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# **Employee Turnover And Organization Performance In Telecommunication Companies In Anambra State**

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## **ABSTRACT**

This study investigate the relationship between employee turnover and organization performance in telecommunication companies in Anambra State. The study specifically investigate; the relationship between employee voluntary turnover and return on net profit and the relationship between involuntary turnover and return on assets of telecommunication companies in Anambra. Relevant conceptual, theoretical and empirical literature were reviewed. The study is anchored on Image theory. The study adopted descriptive research design. The study was carried out in Anambra state, Nigeria. The population of the study comprises 1748 of the employees of Telecommunication companies in Anambra State. The sample size consist of 341 using statistical formular devised by Borg and Gall. This study make used primary source of data. The instrument employed for data collection was questionnaire constructed by the researcher. Test-retest and Cronbach's alpha was use in verify the internal consistency of each construct. Simple percentage analysis was used in the analyzing research question. While Pearson Product Moment Correlation Coefficient was used in testing the hypotheses. The correlation result shows that employee voluntary turnover has a negative significant relationship with net profit of telecommunication companies. The correlation result shows that there is a positive significant relationship between employee involuntary turnover has no significant relationship with return on assets of telecommunication companies in Anambra State. The study concluded that employee turnover had a positive significance relationship with employee performance in telecommunication companies in 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. It should develop motivation strategies such as; offering pay raise, new assignment, and effective communication better working conditions. Telecommunication companies should develop policies and strategies that they can use in cases of involuntary turnover. The study contributed knowledge by providing empirical evidence for linking organizational performance to employee turnover, thus providing support for a key theoretical proposition of mage theory developed

**Keywords:** Employee Voluntary Turnover, Involuntary Turnover, Return on Assets and Return on Net Profit

## **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 organizations' 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 organization faces. Tariq, Ramzan & Riaz (2013) elaborate that the result of employee turnovers in any organization 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).

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, inexpert, 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 (Atiqur Rahman, 2017). Skilled turnover on the other hand refers to the situation of skilled and educated professional leaving 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 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. 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. 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. 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 component human capital/talent, are key issues for telecommunication companies. The problems of employee turnover in telecommunication companies are high rate voluntary turnover, and low rate 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 in Anambra State.

### **Objectives of the Study**

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

- i. Examine the relationship between employee voluntary turnover and return on net profit of telecommunication companies in Anambra State
- ii. Investigate the relationship between involuntary turnover and return on assets 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 net profit of telecommunication companies in Anambra State?
- ii. To what extent does involuntary turnover relate with return on assets of telecommunication companies in Anambra State?

### **Hypotheses**

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

- Ho<sub>1</sub>: Employee voluntary turnover has no significant positive relationship with net profit of telecommunication industries in Anambra State.
- Ho<sub>2</sub>: Employee involuntary turnover has no significant positive relationship with return on assets 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. 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). Correspondingly, other researchers (Ngcobo, 2014; Yezina, 2014) have 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. Hence, if an individual employee possesses a unique skill that is in demand, they might be baited away because of higher pay, excellent benefits and organisations that offer better personal development (Arokiasamy, 2013). 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 (Heneman, Judge, & Kammeyer-Muelle, 2012). When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Curran, 2012). 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. Hollman (2016) opined that from the perception of human resources management and organizational behavior, employee turnover is the rotation of employees around the labor market, that is, between firms, jobs, occupations and between the states of employment and unemployment. Ampomah and Cudjor, (2015) reported that organizations seek to retain highly productive and competent employees in order to improve organizational effectiveness. He noted that, sometimes employees are disengaged from the organizations for several reasons. Employee turnover is defined as the individual movement of employees across the membership boundary of organizations. (Huselid 2016). This definition refers to employees moving into or out of an organization.

**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 ruptcy or a poor fit between the employee and the organization, desires to decrease costs, introduction of new technology, and organizational restructure. (Ronra & Chaisawat, 2019).

