

**NATURE AND CAUSES OF LABOUR TURNOVER AMONG SENIOR
AND JUNIOR STAFF OF GOLDEN STAR RESOURCES WASSA MINES.**

BY

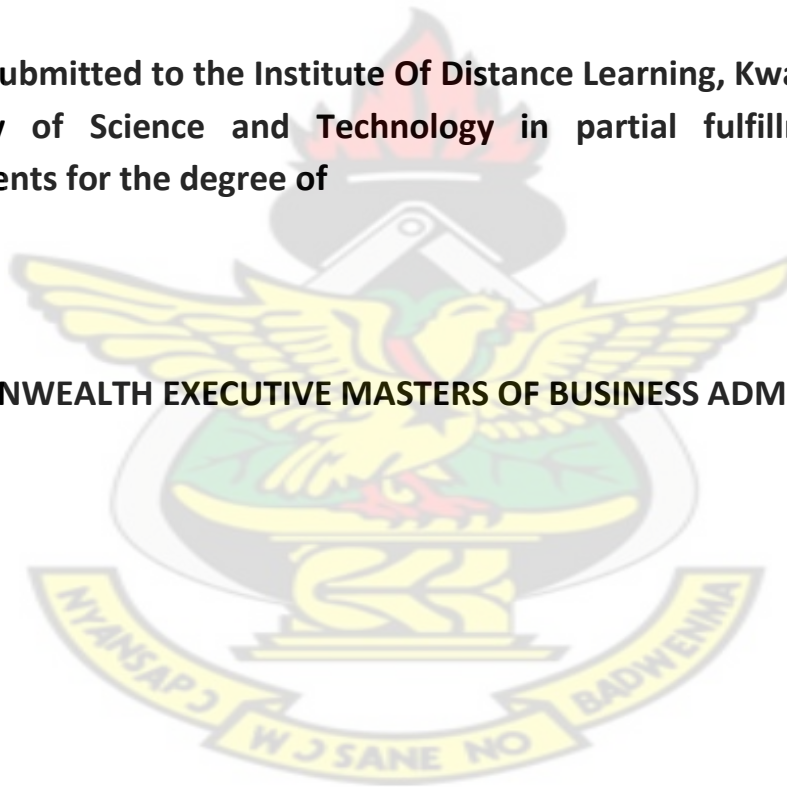
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**A Thesis submitted to the Institute Of Distance Learning, Kwame Nkrumah
University of Science and Technology in partial fulfillment of the
requirements for the degree of**

COMMONWEALTH EXECUTIVE MASTERS OF BUSINESS ADMINISTRATION




SEPTEMBER 2012

DECLARATION

I hereby declare that this submission is my own work towards the Executive Masters of Business Administration and that, to the best to my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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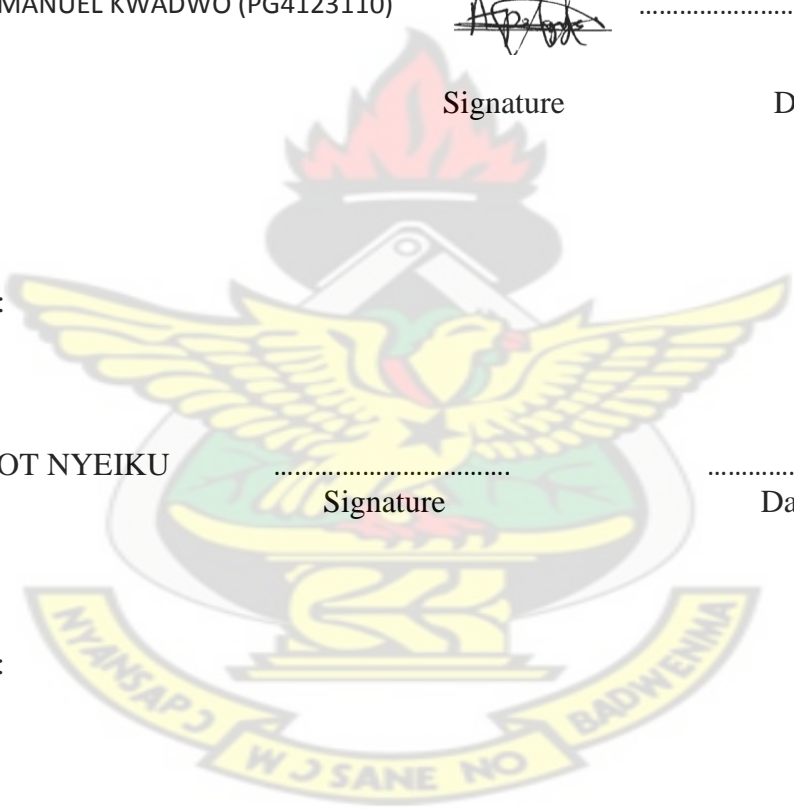
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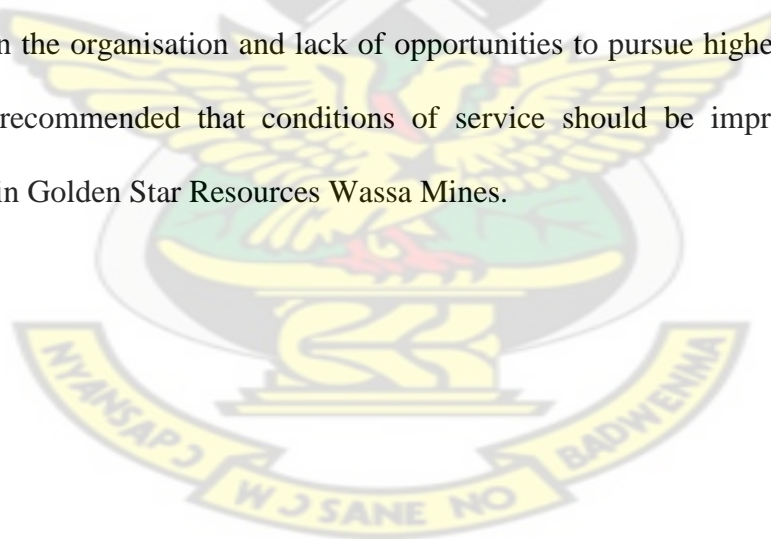
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ABSTRACT

The study was conducted to investigate the nature and causes of employee turnover among senior and junior staff of Golden Star Resources Wassa Mines. It aimed at describing the nature and identifying the causes of employee turnover among the senior and junior Staff employees of the company. Using exploratory and descriptive designs, 65 employees comprising 30 senior staff and 35 junior staff employees of the company were selected to participate in the study. Questionnaires were used to gather the required data which were analysed into mean, standard deviations, percentages and frequencies. The study found, among other things, that the employees were not happy about the rate of employee turnover in the company. Some of the causes of employee turnover were the unsatisfactory wages and salaries in comparison to other firms; job alternatives, job commitment, mismatch between hired labour and regular employees and unhealthy ethics and culture in the organisation and lack of opportunities to pursue higher education. It is accordingly recommended that conditions of service should be improved to prevent resignations in Golden Star Resources Wassa Mines.



ACKNOWLEDGEMENTS

I am very appreciative of the immense contribution that my supervisor, Mr. I. E Nyieku, made to the eventual production of this research report. His patience, understanding and coaching enabled me to accomplish this task successfully. Also, I acknowledge the moral support Management of Golden Star Resources and my friends. Finally, I accept responsibility for any defects and shortcomings in the dissertation.

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DEDICATION

To my wife, Joyce Durowaa Kwarfo and my Son Kwame Adade Kwarfo

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TABLE OF CONTENTS

TITLE PAGE.....	i
DECLARATION.....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENTS.....	iv
DEDICATION.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	x
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	5
1.3 Purpose of the Study.....	5
1.4 Research Questions.....	6
1.5 Significance of the Study.....	6
1.6 Scope of the study.....	7
1.7 Limitations of the Study.....	8
1.8 Organisation of the study.....	9
CHAPTER TWO	10
RELATED LITERATURE.....	10
2.1 Introduction.....	10
2.2 Perceptions on Labour Turnover.....	10

2.3	Models of Labour Turnover.....	12
2.3.1	The primary period of turnover thinking.....	12
2.3.2	Job-hopping.....	13
2.3.3	Job attitude period	14
2.3.4	Performance character.....	17
2.3.5	Job – performance.....	18
2.3.6	Job coupling.....	20
2.3.7	Comparing with person-Environment fit.....	23
2.3.8	Proposed integrative model.....	29
2.4	Influence of labour turnover on employees’ output or productivity	30
2.5	Influence of Gender and Length of service on Employees attitude to labour turnover	33
2.6	Employees attitude to labour turnover.....	34
2.7	Causes of labour turnover.....	39
CHAPTER THREE.....		45
METHODOLOGY.....		45
3.1	Introduction.....	45
3.2	Research design.....	45
3.3	Population.....	47
3.4	Sample and Sampling Procedure.....	48
3.5	Research Instrument.....	48
3.6	Data collection procedure	50

3.7	Data Analysis	51
CHAPTER FOUR.....		51
RESULTS AND ANALYSIS.....		51
4.1	Analysis of the Background information of Respondents.....	53
4.2	Analysis of the Employee Attitude to Labour Turnover	55
4.3	Influence of Gender and Length of Service on Employees' Turnover	57
4.4	Analysis of the Impact of Labour Turnover on Employees Output or Productivity.....	62
4.5	Analysis of the Causes of Labour turnover.....	65
CHAPTER FIVE		69
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....		69
5.1	Introduction.....	69
5.2	Summary.....	69
5.2.1	Summary of Research Process.....	69
5.2.2	Summary of Key Finding.....	70
5.3	Conclusions.....	71
5.4	Recommendations.....	72
REFERENCES.....		74

APPENDIX A 83
Questionnaire 83

KNUST



LIST OF TABLES

Table	Page
4.1 Background information of Respondents.....	53
4.2 Employee Attitude to Labour Turnover.....	55
4.3 Influence of Gender and Length of Service on Employees' Turnover	58
4.4 Impact of Labour Turnover on Employees output or Productivity.....	62
4.5 Causes of labour turnover.....	65



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2004). Hence the need to develop a fuller understanding of the employee turnover, its causes, effects and how to put strategies in place to solve this problem.

According to Abassi et al. (2000) Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment. Also, Price (1977) defined turnover as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. In a human resources context, employee turnover or labour turnover is the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high

percentage of novice workers. Employee turnover can be caused through an employee being dismissed from the organization, an employee resigning from the organization or an employee retiring. Reasons for turnover can be due to both internal and external factors and will vary between different groups of employees and the individual employees themselves.

Employee turnover is affected by the organizations external and internal environmental factors. Increase in demand and better working conditions for particular skilled labour in the industry, the social and cultural factors of the environment within which the organization operates are all external factors that influence employee turnover. Internal factors such as the organizations structure, reward packages and policies also affect the employee turnover.

Just like any organization in the mining industry, Golden Star Resources has experienced Employee turnover is a critical human resource issue in all kinds of the organizations which Golden Star Resource is not an exception. Golden Star is a mid-tier gold mining company over a quarter-century in age and total historical production of over two million ounces of gold. The Company has two operating mines situated along the prolific Ashanti Gold Belt in Ghana, West Africa.

The Wassa area has witnessed several eras of local (galamsey) and colonial mining activity from the beginning of the 20th century and mining of veins are evident from the numerous pits and adits covering the Wassa lease area. In 1988 Wassa Minerals Resources Limited was awarded the Subri-Akyempim concession. The property was operated as a small scale gravity circuit until 1993, when Glencar and Moydow, from the Republic of Ireland, were invited to the property.

The Wassa Mine was developed as a 3 mtpa open pit heap leach gold operation with a forecasted life of gold mine production of approximately 100,000 ozs pa over a seven year period. The first ore from the pit was mined in October 1998. After approximately one year's production it became evident that the predicted heap leach gold recovery of 85% in the oxide ore, could not be achieved, mainly due to the high clay content of the ore. After a number of attempts to improve on the recovery, including doubling the leach solution application rate, it was concluded that the achievable gold recovery on oxide ore by heap leach, was closer to 60%. The combined effect of the lower than planned gold recovery and a lull in the gold price at the time resulted in the company not being able to service its debt to the banks. In early 2001 the banks and other secured lenders enforced their security, Wexford Goldfields Limited Environmental Scoping Report rights in the project, and entered a process to sell the property to attempt to recover some of the accumulated debt.

Mining stopped at the end of October 2001 while irrigation of the heap leach pads with cyanide solution continued until March 2002, after which rinsing of the heaps with barren solution continued until August 2002. Golden Star Resources Ltd (GSR) started negotiations to purchase the fixed assets of the project in mid 2001. In March 2002 a drilling program was initiated as part of the GSR final due diligence, which was designed to test the GSR geological model and the extensions to some of the high grade ore bodies. GSR concluded in April 2002 that the mineable reserve at Wassa Mine was 30% lower than the 648,000 oz, stated by Satellite Goldfields Limited (SGL). This resulted in the renegotiation of the conditions of purchase of the property. Agreement was finally achieved in early September. The growth strategy is the result of the exploration and expansion activities at both

Bogoso/Prestea and Wassa/HBB. The Carbon-in-Leach (CIL) plant at Wassa is processing ore from the Wassa pits in addition to high grade ore from the HBB satellite mines. In addition to operational growth, the Company has consistently grown through exploration and corporate development activities. Lastly, Golden Star has a long-term commitment to sustainability with particular emphasis on health, education and the environment.

The Wassa mine is a conventional open pit, CIL mine with production in 2010 of 183,931 ounces of gold. In May 2007, a feasibility study was completed for the HBB project and subsequently, the Board of Directors gave approval for the development of the HBB properties. Capital expenditures were approximately \$50 million. These deposits serve as satellite open pits for mine feed for the Wassa processing plant. 2011 production from Wassa is anticipated to be approximately 170,000 to 180,000 ounces of gold.

Over its 25-plus year history, Golden Star has maintained an aggressive exploration program. Year over year, our exploration budget has ranged between \$10 and \$20 million per year. The exploration budget for 2011 is \$30 million. While the majority of our exploration activities are proximal to our operations in Ghana, we have a property portfolio that includes projects in Sierra Leone, Côte d'Ivoire, Burkina Faso, and Niger in West Africa and Brazil in South America.

Golden Star's goal is to grow its business in Ghana, other selected countries in West Africa, through organic growth and accretive acquisitions. The Company is well financed and has a strong, experienced and operationally focused management team. Since 1999 Golden Star

has successfully transitioned from being a focused gold explorer into a mid-tier gold producer, while still maintaining an emphasis on exploration. The Company expects to grow its gold business with a continuing focus on organic growth from the exploration and development of existing assets. Recognizing that consolidation can lead to improved fundamentals and increased competitive strength, Golden Star is open to transactions that bring producing and exploration assets which have synergy with the Company's existing activities and will improve shareholder value.

1.2 Statement of the Problem

The employees of a company are important stakeholders in the organization, unfortunately after scarce resources have been used in recruiting, training and developing, they leave the company for other companies. Employee turnover has drained scarce resources of Gold Star Resource Company, as the services of the lost employees are no longer available to be utilized. The problem of employee turnover raises a lot of concern in the company. However,, employers leave the organization with reasons. If the needs of employees are properly addressed, labour turnover is not likely to rise. The risen level of labour turnover implies some job dissatisfaction. However, there is need to obtain an empirical evidence, by conducting an investigation, as to the nature, causes and effects of employee turnover in the company to reach an appropriate conclusion.

1.3 Purpose of the Study

The general objective of this research is to analysis the natures, causes and effect of employee turnover in Golden Star Resources. The specific objectives are to:

1. Describe the attitude of employees' to labour turnover in Golden Star Resources Ltd.
2. Identify the influence of gender and length of service on employees' attitude to labour turnover
3. Examine the effect of the rate of labour turnover on employees' output/productivity.
4. Identify the causes of labour turnover in Golden Star Resources.

1.4 Research Questions

In relation to the purpose of the study, the following research questions have been formulated to help find possible solutions or to serve as a guide to the study.

1. What is the employees' attitude to labour turnover in Golden Star Resources Ltd?
2. What influence has gender and length of service on employees' attitude to labour turnover?
3. What influence has the rate of labour turnover on employees' output/productivity as perceived by employees?
4. What are the causes of employees' turnover in Golden Star Resources, Wassamines?

1.5 Significance of the Study

The mining industry (of which Golden Star Resources Limited take significant part), makes one of the significant industries in Ghana. Mining alone accounts for 5% of the country's Gross Domestic Product (GDP) and minerals make up 37% of total exports, of which gold contributes over 90% of the export. Again, Ghana is the third largest African producer of

aluminium metal and manganese ore and a significant producer of bauxite and diamond, and all these makes Ghana a significant contributor of the world's natural resources and precious minerals. Understanding the problem of employee turnover and putting in place effective and efficient mitigating factors in place would benefit Ghana as Golden Star Resources is one of the major companies in the mining industry of this country.

Also, the study is significant in the sense that it would be a source of information for management to check employee turnover in organizations so as to improve on their efficiency and effectiveness. This study would be very important to companies in the mining industry because it will investigate the nature and causes of employee turnover on the mining companies.

The study would also broaden our understanding of the causes of employee turnover on the organization performance in the proposed model. Since the traditional view of employee turnover is very narrow, the study will add to existing body of knowledge by signifying the importance of examining the nature of employee turnover on the organization could be helpful for human resource management to reduce employee turnover.

1.6 Scope of Study

Due to time constraint, resources and proximity of research areas, this research has been limited to Ghana. With respect to population settings, the general universe will be mining companies whereby Golden Star Resources is selected. Also there are numerous of issues that can be looked at but this research was confined to the nature and causes of employee

turnover. There are so many aspects of employee turnover. Some of which are related to effects on the organization performance and employee and relationship between organizational commitment and employee turnover. Others are related to the job itself. These might include job satisfaction, motivation, holidays and annual leaves.

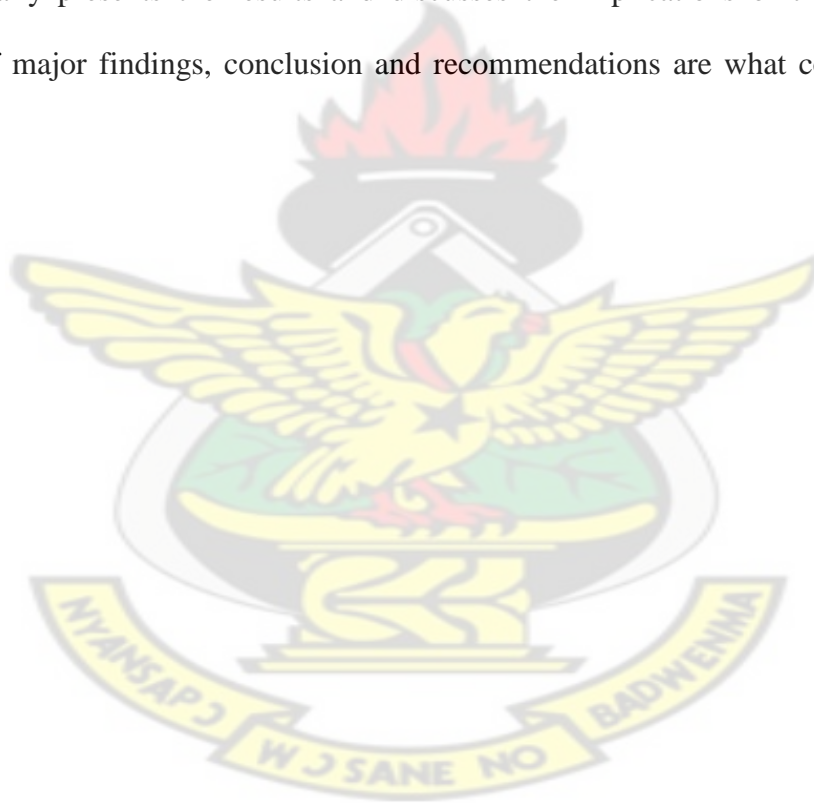
1.7 Limitation of the Study

Due to my personal relation with the workforce of the company, it has been identified that, some of the workforce has MSLC, ordinary level certificate, senior secondary school certificate and junior secondary school certificates, so they may find reading and interpreting the questionnaires that will be distributed to them to answer difficult. Therefore the questionnaire will have to be read and explained to them and their responses noted, before I can get their point of view, or what they really mean.

Collection of data for the study was through the questionnaire and there might be the fear in employees to honestly provide the accurate circumstance as it exists in Golden Star Resources. This fear might be backed by the reasonable belief that if they give out any information that is not in favour of the company they might be penalised. This might therefore lead to invalid conclusion based on such erroneous data collected. Also, there is the tendency that senior management might not give precise information for the fear of disclosing the company's efficiencies to the general public.

1.8 Organization of the Study

The study is made up of five chapters. The first chapter which is the introduction is made up of background to the study, statement of problem, significance of the study and research questions. The rest are delimitation, limitations, and organization of the study. Relevant literature on the study was reviewed in chapter two, dealing with ideas of some researchers and authors on similar study. Chapter Three looks at the procedure used for the collection of data as well as data analysis. It deals also with the methodology of the study. Chapter Four, which basically presents the results and discusses the implications of the data collected. Summary of major findings, conclusion and recommendations are what could be found in chapter 5.



CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter reviews the relevant literature read with particular reference to the subject matter of this dissertation and the models, causes and attitude of employees' to labour turnover as well as influence of gender and length of service. Over the years there have been thousands of research articles exploring the various aspects of turnover, and in due course several models, causes and attitude of employees on turnover which have been promulgated as well as influence on productivity as perceived employees.

2.2 Perceptions on labour turnover

In view of human resources management and organizational behaviour, the classical labour turnover is the rotation of employees around the labour market between firms, jobs and occupations, and between the states of employment and unemployment (Abassi SM, Hollman KW (2000). The term "turnover" is defined by Price (1977) as the ratio of the number of organizational members who have left and divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntarily, a new employee may be hired and trained. This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason. Because people have paid more attention to employee voluntary turnover or loss influencing organization in treatment of staff movement, the organization employee turnover defined by Mobley (1982) has been widely used, namely employee

turnover is regarded as the “termination of the process of an individual obtaining material income from the organization”.

This definition does not include the movement status of the possibly existing staff in an organization instead it adopts the wage labor contract to stipulate the relations among organization members, which easily distinguishes the shareholder status’ turnover transformation. The narrowed meaning and serviceability on the organization employee voluntary turnover concept defined by Mobley may become the foundation for most organizational turnover studies (Abelson, 1984; McEvoy, 1985). For example, in the model study on the Chinese IT industry employee turnover or loss motivation carried out by domestic scholars. Zhang M, Li SZ (2005) defined this kind of employee turnover or loss based on Mobley’s definition as: “the process in which the individual obtaining the material income from an organization should terminate their organization labour contracts”, therefore this definition may be suitable for the reality of there being a massive number “remaining at post without wage” and “laid-off” in some Chinese organizations at present. For voluntary turnover, a conception often used, is the voluntary “Turnover Intent”, whose connotation generally may be involved with the individual work selection opportunities and job-hunting behaviour, but may lack the direct connection with staff performance, and was considered as the most direct independent variable to employee turnover behaviour, and also the dependent variable of numerous predetermined variables which affect employee voluntary turnover factors (Allen, 1999; Price, 1977). However, “withdraw tendency”, which is closely related with “turnover intent” and has an equal status put forward by Mobley (1978) at first in the construction turnover model, may be considered to include process variables in the different

periods from “thinking of quitting” to “job searching”, “intention of turnover” and “voluntary turnover” behaviour occurring. The conception may be simplified as turnover tendency instead of turnover behaviour (Hanish and Hulin, 1991). However, Harnish and Hulin (1991) started the variation processes from employee organization performance to turnover behaviour, which may be extended to performance decision-making. They considered that the withdraw organization tendency may contain the processes from employee organization performance lowering (for example, worsening relation and deterioration of organization performance, absence from duty etc,) to the final turnover decision-making. Therefore, this behaviour acts as the foundation of the research path on the relationship between employee performance and voluntary turnover behaviour.

2.3 Models of Labour Turn Over

2.3.1 The primary period of turnover thinking

Generally, there were primary study in organizational employee’s movement from view of macroscopically economic at the beginning of the 20th century, for searching the factors influencing employees’ turnover, such as salary, common training, labour market structure, and job opportunities, and their achievements have laid the foundation for later construction of organizational employees’ retention: turnover theory (March, 1958; Burton, 1969; Chen, 1997; Zhang et al., 2006).

In terms of the integrative theory concerning management of employees’ retention: turnover, as early as Barnard (1938, 1997), from the perspective of organizational society, personal psychology, and interaction of economic interest, made profound discussions about the

determinate factors (individual goal, desirability, impetus, and other available opportunities which can be perceived) for people to join certain “collaborative organizations”, theory on effectiveness of organizational “inducement” for attracting organizational members and keeping their willingness to contribute to organization, maintaining social structure in organizations, and realizing the target of organization. In Barnard’s Function of the Executive, described among material and non-material inducements provided by organizations, social integrating relation generated by organizations to employees, takes a crucial position and usually plays “determinant” role in effective operation of organizations or socially collaborative system. However, defects of it have been revealed by succeeding psychologists with a less independent scope was adopted for interpreting employees’ turnover which stresses only on the influence of economic factors; and it was less elucidating how the determinate factors influence employees’ turnover behaviour (Zhang and Li, 2005).

2.3.2 Job-hopping

Our definition of job-hopping has two parts. First, people switch jobs because they have an itch to try out new things or simply because it is fun doing so. Ghiselli (1974) was the first to document a concept similar to job-hopping which he termed as ‘hobo syndrome’. He defined the hobo syndrome as ‘the periodic itch to move from a job in one place to some other job in some other place’ (p. 81). Ghiselli argued that this wanderlust is derived from instinctive impulses and does not seem to result from organized logical thought, but rather from the internal impulsiveness of individuals.

The second part of job-hopping consists of social influences or turnover culture. Abelson (1993) defined turnover culture as the shared cognition by organizational members that influence their decisions regarding job movement. Turnover culture makes hopping from one job to the other an acceptable behavior. If an employee has not changed his or her job for a long time, he or she feels increasing pressure to do so because of social influences/turnover culture.

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2.3.3 The job- attitude period

Since the 1950s, with the rapid development of the western economy after post-war rebuilding, swiftly increasing management cost, such as the costs of control, replacement, and training from organizational employees' retention or turnover accompany lower unemployment rate. Promoting scholars and managers to embark on systematic research on employee movement in which empirical research became the mainstream in this field. From establishment and evolution of research model on organizational employees' turnover, it is generally believed that the source during this period is combination of the developed organizational equilibrium theory in the classic work "Organization" of March and Simon (1958), who both are inheritor and promoter of social system school on the research of turnover decision behaviour of employees (Xie, 2003; Lee and Mitchell et al., 2004).

In their work, March and Simon divided employees' decision-making behaviors into individual's "Decisions to Perform" and "Decisions to Participate". Then put forward the earliest overall model about employees' voluntary turnover, the so-called model of "Decision to Participate". March and Simon were the earliest figures who tried to integrate labor market

and individual behaviors for investigating and studying employees' turnover behaviors. Their outstanding contributions lie in the introduction of labor market and behavior variables into the research on turnover process of employees from organizations, laying a theoretical foundation for later research on employee turnover. The Organizational Equilibrium Theory indicates clearly that the movement desirability and perceived mobility by employees are the most important theoretical precursor variables for their turnover behavior. The Classic School with the idea of the "Job attitude model" in the last 60 years took the main position in classic mainstream research. This is based on job attitude and oriented at the construction element of organizational commitment from the concept of movement desirability perceived by individuals. In the classic model, the ease of apperceived mobility by individuals is understood as selectable job opportunities or actual unemployment rate perceived by individuals, and is constructed as an external influencing factor which acts directly on employees' withdraw tendency or turnover behavior in the traditional research model based on job attitude (Xie, 2003; Lee et al., 2004). Classic turnover models based on job attitude are constructed on the basis of a psychological process. It puts research focus on the mutual relations of employees' turnover behavior, including job satisfaction, organizational Zhang et al commitment and expansion of their sub-structure variables as the mediator variables, generating various representative organizational employee voluntary models in different periods. The model's variables were increasingly generated and their relationships among variables gradually became complicated (Griffeth et al., 2000; Lee et al., 2004). Examples of the differing variables include the psychological process model of Price (1977) with job satisfaction as the direct mediator for employee voluntary turnover; the "Extended Media Chain" model put forward by Mobley (1979); Steers and Mowday's turnover model (1981)

with the introduction of organizational commitment as a mediator; and the so called “non-mainstream” voluntary turnover model called “Cusp-Catastrophe” of Sheridan and Abelson’s (1983), which regards job satisfaction as the key measuring indicator and did not treat turnover as a process of continuous psychological changes. The above-mentioned models introduced respectively by Price (1977), Mobley (1979), Steers and Mowday (1991) are regarded as typical “Attitude models” in the development of research on organizational employees’ turnover in the monograph of Hom Griffeth, published in 1995.

Griffith (2000) conducted a review research in the model of element analysis on all papers on employees’ volunteer turnover published in classic management magazines, he describes that related variables around attitude models reached eleven kinds of demographic predictors; sixteen kinds of sub-structure variables related to job satisfaction and organization factors and work environment factors, such as expectations, pay satisfaction, distributive justice, supervisory satisfaction, leader-member exchange, work group cohesion, coworker satisfaction, role clarify; six kinds of variables related to job content and external environment factors, such as job scope, routinisation, job involvement, alternative job opportunities, comparison with present job etc.; three kinds of other behavioural predictors; nine kinds of adjusting variables for withdraw process. As Griffith (2000) review, a general research model and analyzing route for traditional attitude research model, Hausknecht (2008) listed the major 12 retention factors that have been published in the literature over the last 60 years from 24,829 employees in leisure and hospitality industry of US, which help explain why employees stay or quit. In conclusion, it is generally believed that in the traditional attitude turnover model the process of employees’ volunteer turnover (including

the turnover intention and behaviour of turnover) is the reversed transformation process of employees' retention psychology and behaviours, mainly consisting of four sectors (Lee and Mitchell, 1999): first is the quit process caused by job dissatisfaction; then, employees' search for substitutable jobs before turnover; is evaluation.

2.3.4 Performance Character

Although studies on the issues of organizational employees' turnover have been conducted over the past 60 years and will continue to take a prominent position in the theory and practice of organizational behavior management, since the end of the 1970s and the beginning of the 1980s, Porter and Steer (1973), Spencer and Steers (1981) noticed the difference between leavers with low and high performances. They stressed the necessity to study the level of job performance as a factor influencing turnover to study. Dalton and Todor (1979, 1982), and Muchinsky and Tuttle (1989), believed that previous studies overstressed the negative impact on organizations caused by employees' turnover, and brought forward the turnover classification model based on the interactive appraisal of employees' performance and inducement of reward to employees. Therefore, further specifying the orientation of research on the voluntary turnover of employees with high employee performance feature appeared, the so-called "unfavorable drain" on organizations. This makes the relation between employees' job performance and their voluntary turnover becomes a special research realm possessing more value to improve organizations' Contextual/ contingent reward.

2.3.5 Job-performance

The Integrated Mediated Multi-routes Model, adapted from Allen and Griffeth (2003 pp. 525-548) to improve organizations' competitiveness and needing clarification. In the construction of this type of research models, features of relative performance levels of leavers and retainers, background factors influencing their decisions to perform and participate, and organizational performance consequence induced by turnover become the keys to understand employee turnover behaviours (Dalton and William, 1982; Allen et al., 1999 & Dess et al., 2001). Allen and Griffeth (1999), concerning research on the influence of employees' performance level to their voluntary turnover, summarized into three categories. These were developed from classic organizational equilibrium theory (March, Simon, 1958), and media chain process theory on turnover (Mobley, 1977), then put forward a comparatively complete integrating research model for discussing the relation between employees' performance level and their withdraw tendency even voluntary turnover. This model consists of three analytical routes. Therefore, the proposed model consists of three analytical routes as follows: first, is employees' performance character in organizations will influence their job satisfaction and organization commitment; secondly, employees' performance character will influence their turnover behaviors through movement in the labor market with a definitive variable of apperceived mobility easiness; and the third concerns the different key degrees of employees' performance in organizations influencing their turnover behavior in a more direct way, so-called "short-circuiting" (Mobley et al., 1978; Lee and Mitchell, 1999). Scholars discovered that, in some special circumstances, turnover resulted without any causative mechanisms by mediator variables, for instance, dissatisfied to job, job search or shock of performance. Lee (1999) and Mitchell (2003) explained that many

turnover phenomena are absent from the traditional model, on the other hand, “match for the script” may replace assumptions of the traditional model. The traditional model assumes that employees may rationally judge the turnover anticipation to be greater than in actuality. Contents of the “match” may refer to ideas and plans, which are unrelated to the traditional mediator variables. Once these ideas and plans appear at suitable circumstances, for instance, opportunities of further education, career transition, move of residential place, child-bearing, invitation of other organization by offering more temptation, and failure in personal performance, and so on, will result in “Shock to the system”, leading to withdraw tendency and turnover behavior rapidly. In particular, those “shocks” related to individuals’ organizational performance, for example, the sudden negative performance appraisal (leading to a sense of failure) or outstanding positive performance feedback (likely to lead to immediate re-evaluation on the possibility to remain in the original organization, or strong attraction towards other organizational invitation by offering more temptation), are more likely to cause withdraw tendency and turnover behavior directly (Allen et al., 1999). Advantages of aforesaid integrative multi-routes analytical model on employee job performance and turnover may lie in the following factors. Firstly, clearly identifying and analyzing the simultaneous effects of the determinant factors contained in movement desirability and apperceived mobility between employee performance and turnover; Secondly, including an additional comprehensive research model with integration of the classic media chain, multi-routes theory, and the newly developed idea of “shock to the system”; Thirdly, facilitating the practice of organizational behaviors with a multi-routes platform to improve effective mechanisms on employee organizational performance to withdraw tendency and even turnover.

2.3.6 Job coupling

The basic hypothesis, in the traditional job attitude turnover model on employees' turnover process includes various exogenous variables, related to jobs in an organization, leading to turnover tendency and job-searching behaviours through influencing employees' job satisfaction and organizational commitment (mediator variable), and further resulting in turnover. Thus, the model, with continuous research, tries to extend the predetermined factors (exogenous variables) which influence the mediator variables for improving its interpretation force. However, recent element analyses by Griffeth and Hom (2000) on previous mainstream literature shows that the mediator attitude variables (job satisfaction and organizational commitment) can only interpret 3.6% variance of actual turnover behaviours, and withdraw tendency as the precursor variable, which is believed to be the most direct mediator variable to turnover behaviour, could only interpret 12% of actual turnover behaviours. In view of the lower interpreting power to traditional turnover model, Lee and Mitchell (1994, 1999, and 2004), renowned researchers in turnover, discovered that the various turnover variables can interpret only 25% by the traditional mainstream of actual turnover behaviors, that is to say, to use job satisfaction, organizational commitment, job searching, and selection of job opportunities as major predetermined variables. Moreover, Lee (2004) found that many voluntary turnover behaviors are caused by events which are called "system shockers", neither accompanied by job searching and job opportunity selection nor dissatisfaction to jobs. Factors leading to employees' retention are not psychological factors resulting in employees' turnover only, but involving different complex psychological and emotional processes coupled with social relations. Job coupling as a new variable which is introduced into the traditional model is defended in two dimensions, it

being known as “on-job-coupling” and “off-job-coupling”. The key structure variables of job- coupling are basically described into three factors as linkage, fitness and sacrifice. “Fitness” is defined as an employee’s perceived compatibility or comfort with an organization and with his or her environment. According to the theory of Coupling, an employee’s personal values, career goals and plans for the future must “compatible” with the larger corporate culture and the demands of his or her immediate job, such as job knowledge, skills and abilities. In addition, a person will consider how well he or she fits the community and surrounding environment. This study posits that the better the compatibility, the higher the likelihood that an employee will feel professionally and personally tied to the organization. “Linkage” is the formal or informal connections between an employee and institutions or people. Job coupling suggests that a number of threads connect an employee and his or her family in a social, psychological, and financial web that includes work and “off” work friends, groups, community, and the physical environment where they are located. The higher the number of links between the person and the web, the more an employee is bound to the organization. “Sacrifice represents “Sacrifice” represents the perceived cost of material or psychological benefits that are forfeited by organizational departure. For example, leaving an organization may induce personal losses, such as losing contact with friends, personally relevant projects, or perks. The more an employee will have to give up when leaving, the more difficult it will be to sever employment with organization. Examples include nonprofit able benefits, like stock options or defined benefit pensions, as well as potential sacrifices incurred through leaving the organization like job stability and opportunities for advancement. Similarly, leaving a community that is attractive and safe may be difficult for employees. The expanded empirical demonstrations on the job coupling

model indicate that job-coupling with factors for promoting organizational performance, may be a type of indicator to conceptually and experientially associate the behavior decisions on performance, withdraw tendency and quitting behaviors. Therefore, job-coupling variable is both the predetermined variable to employees' retention or turnover and one of the strong effects influencing organizational performance. Lee and Mitchell (1999, 2004) put forward and improved the "unwrapped job coupling model" of voluntary turnover for employees' retention. Above 92% of samples were interpreted satisfactorily for their turnover behavior through combining social background on the angle of turnover decisions and multi-route analysis. Researchers discovered that the effects of job-coupling on employees' retention or voluntary turnover are more significant than job satisfaction and organizational commitment. Requena and Felix (2003) and Watson and George (2002) believe that organizational performance characters based on organizational social capital coupling are found to more significant organizational behaviors made by individual employees. Moreover, job coupling is an important part for appraising employees' performance which is consistent with the connotation of organizational social capital. Job-coupling is the socialized factor of cognitive scenes in which employees interact with the organizational network. Sometimes, job coupling can lead to job satisfaction and organization commitment. Therefore, job coupling is a decisive factor to the formation of job attitude model. It reveals, in contrast to the traditional model, multi-routes job-coupling model may provide more advantages for interpreting the actual turnover behaviors, and be of practical significance to expand the field of organizational behavior. In the model, Mitchell and Lee (2003) described job relationship as "binding" people in it. Those employees with high job-coupling characters have abundant close and distant social linkages, and enjoy themselves in their working and living networks.

For the purpose of creating a systematic analysis model, researchers construct three analytical dimensions such as linkage, fitness, and sacrifice for job coupling, and combining it with the employees' organization and community, through job-coupling to interpret or forecast employees' retention, on-job coupling (organizational coupling) and Zheng et al.

2.3.7 Comparing with Person-Environment Fit

In recent reviews of the person-environment (P-E) fit literature, Tinsley (2000) called person-environment fit models "ubiquitous in vocational psychology" and concluded that the research support was overwhelming "that the person-environment fit model provides a valid and useful way of thinking about the interaction between the individual and the environment". Management scholars have expressed growing interest in the concept of person-environment fit, due mainly to its many benefits for employee attitudes and behaviors. Person-environment fit in a work setting is concerned with creating congruence between an employee's values, skills, knowledge, and behavior and his/her work context.

This congruence benefits both the employer and the employee. The employer benefits are likely to include higher levels of productivity, morale, organizational commitment, and employee retention. The employee benefits are largely associated with favorable work attitudes and lower levels of work stress. Within the person-environment fit framework, researchers have found that an individual may achieve congruence with the work environment on one or more levels: the job, the work group, the organization, and the broader vocation (Kristof- Brown, 2005; O'Reilly et al., 1991). Researchers distinguished different specific types of fit included under the umbrella concept of person-environment fit.

These include individuals' compatibility with their vocation (P-V), organization (P-O), job (P-J), and coworkers/group (P-G) (Kristof, 1996; Werbel and Gilliland, 1999). First, person job (P-J) fit is the oldest and most widely discussed form of person-environment fit in literature. Person job fit is defined as the match between the abilities of a person and the demands of a job or the needs/desires of a person and what is provided by a job (Edwards, 1991). Person group (P-G) fit identifies both supplementary and complementary aspects of fit necessary for successfully working with co-workers in a workgroup or a team (Werbel and Gilliland, 1999). Supplementary fit involves employees sharing similar attributes among their group members, whereas complementary fit is concerned with providing the skills and abilities that are not widely shared by other group members (Muchinsky and Monahan, 1989). Person organization (P-O) fit is the second type of person-environment fit mentioned in literature. The concept of person organisation fit involves matching employees' interests, values, and needs to the organizational culture (Chatman, 1989). Kristof (1996) defined Person organization (P-O) fit as: "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics or (c) are both". This definition focuses on fit of the person with the whole organization rather than a specific job, vocation, or group. It takes into account two types of relationships that may occur between an individual and an organization. The organization and the individual contribute to the fulfillment of needs of the other (for example, complementary congruence) or the organization and the individual share similar characteristics (such as supplementary congruence). Since person organisation fit emphasizes fit to the organizational culture, it addresses person-environment fit from a macro-level of analysis. Person organisation fit

emphasizes a fit between employees and the work processes that permeate all jobs in an organization. It attempts to create an organizational identity by establishing consistent values that permeate an organizational culture. Whereas person job fit is relevant to an individual's compatibility with a specific job, person organisation fit pertains to how an individual matches an organization's values, goals, and mission. Person organisation fit is operationalised as the correlation between the values of employees and their organizations; person job fit is measured as the correlation between employees' skills and their job requirements.

The crux of person-environment fit model is the “person organisation fit paradox”, over focus the “fitness” or “compatibility” will result in the stiffness and lower efficiency, especially during the changing era. Secondly is the ability to make meaningful predictions about outcome based upon the quality of fit between the characteristics of a person and of an environment. Although many studies report statistically significant relationships between fit and outcome, the amount of outcome variance accounted for remains modest, usually around 10% (Donald, 2004). Lee and Mitchell (2004), who are representatives in the academic field of turnover research, had contributed significantly. The various turnover variables interpreted 25% by job coupling as major predetermined variables of actual turnover behaviours. Above 45% outcomes variance were interpreted satisfactorily through combining social background which turnover decisions and multi-route analyzing view. Especially in empirical demonstrations, to compare with the mediator variables of the job attitude model, researchers discovered that interpretation of job coupling influent to employees' retention behaviours are higher than job satisfaction and organizational commitment. And the third but not the last, for

talent management, social background showed more significance According to Lee (1999) and Mitchell et al. (2003), Job coupling represents a broad cluster of factors that influence an employee's choice to remain in a job. May be integrated with the background of social capital, and may be combined closely with social factors with more comprehensive inclusiveness. Therefore, person-environment fit of job-related is not enough although operates from both of the organizational and individual levels of analysis. “Organization fitness” is defined as an employee’s perceived compatibility or comfort with an organization and with his or her environment.

According to the theory of Job Coupling, an employee’s personal values, career goals and plans for the future must be “compatible” with the larger corporate culture and the demands of his or her immediate job, such as job knowledge, skills and abilities. In addition, a person will consider how well he or she fits the community and surrounding environment. This study posits that the better the compatibility, the higher the likelihood that an employee will feel professionally and personally tied to the organization. O’Reilly et al. (1991) found that misfits with the organization values organization values terminated slightly faster than fits. Chatman (1989) later reported that when organizational entry produces poor person-organizational fit (P-O fit), employees are likely to leave the organization. Chan (1996) suggested that having one’s personal attributes compatible with one’s job may decrease turnover, and found that lack of job compatibility predicted turnover. Cable and Judge (1996), Cable and Parsons (1999) and Werbel and Gilliland (1999) reported that people self-select jobs based on value congruence and that employers try to hire on that basis. Many socialization practices follow similar processes. More specifically, initial job choice and

socialization are related to perceived compatibility which in turn affects turnover. Thus, a person's compatibility with the job and organization relates to attachments to the organization. There are similar community dimensions of fitness as well. The weather, amenities and general culture of the location in which one resides are further examples. The more implication of Job coupling which was consistent with the connotation of organizational social capital, was the socialized factors of cognitive scenes in which employees interact with organizational network, further to achieve Job satisfaction and Organization commitment. Job coupling was a decisive factor to the formation of the job attitude model. In addition, outdoor activities such as fishing or skiing, political and religious climates, and entertainment activities (college or professional sports, music, and theater) vary dramatically by region and location. Most important, these assessments of fit may be independent of job or organization fit (I love IBM, I hate New York). Relocation would obviously require a recalibration of fit, but even a new job without relocation could disturb one's general patterns with new hours of work or a different commute. There are also two constructs that partially overlap with fitness dimension. The work of Schneider (1987), Chatman (1989) and Kristof (1996) discusses the idea of person-organization fit (P-O fit). More recently, person-job fit (P-J fit) has been researched by Saks and Ashforth (1997) and Werbel and Gilliland (1999). In general these constructs refer to compatibility ideas including the "congruence of the personality traits, beliefs and values of individual persons with the culture, strategic needs, norms and values of organizations" (Netemeyer et al., 1997) for P-O fit and the congruence of knowledge, skills and abilities (KSA) with one's job for P-J fit. The measures include items like, "to what extent are the values of the organization similar to your own values" (Saks and Ashforth, 1997). In general, these constructs refer to a type of

compatibility concept, including the “congruence and consistence between individual features, beliefs and values and organizational cultural strategic requirement, norm and values” (Netemeyer, 1997) at the layer of person-organization, and the congruence between individual KSA (knowledge, skills and ability) and the job at the layer of person-job fit. Measuring items are mainly embodied in “the degree of similarity between organizational values and personal values” (Saks and Ashforth, 1997).

The dimension of organization fitness incorporates a number of the separate fit ideas from this literature. This study asks how well one perceives he/ she fits with his/ her co-workers, group, job, company and culture. In addition, since there is confusion in the literature on the bases of compatibility (e.g., personality, values, needs and goals; Kristof, 1996), therefore, this study simply asks for an overall fitness perception without referring to needs as apparent in the above items. Thus, the organization fitness construct of Job coupling is more encompassing than the separate fit constructs in the literature. The analytic dimension of organization-fitness in Job coupling integrates thoughts from these literatures, stressing more on the compatibility perceived to their colleagues, groups, job, units, and organizations. In addition, the bases for analyzing the construct of fitness in previous literatures are omnibus (Kristof, 1996). For instance, mixing personality, values, needs, and targets, but what is measured in Job coupling is the general fitness, without the need to highlight some items of fitness. The concept of fitness in Job Coupling is more inclusive involving community-fitness.

In summary, there are more overlaps between Organization fitness of Job Coupling and person-environment fit which are described as person organisation fit and person job fit respectively. However, as a new platform of communication about talent retention are suggested in this paper. Apparently, being coupled in an organization and one's community is associated with reduced intent to leave and actual leaving. These findings appear to support the current emphasis in the academic and popular press on the need for organizations to be concerned with talent's lives both on and off-the-job. It also suggests that the focus on money and job satisfaction as the levers for retention may be limited in scope. Many non-financial and non-attitudinal factors serve to place people in a network of forces that keep them in their job. Further pursuit of these ideas will hopefully increase our understanding of why people stay, why they leave and how those actions can be influenced.

2.3.8 Proposed Integrative Model

In the aforesaid model of Mitchell et al. (2003), job coupling is a general coupling conception including non-job factors. Lee and Mitchell (2004) distinguished substructure variables in financial institutions; Liao (2007) in an hospital institution, Zheng and Sharan (2009) in cross-industry samples of MBA students from China and Malaysia, discovered that on-job coupling is a significant indicator to employees' performance, and off-job coupling is more significant to employees' withdraw tendency. Their research also revealed that job coupling have an obvious adjusting effect and even mediating effect on the relationship between employees' organizational performance and withdraw tendency.

2.4 Influence of Labour Turnover on Employees Output or Productivity

Employee departures affect organizations in terms of measurable financial costs as well as intangible knowledge-based and productivity costs. According to a 2008 SHRM study, the cost to replace and hire new staff may be as high as 60% of an employee's annual salary, whereas total costs of replacement, including training and loss of productivity, can range from 90% to 200% of an employee's annual salary. Those expenditures can be difficult to absorb, whether an organization is a small company or a large global firm. Loss of employee talent hinders the development of new products, disrupts client relationships and delays customer deliverables. These production delays, along with replacement costs of employee turnover, negatively affect overall business performance and success. The human resource management literature has traditionally viewed labour turnover in a negative light. Human capital theories of labour turnover point to loss of firm-specific human and social capital (Dess & Shaw, 2001). Organisational theories point to disruptive changes in organisation (Carroll & Harrison 1998). This negative view is supported by the results of several empirical studies. For example, Huselid (1995) finds high labour turnover negatively linked to labour productivity in his sample of 968 U.S. firms. Also Baron, Hannan and Burton (2001) find turnover to be "disruptive" in their study of hi-tech start-ups in California in the early 1990s. Many studies have concentrated on quits specifically, and have found a negative impact of quits on firm performance. Job matching theory predicts that workers less suitable for the firm leave earlier; hence, there is room for labour turnover to improve performance by clearing the workforce of poor worker-job matches (Jovanovic, 1979).

McEvoy and Cascio's (1987) meta-analysis of twenty-four reported correlations between performance and turnover concluded that 'good performers are less likely to leave than are poor performers', which supports the main prediction of job matching theory (p. 758). Williams and Livingstone's (1994) further meta-study of turnover supported McEvoy and Cascio (1987) and proved an even stronger negative relationship between worker individual performance and voluntary turnover when pay is contingent on performance. Ilmakunnas, Maliranta and Vainiomäki (2005) report a positive impact of turnover on total factor productivity growth in Finnish manufacturing.

Bingley and Westergaard-Nielsen (2004) look at hires and quits simultaneously in their study of personnel policies and profit in a panel of 7,118 Danish firms over 1992-95. In contrast to the popular result, they conclude that quits increase profit and hires reduce it. They argue, consistently with job matching theory that the least productive workers are more likely to leave. The finding on hires is interpreted in terms of turnover costs, since hires incur recruitment and training costs. Thus, reconciliation of job matching and human capital theories of labour turnover is assisted by distinguishing between quits and hires, a path we will follow. It is also important to allow for nonlinearities in the impact of turnover. Arthur (1994) and Guthrie (2001) found a dichotomy in the impact of turnover on productivity depending on the type of human resource management (HRM) system in the firm: negative in "high-commitment" HRM systems, characterised by intensive training, performance-based rewards, employee participation, task diversity and job autonomy, and none in "control" HRM systems. Abelson and Basinger (1984) concluded that there was an "optimal level of turnover", variable across organisations. Glebbeek and Bax (2004) using data from offices of

a temporary employment agency in the Netherlands over 1995-98 indeed find an inverted U-shape relationship between worker turnover and performance. The same relationship between labour turnover and productivity is reported in a study of 2,435 workplaces in Australia over 1995-97, by Harris, Tang and Tseng (2002). However, Shaw, Gupta and Delery (2005) report the opposite result for U.S. and Canadian concrete plants and U.S. transportation companies, where they conclude that the relationship between voluntary turnover and workforce performance is ‘negative but becomes attenuated as turnover increases’. At the same time, there is some evidence that management affects labour turnover. Thus, Davis and Haltiwanger (1992) and Hamermesh, Hassink and Van Ours (1996) report on variability of turnover rates across firms within narrowly defined sectors of economy, and their persistency within a given firm, which implies that management practices in these firms affect labour turnover.

Burgess, Lane and Stevens (2000) have also argued that some managers will be better than others at choosing good matches, and dissolving bad ones – and might even thrive on high turnover. Other managers, and management practices, will need low turnover. It is possible, therefore, that confounding the impacts of turnover itself and management partly mediated through turnover obscures the true role of labour turnover in firm performance. Our panel dataset offers advantages here, because when management cannot be observed, one of the solutions to the “management bias” problem is to isolate it into the fixed effect, which requires panel data. Part of the conflict in the evidence may also be due to incorporating different industries in one study which makes for difficulties in controlling for industry-specific effects, such as learning curves and skill transferability. In fact, even if the study is

confined to a particular industry, between-firm variation due to differences in corporate culture or management practices may be significant (Bertrand & Schoar, 2003). As costs and benefits of turnover are industry or even firm-specific, without adequate statistical provision, regression results may be biased. Our study, which relates to a single firm, does not have this problem. In studying a single firm, we are following in the footsteps of the classic analysis of Baker, Gibbs & Holmstrom (1994). As these authors note, the single firm methodology allows more control than the study of many firms, since the same personnel policies hold across the firm (in our firm, in particular, all the shops are wholly owned subsidiaries, with no franchises). The disadvantage is that the firm may not be representative. This disadvantage notwithstanding, the single firm personnel economics literature is growing.

2.5 Influence of Gender and Length of Service on Employees Attitude to Labour Turnover.

Employee turnover is an important issue that poses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce attrition can have a profound impact on an organization's performance, growth and general business outcomes. Kotze & Roodt (2005) found that, gender posed significantly different perceptions in relation to organizational support, change-and transformation, remuneration and the propensity to leave. This was later supported with empirical evidence (Blomme, Van Rheede & Tromp, 2010) as the authors suggested that gender could be a moderator between the psychological contract and turnover intentions. The 'glass ceiling' in the promotion path could also play a role in the decision for females to leave.

According to Royalty (1998), this could be attributed to the well documented wage gap between sexes. The study also found that turnover patterns of highly educated women resemble that of men closer than that of less educated women. For example, in Nigeria, statistics show that there was a decrease of female labour force from 27% in 1998 to 24% in 2001 (Civil Service Commission, 2006). Also, in Northern Nigerian of Sokoto and Kebbi states, statistics show that there was a decrease of female labour force from 15% in 1995 to 14% in 1997 (Federal Office of Statistics, 2001). Females lose a large proportion of their lifetime income by taking time out of the workplace to have children. Throughout the world, females continue to bear primary responsibilities of childcare and housework. Generally, when paid work and housework activities are physically separated, women must decide how much time and effort to allocate to formal job and to domestic responsibilities.

2.6 Employees' attitude to labour turnover

Employees' turn over intentions are governed by a host of factors. Different researchers have focused on different factors in this respect. According to Sicherman (1996), women are preferred over men while granting higher wages which causes departure of male employees. Igbaria and Baroudi (1995) found that the role of gender bias in employees' turnover intentions is very obvious. Mobley et al (1979) argued that those employees who perceive better job alternatives somewhere else are less committed to current organizations and as a result have higher turnover intentions. Griffeth (2000) found that perceived job alternatives can modestly predict turnover behaviour. Robbins (1979) stated that task significance has the effect of one's work on others' life. Samad (2006) found that task significance is negatively correlated with turnover intentions. Regarding the justification of perceived competitiveness

of pay, Park et al (1994) found that salary growth has an evident upshot on turnover. Sailors and Sylvestre (1994) recommended that firms should provide fringe benefits, pay competitive or higher salaries, ensure work life balance and subsidize special training or education programs to reduce the employee turnover.

Griffeth and Hom (1988) concluded that job satisfaction manipulates organizational commitment and has reconciling effect on turnover intentions. Dole and Schroeder (2001) also drew similar conclusions. Thatcher et al (2002), contrary to Griffeth and Hom (1988), argued that organizational commitment affects job satisfaction rather than vice versa. They described that a stable organizational commitment lessens turnover intentions through job satisfaction and viewpoint about job characteristics.

Work-family conflict is an inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respect (Carmeli, 2003). That is, the participation in the work - family role is affected by participation in the family -work role. Work-family conflict is a common problem among employees; it is an undesirable situation and it negatively affects quite a number of other areas within and outside the family, these include: an increase in prolong fatigue, high level of absenteeism at the work, and labour turnover intentions, among others (Nicole, 2003). The most common outcomes associated with work-family conflict are higher instances of job and family distress, poor health outcomes, and decreased job and life satisfaction (Warner, 2005). Sometimes, it leads to broken homes, and polygamy or an unexpected marriage. Nicole (2003) reveals that work-family conflict is caused by factors from both the work and home situations. The role of

work time arrangement in the development of such a conflict is particularly striking; for example, working shifts, sudden transfer, frequent overtime, and change of working hours all increase the risk of conflict. