnover started at the choice of employees. Katamba(2017), Ronra & Chaisawat (2019) also explained Voluntary turnover as employee decides to end or stop the relationship with the employer for personal or professional reasons or unsatisfied with the circumstances of current job and having attractive alternative from other organization. Thus it is a voluntary phenomenon, which shows to an individual's self-initiated and permanent termination of membership in an organization. Similarly this idea is also supported by Reiche(2018), Nawaz, Rahman and Siraji (2019) presenting that, voluntary employee turnover as employee leaves the company with his own intension due to better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor. Researchers have shown that employee turnover can be avoidable and unavoidable, management is likely not to appreciate avoidable voluntary turnover that could result in inconvenience and disruption of work (Hollman 2016). They would rather avoid it by implementing preventive interventions such as increase in salary, if they are in the position to predict the situation. This could result in averting voluntary employee cessation. On the other hand, losing employees is seen as part of organizational cycle and conceptualized as unavoidable loses and as necessary casualties (Booth, & Hamer, 2017). Employee turnover can be advantageous in such a way that opportunities are provided for the organization to lose its less productive employees. This in turn results to the recruitment of newly and highly productive employees, hence, gaining human capital value in addition to saving cost for the organization (Lindsey 2017).

Involuntary Turnover

Gomea-Mejia et al (2014) posits that involuntary turnover is a type of turnover that an organization or employee cannot control. Involuntary turnover occurs when management decides to terminate its relationship with an employee due to economic necessity or a poor fit. Sims (2007) states that involuntary turnover occurs when employment is terminated against wishes of employees. It is a type of turnover in which employees have no choice in their termination. Involuntary turnover might occur due to long term sickness, death, or moving overseas (Heneman et al 2012). Employee may leave an organization due to sickness, death, moving abroad or employers-initiated termination (Aman, 2015). Mayhew (2017) argues that involuntary turnover occurs when employers terminate an employee's contract or ask an employee to resign. Involuntary turnover might occur when an employee violates workplace policies, performs poorly or in case of business slowdown. Involuntary Turnover on the other hand is somehow opposite to voluntary turnover. Mathis and Jackson (2014), Allen, Shore and Griffeth (2013) and Curran (2012), explained that this type of turnover occurs when manager of the organization decides to terminate the relationship between employee and employer comes to an end and is initiated by the employer. In this

case employees have no choice in their termination (Abdali, 2017). The reason may be because of organizational telecommunication companies bankruptcy or a poor fit between the employee and the organization, desires to decrease costs, introduction of new technology, and organizational restructure. (Ronra & Chaisawat, 2019). In relation to this Nikunj Patel (2019) presented there are two basic types of involuntary termination: "dismissal" and "layoff." Dismissal refers when the employer's choice to let the employee leave, generally for a reason which is the fault of the employee; and layoff is usually not strictly related to personal performance, but instead due to economic cycles or the company's need to restructure itself, the firm itself is going out of business, or due to a change in the function of the employer (SonthyaVanichvatana, 2019). This kind of turnover includes retirement, death, and dismissal, as well as resigning to take care of a lethally ill family member or movement of a spouse to another area (Boxall, & Purcell, 2013)

Employee Health and Safety

Employers have a responsibility to ensure the health and safety of employees in the workplace. They set the protocols and make sure the workplace is in compliance with standards. However, regardless of how many risks and hazards employers minimize, accidents will continue to happen if workers don't take responsibility for their actions (Mark, 2016). Safety is a team effort. One employee acting irresponsibly can not only hurt them themselves, but other employees as well. Consider that employee collisions are one of the top causes of injury in the workplace: one person running into another or an employee running into an object (Rodda, 2014). This is largely a result of someone being distracted or just not paying attention. Another common cause of workplace accidents is a trip and fall. Two primary reasons this happens are, again, someone not paying attention, or poor housekeeping: people tripping over objects that haven't been put in their proper place. It is the responsibility of every employer to provide health work environment to his employees. If he is careful about their health, cost of disability payments, replacement of employees who are injured or killed could be avoided. Through employee safety and health programs the company can enhance the emotional and physical well-being of the employees (Mark, 2016).

Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance also the success or fulfilment of organization at end of program or projects as it is intended. According to Richard et al. (2018) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added). Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second, financial performance; and third, market performance.

Organisational performance can be defined in numerous ways, due to it being a multi-dimensional concept. Hendry (2012) asserts that because performance can be defined in multiple ways, it cannot be measured utilising only one measurement tool. Nonetheless, numerous researchers have attempted to establish the meaning of performance. According to Karamat (2013) organizational performance has been defined as transforming of inputs into outputs to achieve specific results. Musmuliana (2012) further defines organizational performance as a "process to enhance both the effectiveness of an organization and the well-being of its member through planned interventions.

Even though organizational performance can be conceptualized in a number of ways depending on the stakeholders. Cocca & Alberti (2019) suggest that there are areas which should be focused on when looking into performance, such as; innovativeness, quality, efficiency, effectiveness, financial, performance and productivity. All these elements shall be discussed further later. Tariq, Ramzan & Riaz (2013) point out that measuring organizational performance is essential because it measures the value that personnel brings into the organisation. The researcher concludes that organizational performance is a vital measure of organizational success.

According to Richard et al. (2019) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product-market performance (sales, market share); and shareholder return (total shareholder return, economic value-added).

Theoretical Framework

The study is anchored on Image theory developed Beach (1990). According to Gerbec (2012), the Image Theory describes the way employees' process information when making decisions through various images. Beach (1990) developed the Image theory. This theory is built on the perception that employees exit an organization after evaluating the reason for quitting. Beach (1990) "believed that most decisions involved a non-analytic rapid decision-making process that relied on an individual's intuition". Therefore, it means that individuals make decisions based on their experiences. The Image Theory proposes that individuals that make decisions utilize three images to position their thinking about decisions (Gerbec, 2012). An example would be a job offer an employee receives while employed in a certain organisation, which the images are linked to.

This theory is related to this study because it examined the factor that lead to employee turnover in organization by using employee value image. According to Gerbec (2012), the first image is known as the value image that alludes to an employee's beliefs, values regarding the job. The second image is the Trajectory Image that alludes to an employee's specific goals that direct the work behaviour (Beach, 1990). The employee uses the second image to compare facts. To conclude, the employee may contrast the facts with the third strategic image that alludes to strategies and approaches that an individual perceives as critical in attaining work stated goals. On the off chance that the received information has a substitute that is in concurrence with the images, the individual shall contrast the substitute with what they currently have. In the event that the individual has a number of substitutes, it will entail that the individual will further examine the option (Gerbec, 2012).

Empirical Review

Several studies have been done on employees' turnover and organizational performance in different parts of the world. Next is a discussion of some of recent studies Jude (2021) investigated the effect of employees' turnover and job performance in tertiary institutions in Cross River State, Nigeria. The objective of the study was to ascertain the effect of financial rewards on employees' turnover and job performance in tertiary institutions in Cross River State, Nigeria. A survey-descriptive design was adopted for the study. The population constituted 3,800 academic and non-academic employees of tertiary institutions in Cross River State, Nigeria. Two research questions and two corresponding hypotheses were formulated to guide the study. Two researcher-made rating scales were constructed for data collection. Data were analyzed with One Sample Test and ANOVA to ascertain the effect of financial rewards on employees' turnover and job performance in tertiary institutions in Cross River State, Nigeria. The study recommended that heads of tertiary institutions in Cross River State, Nigeria should find out exactly why there is a turnover of employees in the institutions. It further recommends that further investigations should be conducted to ascertain other possible causes of employees' turnover in the tertiary institutions investigate.

