

## Intentional Turnover of the Administrative Staff in a Private Faith-Based Higher Institution, Southwest Nigeria

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### Abstract

*This study examined the problem of turnover intention among the administrative personnel in a Private Faith-Based higher institution, Southwest Nigeria, focusing on the fringe benefits accrued to them and fringe benefits not accrued to them. Given this, the study investigated the comfortability of the administrative officers working with inadequate fringe benefits. It also investigated factors that make administrative officers prone to voluntary turnover and gender composition of the affected personnel. The questionnaire was used to collect information from respondents (N=231). Drawing from data retrieved from records, the study came out with 14 fringe benefits accrued to the administrative staff and 14 fringe benefits not accrued to them. Examination of the result reveals that a majority (86.6%) of the respondents were not comfortable working without adequate fringe benefits as against 7.8% who were comfortable. The Chi-Square statistical instrument was used to test the only hypothesis formulated. The p-value was observed to be statistically significant at  $p = .000 < .01$  (1% level of significance) for the variable responses. Therefore, the alternate hypothesis was accepted. The study also revealed 8 factors that make the administrative staff prone to voluntary turnover. Lastly, data retrieved from descriptive background showed that male administrative officers were more involved in voluntary turnover than their female counterparts.*

**Keywords:** Intentional turnover, administrative staff.

### 1. Introduction

Voluntary turnover has received much theoretical and empirical attentions, not only in organizational psychology (Mowday et al., 1982; Harper 1982; Mitra et al., 1992; Arthur, 1994; Janseen, 1999) and human resource management (Huselid, 1995; Huselid 1997), but also in humanities Bawa and Jantan (2005), Industrial Sociology and Behavioural Sciences (Hom & Griffeth, 1995; Babakus, et al., 1996). Previous studies also show that turnover intention is a topic of interest to professionals, such as personnel, researchers, managers and social scientists (Mobley, et al., 1979; Nyamubarwa, 2013). Therefore, much has been done in literature on this discourse (Judge, 1993; George and Jones, 1996; Cotton and Tuttle, 1986; Wright and Bonett, 2007).

In spite of the large body of literature on turnover intention, however, problems associated with worker terminating their appointment voluntarily has remained a major economic, social, cultural and political problem in many work-settings

(Syrett, 1994; Barnett, 1995; Chang, 1996; Machachlan, 1996; Hassan, 2014), work organisations in sub-Saharan Africa (SSA) included.

Nigerian higher education system, mostly the private sector, is therefore not exempted. The economic aspect of the above factors has continued to attract scholarly work on voluntary turnover in the sector (Ugbo, 1994; Oredein and Alao, 2009; Olusegun 2012; Adenuga et al., 2013; Ibrahim et al., 2013). Nevertheless, none of the above mentioned articles focused on the problem of turnover intention affecting the Non-Teaching Staff, mostly, the administrative officers in a private Faith-Based higher institution, southwest Nigeria. Thus, one of the most ignored areas in studies pertaining to issues involving administrative personnel in the sector is voluntary turnover. The lack of scholarly works in this area might be due to paucity of relevant information and unidentified underlying factors.

Although what motivates workers for effective and efficient productivity are diverse in nature, but previous studies emphasis more on economic factors Weiler, (1985) in which fringe benefits contribute significantly. Therefore, the objectives of this study are to: (i) investigate fringe benefits accrued to the administrative staff (ii) explore fringe benefits not accrued to the administrative staff (ii) examine the comfortability of the administrative staff working without adequate fringe benefits (iii) find out factors that make the administrative officer vulnerable to voluntary turnover, and (iv) analyze gender composition of the affected administrative personnel.

Apart from its introduction, other sections of this article include: The literature review, research methodology, results, discussion, recommendations and conclusion.

## 2. Operational Definition of Terms

The following terms were used as defined in this article

**Administrative Staff**- Staff in the core area of administration in academia.

**Non-Teaching Staff**-Members of staff who do not engage in teaching in academia. Such staff are found in Works Department, Library Unit, Computer Centre, Bursary Department and Health Centre

**Voluntary Turnover or intention**- Self withdrawal of service.

**Private Faith-Based University**-Private Mission University or Christian University

**Fringe Benefits**- Additional pay given to members of staff in his place of work.

## 3. Literature Review

### 3.1 Examination of Research on Voluntary Turnover

Tett and Meyer, (1993) cited in Adenuga et al., (2013) view voluntary turnover as a deliberate willingness of workers to resign their appointments in work-settings. This view is narrow and it fails to capture the next move of the staff involved, either to a lucrative business or another organisations. Thus, Meyer (1993) cited by Aondoaver et al., (2012) defined turnover intention as conscious willfulness of staff to seek other alternative job opportunities in other organizations. It is therefore some workers estimated intention to leaving an organization at some point in life (Ahmad and Riaz, 2011).