### **Organizational 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. (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). 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). The final measure of organizational performance is survival. To this end, Drucker (1954) proposed eight different performance dimensions. The eight dimensions are all necessary for the long-term survival of the organization, which is the ultimate test of performance. These dimensions include innovation, productivity market standing relative to market potential both now and in the future, physical and financial resources, worker performance and attitude, profitability sufficient to cover the risk premium for being in business, public responsibility, and (manager performance and development (Drucker, 1954). Besides, central to the study of management is an understanding of the goals and objectives of the organization and the procedures used to measure their achievement.

### **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. However, in this area of human resource, employee turnover is a major factor that hinders business's ability to retain customers and provide high-quality customer service. Thus, the study contains the introduction, problem statement and research objectives. The specific objectives this research are identify the major factors causing staff turnover in Dashen Telecommunication companies, assess employees turnover and the performance of the telecommunication companies and identify and suggest possible solutions to the telecommunication companies to mitigate turnover that experiencing currently and retain its employees. It also involved looking through earlier research, documents, text books and journals on related literature previous research works. In addition, the researcher assessed both primary and secondary data. The 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. The researcher recommended that care must be taken to reduce or minimize turnover rate as minimum as possible through salary adjustment and benefit package, and creating opportunities for carrier advancement owing to the fact that well experienced employees will stay long in the organization and contribute much for the development in the performance of the telecommunication companies.

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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. Study findings unveiled that the causes that could contribute to employees turnover includes unmet expectations, limited or no opportunities for advancement, poor relations with supervisors and inadequate training opportunities. 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. The study recommends that study on types of employee turnover and their effect on competitive advantage should be conducted on health institutions.

Ginette, and Anianou, (2019) established the effects of employee turnover on competitive advantage of insurance companies. The study was guided by the following research questions: What are the effects of voluntary turnover on competitive advantage of insurance companies? What are the effects of involuntary turnover on competitive advantage of insurance companies? What are the mitigating strategies to gain competitive advantage? 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.

## **METHODOLOGY**

The study adopted descriptive research. According to Cooper and Schindler (2014), 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. Descriptive design is appropriate for this study because it utilizes data collection and analysis techniques that capture the measures of central tendency, variation, and correlation (Shajahan, 2019). Descriptive research design was used to describe specific characteristics. Descriptive research is used when there is a clear statement of the research problem, specific research questions and detailed information needed (Malhotra, Baalbaki, & Bechwati, 2019). The study was carried out in Anambra state, Nigeria. Anambra is one of the 36 states in Nigeria located in the South-East Nigeria. It has an estimated area of square 1236 kilometers. The State is densely populated and has an estimated population of 3.2 million people (National Population Census, 1991). The population of the study comprised 1748 of the management and staff of the 9Mobile Nigeria, Airtel Nigeria, Global Comm and MTN Nigeria) Telecommunication companies in Awka, Nnewi and Onitsha in Anambra State.

The sample consist 341 of employee of Telecommunication companies in Awka, Nnewi and Onitsha. The 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 used face and content validity in this research work. Validity is the accuracy and meaningfulness of inferences which are based on the research results, and the degree to which the results obtained from the analysis of data actually represent the phenomenon under study (Mugenda and Mugenda, 2002). The researcher used test-retest method and Cronbach alpha to verify the internal consistency of each construct in order to achieve organizational performance 0.71 and 0.92 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 of the frequency distribution table to present the data gathered. 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 will used to measure the level of agreement and disagreement with a particle statement to tap the situation or phenomena. The Likert rating scale will be Wight thus: 5 (strongly agree), 4 (agree), 3 (Neutral ), 2 (disagree), 1 (strongly disagree)

**Presentation of Data relevant to the Research Questions**

Here, data relevant in answering the research question and testing the hypotheses were presented in tables below.

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

**Table 4.6: Respondents' View on the effect of employee voluntary turnover relate with net profit of telecommunication companies**

	Frequency	Percent	Valid Percent
Disagree	111	38	38
Neutral	30	10	10
Strongly Agree	151	50	50
Strongly Disagree	4	1	1
Agree	4	1	1
Total	300	100	100

Source: Field Survey, 2023 /SPSS

Table 4.6 reveals that 50% of the respondents strongly agree that employee voluntary turnover relate with net profit of telecommunication companies turnover 1% agree, 10% are neutral, 1% disagree while 38% of respondents disagree.

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

**Table 3: Respondents' opinion on the effect of involuntary turnover relate with return on assets 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, 2023 /SPSS

Table 3 shows that greater percentages 31%of respondents agree that involuntary turnover relate with return on assets of telecommunication companies, 56.3 % strongly agree, 7.3% are neutral, 3.3% disagree while 4.6% of respondents strongly disagree.

**Testing of Hypotheses**

H<sub>0</sub>: Employee voluntary turnover has no significant relationship with net profit of telecommunication companies in Anambra State.

H<sub>01</sub>: Employee voluntary turnover has a significant relationship with net profit of telecommunication companies in Anambra State.

**Decision Rule:** in interpreting the strength of relationship between the variables, the guideline given by Osioma (2019): from 0.0 to ± 0.2 = slight/no correlation, 0.2 to ± 0.4 = low correlation, 0.6-0.8 = strong correlation and 0.9 to ± 1.0 = very strong/perfect correlation

**Table 4: Result of Pearson product-moment correlation analysis between employee voluntary turnover and net profit**

Correlations			Employee voluntary turnover	Net Profit
<b>Employee Turnover</b>	<b>Voluntary</b>	Pearson Correlation	1	-.847**
		Sig. (2-tailed)		.000
		N	300	300
<b>Net Profit</b>		Pearson Correlation	-.847 **	1
		Sig. (2-tailed)	.000	
		N	300	300

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

**Source:** Field Survey, 2025

**Interpretations**

The correlation in Table 4 shows that there is a significant relationship between employee voluntary turnover and net profit of telecommunication companies in Anambra State. The Pearson’s product moment correlation coefficient values reveal a strong negative and significant correlation between employee voluntary turnover and net profit ( $r = 0.847$ , 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 net profit of telecommunication companies in Anambra State, Nigeria was not rejected.

**Hypothesis Two**

$H_0$ : Employee involuntary turnover has no significant relationship with return on assets of telecommunication companies in Anambra State.

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

**Decision Rule:** In interpreting the strength of relationship between the variables, the guideline given by Osisioma (2019): from 0.0 to  $\pm 0.2$  = slight/no correlation, 0.2 to  $\pm 0.4$  = low correlation, 0.6-0.8 = strong correlation and 0.9 to  $\pm 1.0$  = very strong/perfect correlation

**Table 5: Result of Pearson product-moment correlation analysis between employee involuntary turnover and return on assets**

Correlations			Employee Involuntary Turnover	Return On Assets
<b>Employee Turnover</b>	<b>Involuntary</b>	Pearson Correlation	1	.813**
		Sig. (2-tailed)		.000
		N	300	300
<b>Return On Assets</b>		Pearson Correlation	.813 **	1
		Sig. (2-tailed)	.000	
		N	300	300

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

**Source:** Field Survey, 2023

**Interpretations**

The correlation in Table 5 shows that employee involuntary turnover has a significant relationship with return on assets 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 return on assets in 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 return on assets of telecommunication companies in Anambra State.

### Summary of Findings

1. The correlation result showed that employee voluntary turnover had a negative significant relationship with net profit of telecommunication companies in Anambra State. The Pearson's product moment correlation coefficient values reveal a strong negative significant correlation between employee voluntary turnover and net profit ( $r = -0.847$ , at  $p < 0.05$ ).
2. The correlation result showed that there was a positive significant relationship between employee involuntary turnover and return on assets 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  $p < 0.05$ ).

### CONCLUSION

From the analysis it was discovered that employee voluntary turnover had a negative significant relationship with net profit of telecommunication companies, While, employee involuntary turnover had a significant relationship with return on assets of telecommunication companies. Therefore, the study concluded that employee turnover had a positive significance relationship with employee performance in 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. Through this they will be able to increase employee job satisfaction and commitment hence raise profitability.
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. This will enable them to cut costs, reduce business slow-down, increase organizational effectiveness, efficiency and productivity therefore gain competitive advantage.

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