Dejene and Bamlaku (2020) examined the impact of staff turnover on organizational effectiveness and performance in Mada Walabu University. High staff turnover rates may jeopardize efforts to attain organizational objectives. In addition, when an organization loses a critical employee, there is a negative impact on innovation, consistency in providing service to primary users may be jeopardized and major delays in the delivery of services to customers may occur. The research design used in this study was the descriptive approach, which allowed the researcher to use semi-structured questionnaires when collecting data. The survey method used in this study because the target population only composed of 425 employees. The study employed Purposive, Simple Random sampling and Convenience sampling techniques. A high response rate of 100% obtained using the personal method of data collection;

questionnaire structured in a 5-point Likert scale format. Furthermore, the study interviewed human resource head and ten voluntary employees by convenient sampling techniques. The study finding suggests that high labor demand and job opportunities in the market, lack of opportunity for career advancement in the organization, Unsatisfied with working condition and no involvement in decision-making, are the foremost causes of employee's turnover on organizational performance. The study finding also showed that staff turnover causes loss of some of the very experienced and skilled employees, reduction in work productivity and quality of services rendered as well as it causes too much wastage of resources when new staff settles and lose public confidence in the operation of the organization. In order to return the reduced university's capacity in terms of national attrition rates, higher education access target, quality education assurance, significant community and technology transfer and standardized research-based problem-solving culture due to staff turnover.

Feseha (2020) assessed employee turnover and organization performance: the case of some selected branches of Dashen Telecommunication companies in Addis Ababa. Many researchers have found that in a service rendering company like telecommunication companies, there are strong relation between employee satisfaction, customer satisfaction and service quality. Primary data was collected using self-administered questionnaires with both open and close ended questions. The data was put in appropriate tables and presented in tables and graphs since it is a good way to look at the data and see what happens and make interpretation. The overall findings of the study revealed that employee turnover affects the performance of the Dashen Telecommunication companies, that leads to loss of the most competitive and experienced staff and this influences the organization to incur huge expenditure in recruitment and training of the new employees. The new employees' exhibits low level of effectiveness and efficiency in the execution of the organization job task functions and this lowers the performance of the individual employees that in turn lowers the level of organization productivity.

Dejene and Bamlaku (2020) studied the impact of employee turnover on organizational performance: A Case Study of Mada Walabu University, Bale Robe, Ethiopia. The survey method used in this study because the target population only composed of 425 employees. The study employed Purposive, Simple Random sampling and Convenience sampling techniques. A high response rate of 100% obtained using the personal method of data collection; questionnaire structured in a 5-point Likert scale format. Furthermore, the study interviewed human resource head and ten voluntary employees by convenient sampling techniques. The study finding suggests that high labor demand and job opportunities in the market, lack of opportunity for career advancement in the organization, Unsatisfied with working condition and no involvement in decision-making, are the foremost causes of employee's turnover on organizational performance. The study finding also showed that staff turnover causes loss of some of the very.

Kauki, (2020) examined factors influencing employees' turnover in hospitals, A Case of Selected Hospitals in Meru District. Specifically, this study assessed causes attributed to employees' turnover in selected hospitals; determine effects occurred due to employees' turnover in selected hospitals in Meru District and sought to propose measures for reducing employees' turnover in selected hospitals. The target population of the study was employees from hospitals found in Meru District. The study employed simple random sampling technique and coming up with a sample size of 81 respondents. The primary data collection method was used in collecting information through use of a questionnaire. The collected data was analyzed using descriptive statistics with aid of SPSS version 25. Findings indicated increased workload, cost of recruitment, loss of experienced workers or experts and workforce shortages as effect of employees' turnover in the selected hospitals. Also, study findings depicted that effective selection of staff, job security and better training and development opportunities reduces employees' turnover. Moreover, findings unveiled that good relations with supervisors, better benefits and better pay, better job duties and better working environment reduces employees' turnover.