Armstrong, (2010) view is slightly different from the above perspectives. According to him, employee turnover intention refers to the normal rate of movement of workers in and out of organizations. This view is in accord with Fapohunda, (1980) who perceives the term as the flow of manpower into and out of an organization. The inflow of staff according to this author could be perceived as accession while the outflow could be viewed as separation (leaving). Separation may be regarded as quitting, discharging, laying-offs etc. Accession on the other hand could be regarded as replacement or hiring new staff (Ibrahim et al., 2013).

The views presented above gives a clearer meaning of voluntary turnover, but these perspectives limit the movement of workers to an organization and ignored the likelihood of workers moving from one company to another. Thus, Gaudet (1960) describes the term as the movement of workers from one geographical area, one occupation, and from one industry to another. For example, an accounting faculty member might decide to resign from a teaching position to become a practicing accountant, or vice versa. Similarly, Abassi et al., (2000) perceives employee turnover intention as the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment.

### 3.2 Exposition of Research on Factors Responsible for Voluntary Turnover Among Workers.

Labor turnover according to Ibrahim et al., (2013) is considered as unorganized forms of industrial conflict. Therefore, it

could be regarded as a retreat by employees from unsatisfactory situations, which usually prompt workers to intentionally resign their appointments from work organisations.

Although, years of engagement of workers in work-settings are limited, except entrepreneurs, who owned their companies, but when workers are resigning from work few years after employment or before the age of retirement massively, it means they are no longer comfortable working in such organisations. On this note Price (1977) found that an individual's satisfaction determined the probability of his staying in or leaving the organization. When workers are not satisfied with the conditions of work, they tend to leave whenever the opportunity avails. Weiler's (1985) views salary consideration as a strong determinant of job satisfaction and voluntary turnover. Also, Scholars of Marxist extraction argue: *"..the economic structure of society is the real foundation, which raises a legal and political structure that corresponds with definite forms of social consciousness.."* Marx and Engels, (1969:69). Thus, a situation whereby workers salaries and remunerations cannot sustain their families could be a fertile ground for voluntary turnover.

Therefore, the prospect of securing good salaries and conditions of service elsewhere could be one of the most obvious contributors to voluntary turnover. In Nigeria, there are industries and organizations that offer good remunerations and conditions of service. These include Oil and Gas Companies, International Organisations, Financial Institutions, etc. Workers in the private and public sector may not be contented with their remunerations and therefore be interested in these organisations. Employees might stay a little longer in times of recession because of unemployment, but they know they're being exploited. Such workers usually resign their appointment whenever better opportunities avail in organisations mentioned above.

In addition to salaries, previous studies also emphasis the importance of fringe benefits in determining voluntary turnover (Osibajo, et al., 2014). Fringe benefits are services provided by an employer to employees as compensation for their performances Bizfillings, (2014). These benefits add to workers salaries at the end of the month. Past studies show that workers tend to stay in organisations where fringe benefits are higher than low ones. More often than not, most employers of labour used to deny their workers some of these fringe benefits and it makes workers vulnerable to voluntary turnover.

Apart from the above, work environment has equally been associated with voluntary turnover. It has been argued that turnover intention tends to be higher in environments where employees feel they are taken advantage of, where they feel undervalued or ignored, and where they feel helpless or unimportant. Oludayo and Omonijo, (2013) stress the importance of human resources in work-settings. In organisations where workers think they are being taken for granted and not valued, workers may not want to stay too long in such organisations.

Management policies, more often than not have been associated with turnover intention. Policies relating to poor remunerations, fringe benefits, lack of rewards could have adverse effect on voluntary turnover. Also, a company that is responsive to employees' needs and wants may likely experience high turnover intention. Management's handling of major corporate events such as mergers or layoffs is also an important influence on the work environment afterwards. The policy of an organization on advancements and promotion can determine how long workers stay in an organisation. This is the prime reason why many mid-level executives leave the company. Due to no potential opportunity for advancements or promotions, they prefer other companies which may provide them with higher posts and increased compensation packages.

The relationship between managers and their workers can also affect the workers' job performance. Bad management practices like hatred for workers, witch-hunting, failing to recognize the potentials in workers, sitting on workers promotion etc could deflate employees' morale, cause stress that results in sometimes serious health issues and it may prompt a worker to resort to what Price, (2001) calls *cease the membership in an organization*.

Poor training or lack of adequate training for staff by the management could cause workers not to perform at optimal level. Asking employees to do a job without giving them adequate training on that job may likely make them ineffective and inefficient and also, de-motivate them. Eventually, the cumulative of these factors may result in workers embracing what Nyamubarwa, (2013:1) termed "I am considering leaving soon"

Demographic issues are also very vital in determining voluntary turnover among workers (Yuen-Onn, et al., 2013). The most important aspect of this factor hinges on women who need to balance significant work and family duties at the same time. Such women, even men at times may choose to leave a company instead of sacrificing family interests and responsibilities for demanding assignments in work settings. The situation abounds in most private establishments where the demand of the job does not recognize family responsibilities.

Inequitable evaluation in the process of appraisal could lead to voluntary turnover among staff. While preparing the performance appraisal of employees, some managers, more often than not, evaluate employees' performance unfairly which could de-motivate them and prompt them to resign voluntarily? This is common between senior and junior staff in some establishments, where the junior staff progress are being hindered by their superiors based on grudge, bitterness

and malice.

Strained communications between the management and employees in work organization has the potential to cause problems and poor relationship. The persistence of this problem for a long time could prompt staff to resign voluntarily. This is common in private businesses, where the proprietors dictate the pace of things without any consideration for members of staff. Although this problem may not be a major concern in the public universities, but it could be in the private sector, most faith-Based ones, where the founder dictates administrative procedures.

### 3.3 *State of Knowledge on the Cost of Voluntary Turnover*

When employees resign, the employer has to incur a considerable amount of direct and indirect expenses (Tanner, 2014). These include advertising expenses, headhunting fees, resource management expenses, loss of time and productivity, work imbalance, and employee training and development expenses for new joiners. Although in some complex organisations where recruitment of new staff and their training is of priority to the top management, voluntary turnover could be too costly, but where staff can easily be replaced without any advertisement and little or no cost on recruitment voluntary turnover might not be considered a serious threat.

The U.S. Bureau of Labor Statistics has found that the U.S. voluntary turnover rate is 23.4% annually. It's generally estimated that replacing an employee costs a business one-half to five times that employee's annual salary. So, if 25% of a business' workforce leaves and the average pay is \$35,000, it could therefore, cost a 100-person firm between \$438,000 and \$4 million a year to replace employees (Robison, 2008). In United States of America, recruitment of staff and staff training is observed with all seriousness. This could be the major reason why the cost of voluntary turnover is huge in their organisations. But in underdeveloped nations like Nigeria, where the rate of unemployment is very high, and many people are looking for jobs, it may not be too costly to recruit staff.

Staw, (1980) emphasizes on pressure of voluntary turnover on the remaining staff and its effects on social capital. Explanation of voluntary turnover has relevant implications for organizational workforce. If ten out of forty personnel working in a unit of production process in an establishment resign, the burden of the whole assignment rests on the remaining thirty until provision is made to replace ten members of staff that resigned their appointments.

In addition, research findings show that voluntary turnover, impacts negatively on, among others, business performance and organizational effectiveness (Shaw, et al., 2005; Tariq, et al., 2013). When workers resign unexpectedly; it will impact negatively on production and on the organizational effectiveness (Wang, et al., 2012). Also, Sing & Loncar, (2010) note that voluntary turnover adversely affects employees' commitments. As noted by the above scholars, when the output of an organization is negatively affected, it impacts on organizational effectiveness and efficiency. These in turn will affect customers' satisfaction and cause the organization to lose patronage. In such a situation, workers commitment will be affected.

### 3.4 *Theoretical Background*

Several theories have emerged to explain the best way of motivating staff, for efficiency and effectiveness in work-settings, in both developed and underdeveloped societies (Mitchell, 1982; Lawrence & Nohria, 2002; Mitchell & Daniels, 2002; Steers et al., 2004). In spite of this however, job satisfaction has remained a major problem. Probably, most organizations try to ignore these paradigms in dealing with workers motivation, due to the nature of exploitation of many capitalists. Therefore, the inability of many entrepreneurs to strike a balance between workers satisfaction and the attainment of organizational goals has continued to provoke high rate of voluntary turnover in work-places. This shall be elucidated in this article upon the backdrop of Organisational Equilibrium Theory.

This paradigm is largely associated with (Barnard, 1938). This author provides a systematic framework that investigates human motivation that has to do with decisions to belong to an organization or not. According to Barnard, (1938), organizational equilibrium means the capacity to maintain efficiency of an organization due to the fact that organisations are dependent upon the continuity of participant contributions. In order to maintain this, organizations must offer equitable inducements to workers for their immense contributions towards goal attainment of organisations, where they work. In other word, balancing burdens in work-settings through satisfaction of workers with entitlements may likely result in their continuous commitments to goals attainment of organisations where they work. However, if personal sacrifice outweighs the inducements that an individual receives, there is a strong likelihood that such a worker will consider it necessary to withdraw his contributions from the organization where he works.

Dwelling on Barnard, (1938), ensuring equilibrium between workers entitlement and organizational success could be a good idea, because, no party will be cheated. This could encourage workers to continuously contribute their quota to

the attainment of goals of their organizations. However, maintaining a state of equilibrium between workers and management has always been a bone of contention in many work settings. Probably the management does not want to accord workers their due entitlements because of the exploitative tendency of most employers of labour. In as much as the possibility of exploiting workers persists, voluntary turnover will continue to be a major problem in work settings. Human beings are more important than other factors of production. Without them, other resources cannot be utilized for the success of any organization (Oludayo and Omonijo, 2013).

#### 4. Methods

##### 4.1 Research Design and Instrument

This study employed a survey research and ex-post descriptive designs. A structured questionnaire was used to collect information from respondents.

##### 4.2 Population, Sample Size and Sampling Techniques

The 254 Administrative Officers made up the population of this study. This figure equally represented the sample size. Respondents were purposeful selected to participate in this study because they are the most affected members of staff.

##### 4.3 Data Validity and Reliability

This study employs construct validity of instrument. It entails the use of a panel of experts in the area of study. The questionnaire was sent to them for evaluation. Their comments and suggestions were incorporated into the study. Also, 89 questionnaires were pre administered to Staff in each unit. Their judgments reflected what was finally obtained from the entire sample.

##### 4.4 Data Analysis

Simple percentage was used to analyse the data collected for this study. This involves frequency tables and percentage. Also, figures and chart were used for proper clarification where necessary. Chi-square was used to test the only hypothesis formulated @ 0.5 level of significance.

#### 5. Results

**Table 1:** Respondent Rate

Questionnaires Distributed	Returned Questionnaire	Percentage
254	231	90.9

**Source:** Field Wok 2014

Out of 254 questionnaires that were distributed to respondents, researchers were able to retrieve 231 questionnaires back, which represent 90.9%.

**Table 2:** Gender Distribution of Respondents

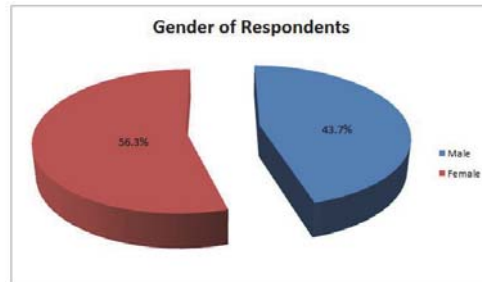
SN	Gender	F(N=231)	%(100)
1	Female	130	56.3
2	Male	101	43.7

**Source:** Field Wok 2014

Dwelling on **Table 2**, female staff represents the majority of the sample, while their male counterparts represent the

minority with 56.3% and 43.7% respectively. This distribution is further illustrated in figure 1 below, for proper clarification.

**Figure 1:** Gender Distribution of Respondents



**Source:** Fieldwork, 2014

**Table 3:** Fringe Benefits Accrued to the Administrative Staff

SN	Fringe Benefits Available in the Institution Under Study
1	House allowance
2	Medical allowance
3	Paid holidays
4	Pension scheme
5	Subsidized meal
6	Transportation
7	Annual increment
8	On campus accommodation
9	Time off
10	In service training
11	Promotion
12	Working environment
13	Sick time
14	Examination invigilation allowance

**Source:** Fieldwork, 2014

**Table 3** presented above indicates 14 fringe benefits accrued to the administrative staff.

**Table 4:** Fringe Benefits Not Accrued to the Administrative Staff

SN	Fringe Benefits not Accrued to the Administrative Personnel
1	Annual reward for hard working staff
2	Employee discount
3	Paid vacation
4	Moving around reimbursement
5	Conference / Workshops
6	Reversal of wrong done
7	Tuition reduction
8	Dependent care assistance
9	Child care
10	Social security (retirement income, disability income, Medicare and Medicaid, and death and survivorship benefits)
11	Educational assistance
12	Overtime /shifting allowance
13	Hazard allowance
14	Job security

**Source:** Field Work, 2014

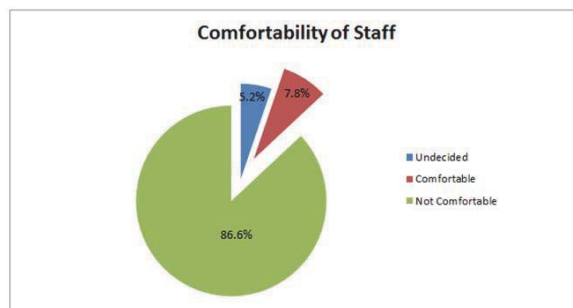
As indicated in **Table 4**, 14 fringe benefits were not accessible to the administrative staff and it could make them vulnerable to voluntary turnover. Dwelling on the result of investigation in Table 3 & 4, it is not sure whether the personnel will be comfortable working in this institution. Please see **Table 5** in this respect.

**Table 5:** Comfortability of the Administrative Staff Working with Inadequate Fringe Benefits

SN	Responses	F(N=231)	%(100)
1	Yes	18	7.8
2	No	201	86.6
3	Undecided	12	5.2

**Source:** Field Work, 2014

The verdict of respondents on **Table 5** above shows that a majority (86.6%) of respondents were not comfortable working in the institution without adequate fringe benefits. Respondents who claimed to be comfortable represent 7.8% while those who failed to respond to the question leading to this result were 5.2%. The result is further illustrated in *figure 2* below:



**Figure 2:** Comfortability of the Administrative personnel Working with Inadequate Fringe Benefits.

**Source:** Fieldwork, 2014

**Table 6:** Factors that Make the Administrative Staff Vulnerable to Voluntary Turnover.

SN	Factors	F(N=231)	%(100)
1	Poor remunerations	229	99.1
2	Poor fringe benefits	225	97.4
3	Inconstant promotion	201	87
4	Inability to get to the peak of administration	150	64.9
5	Lack of work / life balance	98	42.4
6	Lack of provision for capacity development	86	37.2
7	Inability to measure up to the standard of the Management	67	29
8	Lack of freedom	54	23.4

**Source:** Field Work, 2014

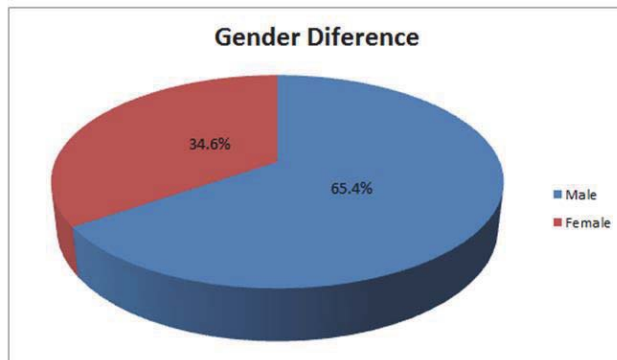
Dwelling on **Table 6**, respondents attributed voluntary turnover to 8 factors out of which poor remuneration tops the list with 99.2%. This is followed by poor fringe benefits which represents 97.4%. Inconstant promotion ranked third with 87% while inability to get to the peak of career ranked fourth with 64.9%. Lack of work / life balance and inability to make provision for capacity development ranked fifth and sixth. These are represented by 42.4% and 37.2% respectively. Inability to measure up to the standard of the management ranked seventh while lack of freedom ranked eighth with 29% and 23.4% respectively.

**Table 7:** Gender Composition of Staff Involved in Voluntary Turnover

SN	Sex	F (N=81)	%(100)
1	Male	53	65.4
2	Female	28	34.6

**Source:** Field Work, 2014

As indicated in **Table 7** above, 81 members of staff voluntarily withdrew their services in the institution under study, in the last five years, out of the total number of 254 administrative officers in the workforce. Out of this figure, male staff represent 65.4% while their female counterparts constitute 34.6%. Hence, it could be deduced that male staff are not stable in this institution. The result in **Table 7** is further illustrated in figure 2 below:



**Figure 2:** Gender Connotation of Staff Involved in Voluntary Turnover

**Source:** Field work, 2014

## 5.1 Statistical Test of Significance

### 5.1.1 Hypothesis

- **H<sup>o</sup>:** Administrative staff are not comfortable working with inadequate fringe benefits
- **H<sub>1</sub>:** Administrative personnel are comfortable working with inadequate fringe benefits

**Table 8:** Test Statistics

	Administrative personnel are comfortable working with or without adequate fringe benefits
Chi-Square	299.766 <sup>a</sup>
df	2
Asymp. Sig.	.000

Given the number of cells, expected frequencies are less than 5 and the minimum expected cell frequency (77) are less than 5. Therefore, the sample size requirement for the Chi-Square test is satisfied. The Chi-Square test is carried at 2 degrees of freedom.

The p-value is observed to be statistically significant at  $p = .000 < .01$  (.05% level of significance) for the variable responses- Administrative personnel are comfortable working with adequate fringe benefits. The Null Hypothesis "Administrative personnel are not comfortable working without adequate fringe benefits" can therefore be rejected leading to the acceptance of the hypothesis that: Administrative personnel are comfortable working with adequate fringe benefits.



**Table 9:** One sample Non-parametric test

	Null Hypothesis	Test	Sig.	Decision
1	The categories of Administrative staff officer are comfortable with fringe benefits occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

The one sample chi-squared test in Table 2 above shows that the sample observation of the response variable is normally distributed and thus confirming the rejection of the null hypothesis as stated above. The result therefore implies that administrative personnel are more comfortable with adequate fringe benefits and are motivated to perform better in their respective jobs than without adequate fringe benefits.

## 6. Discussion

This study was set up to address **5 objectives** bothering on voluntary turnover among the administrative personnel. The **first** examined fringe benefits accrued to the administrative officers and came out with 14 of such fringe benefits.

The **second** investigated fringe benefits not accrued to the administrative staff. The study came out with 14 of such fringe benefits (see Table 4). Non-availability of these fringe benefits could make workers prone to voluntary turnover as concluded by Osibajo, et al., (2014). It may likely make these personnel prefer other institutions where adequate fringe benefits are offered.

The **third** examined if the administrative staff were comfortable working in this institution without adequate fringe benefits. The result of investigation revealed that absolute majority of respondents (86.6%) were not comfortable working without adequate fringe benefits. This was validated with the hypothesis formulated and tested. The p-value was observed to be statistically significant at  $p = .000 < .01$  (.05% level of significance). Given this, the **null hypothesis** was rejected while the **alternate hypothesis** was accepted. The result of the investigation shows that fringe benefits are very crucial in determining the comfort of workers and how long they stay in work-settings. This finding corroborates Price (1977), who submits that workers satisfaction determines their longevity in work settings and adequate fringe benefits can make workers comfortable at work.

The **fourth** examined factors that make the administrative officers prone to voluntary turnover. Eight factors were revealed at the end of the investigation. Poor remunerations of the administrative staff top the list with 99.1% while poor fringe benefits take the second position with 97.4%. Inconstant promotion and inability of the administrative staff to get to the peak of their career account for 87% and 64.9% respectively. The remaining factors and their percentages can be viewed in **Table 6** above.

The **fifth** delved into gender analysis of the administrative personnel who involved in voluntary turnover. The result of investigation revealed that male workers were more prone to the problem than their female counterparts. The finding thereby negates Olabimitan, (2014) who submits that sex does not have a negative impact on voluntary intention. Also, it fails to corroborate Miller and Wheeler (1992) who find that women have higher turnover intention as compared to men. Contrary to the above mentioned studies, the works of (Smith and Calasanti, 2005; Khatri et al., 2001) have revealed that men have higher turnover intention compared to women and it corroborate the result of the present study. The inconsistent results could be attributed to differences in population, work settings and geographical background of respondents.

## 7. Recommendations and Conclusion

This study suggests additional fringe benefits to the administrative staff. Although the study was conducted in a Christian mission institution, where workers may perceive their jobs as services to God, but the study has proved otherwise. It specifically indicated that the administrative personnel are interested in full fringe benefits. Granting them full benefits therefore, may likely reduce the problem of voluntary turnover. Also, efforts should be advanced to motivate male administrative personnel that are more prone to voluntary turnover. This could be in form of educational assistance, school fees reduction and dependent care.

The study concludes that if more fringe benefits could be added to the existing fringe benefits, administrative personnel may likely be comfortable working in this institution and the problem of voluntary turnover might be reduced

drastically.

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