Ginette, and Anianou, (2019) established the effects of employee turnover on competitive advantage of insurance companies. A descriptive research was used. The study was conducted in AAR located in Real Towers. The target population was 218 employees. Stratified random sampling was used to select a

sample of 65 employees. Data collected from the field was analyzed and coded. Quantitative technique was used to analyze data. Descriptive statistics and Social Sciences (SPSS) were used to analyze quantitative data. Regression and correlation analysis was also done to determine relationship between variables. Results were presented using table and figures. The first objective set to establish effects of voluntary turnover on competitive advantage. It was revealed that respondents could not reach an agreement on AAR experiences voluntary turnover, voluntary employee turnover at AAR occurs due to low salary and lack of benefits, Additionally, respondents also disagreed on higher rate of voluntary turnover has lowered work productivity at AAR, voluntary employee turnover at AAR occurs due to unattractiveness of the job, voluntary turnover occurs due to life time decisions or circumstances for instance, family moves, serious illness and death and voluntary turnover had affected organizational profitability. The second objective set to establish effects of involuntary turnover on competitive advantage. Respondents could not reach an agreement on involuntary turnover or discharge has occurred at AAR due to an employee violating workplace policies (discipline issues). Furthermore, it was also revealed respondents disagreed on AAR experiences involuntary turnover, involuntary turnover is due to business slowdown or economic necessity, Employees have left AAR or been discharged due to performance problems, AAR has used re-organization or restructuring (downsizing) strategy to cut costs, involuntary turnover is due to employee's death or family issues and involuntary turnover occurs frequently at AAR, through involuntary turnover. iii The third objective set to establish mitigating strategies used to gain competitive advantage. Findings revealed that respondents agreed that they are aware of the company's mission and vision. However, respondents could not reach an agreement on leadership style at AAR has positively influenced employee productivity, organizational culture at AAR has influenced employee commitment and job satisfaction, AAR uses job satisfaction strategies such as reward systems, performance pay, training and career development, the organizational culture at AAR has influenced employee performance and leadership style at AAR has positively influenced employee retention and performance. In conclusion, voluntary and involuntary turnover has occurred due to salary and lack of benefits, unattractiveness of the job, due to life time decisions or circumstances for instance, family moves, serious illness and death, performance problems, employee's death and workplace policies or discipline issues, thus affecting organization productivity and performance. However, employees are aware of company's mission and vision. Leadership style does not influence employee productivity and transactional leadership have not developed standards, policies, procedures regulations and use reward and punishment strategies.

Mohammed, Ndulue and Nwaiwu (2018) examined the impact of labour turnover on organisational performance using Comprehensive Institute of Management and Technology (CIMTECH), Abuja as a case study. The main objective of the study is to evaluate the impact of labour turnover on organizational performance. The major problems motivating the study of labour turnover affecting organisational performance are dissatisfied salary package, job dissatisfaction and poor working environment thereby leading to loss in organisational performance and efficiency. The study used survey research design. Questionnaires were distributed and retrieved from staff of Comprehensive Institute of Management and Technology (Innovation Polytechnic), Kubwa, Abuja. The study also made use of secondary data obtained from textbooks, journals and the internet. The research made use of a combination of frequency and percentages for its analysis; while chi-square was used for testing its hypotheses. The sample size adopted for the study was 87; while stratified random sampling was the procedure for sampling. The major finding shows that there is a negative relationship between high labour turnover and organisational performance in Nigeria; and that labour turnover does not promote organisational efficiency in Nigeria. The study recommends that organisations should provide benefits that will attract the best employees to remain in the organisation in order to improve service delivery. Management should provide good working environment and aligning employee remuneration with their job responsibilities, which will help in motivating employees to improve their performance.

METHODOLOGY

The study adopted descriptive research. This research design is used to determine the analysis approach or strategy that a researcher used. Research design is also used as a blue print or guide to collect and analyze data based on research questions. According to Zikmund and Babin (2012), descriptive research is a study concerned with the frequency with which something occurs or the relationship between two variables. The study was carried out in Anambra state, Nigeria. Anambra is one of the 36 states in Nigeria located in the South-East Nigeria. Population of study refers to a group of people, objects or events which a researcher deliberately decides to study, primarily to obtain necessary data to solve a given problem. The population of the study comprised 1748 management and staff of the 9Mobile Nigeria, Airtel Nigeria, Global Comm and MTN Nigeria)

The sample size consist 341 statistical formular devised by Borg and Gall (1973) was employed to determine the sample size. The instrument employed for data collection was questionnaire constructed by the researcher. The researcher adopted face and content validity in this research.

The researcher used test-retest and Cronbach Alpha method in order to test reliability of the research instruments. The results showed that all variable are reliable with coefficients of 0.72, 0.90 0.92 and 0.71 respectively. Based on the threshold, they were found to be reliable for the study. The need to enhance easy comprehension and analysis prompted the use Pearson Product Moment Correlation Coefficient was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses.

DATA PRESENTATION AND ANALYSIS

A total of three hundred and twenty one (321) copies of the questionnaire were distributed to the employees of the selected telecommunication company. A total of three hundred (300) copies were retrieved from the respondents. The 21 copies were not properly filled by the respondents. The questionnaire is divided in section covers A the demographic features of the respondents. Section B analyzed the data relevant to research questions. The questionnaire adopted 5 point Likert rating scale which were used to measure the level of agreement and disagreement with a particlear statement to tap the situation or phenomena. The Likert rating scale was Wight thus: 5 (strongly agree), 4 (agree), 3 (Neutral), 2 (disagree), 1 (strongly disagree)

Presentation of Data relevant to the Research Questions

Research Question 1: *To what extent does employee voluntary turnover relate with performance of telecommunication companies in Anambra?*

Table 4.1: Respondents' View on the assertion on does employee voluntary turnover relate with performance of telecommunication companies

	Frequency	Percent	Valid Percent
Agree	111	27	27
Strongly Agree	81	33	33
Neutral	28	9	9
Disagree	39	13	13
Strongly Disagree	41	14	14
Total	300	100	100

Source: Field Survey, 2024 /SPSS

The table shows that 37.3% of the respondents strongly agree that does employee voluntary turnover relate with performance, 27% agree, 9.3% are neutral, 13.6 % disagree while 13% of respondents strongly disagree.

Research Question 2: *To what extent does involuntary turnover relate with performance of telecommunication companies in Anambra?*

Table 4.2: Respondents' opinion on involuntary turnover relate with performance of telecommunication companies

	Frequency	Percent	Valid Percent
Agree	161	54	54
Strongly Agree	93	31	31
Neutral	22	7	7
Disagree	14	5	5
Strongly Disagree	10	3	3
Total	300	100	100

Source: Field Survey, 2024 /SPSS

The table shows that greater percentages 31% of respondents agree that involuntary turnover relate with performance of telecommunication companies, 56.3% strongly agree, 7.3% are neutral, 3.3% disagree while 4.6% of respondents strongly disagree.

Research Question 3: *To what extent does employee health and safety relate with of telecommunication companies in Anambra?*

Table 4.3: Respondents opinion on assertion that employee health and safety relate with of telecommunication companies

	Frequency	Percent	Valid Percent
Agree	116	39	48.0
Strongly Agree	94	31	41.5
Neutral	49	16	4.0
Strongly Disagree	12	6	4.0
Disagree	22	7	2.4
Total	300	100	100.0

Source: Field Survey, 2024 /SPSS

The table shows that a greater percentage of 93% of respondents agree that employee health and safety relate with of telecommunication companies, 31.3% strongly agree, 16.3% are neutral, 7.3% disagree while 6.3% of respondents strongly disagree.

Testing of Hypotheses

Hypotheses

The following null hypotheses were formulated to give direction to this study:

Hypotheses one

H₀: Employee voluntary turnover has no significant relationship with performance of telecommunication companies in Anambra State.

H₀₁: Employee voluntary turnover has a significant relationship with performance of telecommunication companies in Anambra State.

Table 4.4: Pearson product-moment correlation analysis between employee voluntary turnover and net profit

Correlations		Performance	Employee Voluntary Turnover
Performance	Pearson Correlation	1	-.847**
	Sig. (2-tailed)		.000
	N	300	300
Employee Voluntary Turnover	Pearson Correlation	-.847 **	1
	Sig. (2-tailed)	.000	
	N	300	300

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2024

Interpretations

The correlation in Table shows that there is a significant relationship between employee voluntary turnover and performance of telecommunication companies in Anambra State. The Pearson’s product moment correlation coefficient values reveal a strong and significant correlation between employee voluntary turnover and performance of telecommunication companies ($r = 0.847$, at $p < 0.05$). This implies that an increase in employee voluntary turnover will decrease net profit of telecommunication companies in Anambra State. Based on this result, the null hypothesis one (H_{01}) which states that employee voluntary turnover has no significant relationship with performance of telecommunication companies in Anambra State, Nigeria was rejected.

Hypothesis Two

H_0 : Employee involuntary turnover has no significant relationship with performance of telecommunication companies in Anambra State.

H_{01} : Employee involuntary turnover has a significant relationship with performance of telecommunication companies in Anambra State.

Table 4.5: Pearson product-moment correlation analysis between employee involuntary turnover and performance of telecommunication companies

Correlations		Performance	Employee Involuntary Turnover
Performance	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	300	300
Employee Involuntary Turnover	Pearson Correlation	.813 **	1
	Sig. (2-tailed)	.000	
	N	300	300

****.** Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2024

Interpretations

The correlation in Table shows that employee involuntary turnover has a significant relationship with performance of telecommunication companies in Anambra State. The Pearson’s product moment correlation coefficient values reveal a strong positive and significant correlation between employee involuntary turnover and return on assets ($r = 0.813$, at $p < 0.05$). This implies that an increase in employee involuntary turnover will increase performance of telecommunication companies. Based on the findings, the study therefore rejects the null hypothesis two (H_0) which states that employee involuntary turnover has no significant relationship with performance of telecommunication companies in Anambra State.

Hypotheses Three

H_0 : Employee health and safety has no significant relationship with performance of telecommunication companies in Anambra State

H_{01} : Employee health and safety has a significant relationship with performance of telecommunication companies in Anambra State

Table 4.6: Pearson product-moment correlation analysis between employee health and with performance of telecommunication companies.

Correlations		Performance	Employee Health and Safety
Performance	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	300	300
Employee Health and Safety	Pearson Correlation	.813 **	1
	Sig. (2-tailed)	.000	
	N	300	300

****.** Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2024

The correlation in Table shows that employee health and safety has a significant relationship with performance of telecommunication companies in Anambra State. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between employee health and safety and performance of telecommunication companies ($r = 0.813$, at $p < 0.05$). This implies that an increase in employee health and safety reliability will increase performance of telecommunication companies in Anambra State. Based on the findings, the study rejects the null hypothesis five (H_0), which states that employee health and safety has no significant relationship with performance of telecommunication companies in Anambra State.

Summary of Findings

The findings of the study are summarized as follows:

1. The correlation result showed that employee voluntary turnover had a negative significant relationship with performance of telecommunication companies in Anambra State.
2. The correlation result showed that there was a positive significant relationship between employee involuntary turnovers and performance of telecommunication companies in Anambra State.
3. The correlation result shows that employee health and safety had a positive significant relationship with performance of telecommunication companies in Anambra State.

CONCLUSION

From the analysis it was discovered that employee voluntary turnover had a negative significant relationship with performance of telecommunication companies, employee health and safety had a positive significant relationship with performance of telecommunication companies in Anambra State. While, employee involuntary turnover had a significant relationship with performance of telecommunication companies. Therefore, the study concluded that employee turnover had a positive significance relationship with performance of telecommunication companies in Anambra State, Nigeria.

RECOMMENDATIONS

For the major findings listed above, the study recommends that telecommunication companies to address the following.

1. Telecommunication companies can boost sustainable employee commitment, increase organizational effectiveness and gain a competitive advantage by reducing voluntary turnover. They should develop motivation strategies such as; offering pay raise, new assignment, and effective communication better working conditions. It should also encourage work balance life and offer growth opportunities.
2. Telecommunication companies should develop policies and strategies that they can use in cases of involuntary turnover. They can use downsizing strategies such as; retrenchment, early retirement or casualization of staff.
3. The management of telecommunication companies should include the employees health and safety the in policy of the organization, and every decisions that will affect the health and safety of workers and their working conditions should be included in the policy in order to reduce employee turnover.

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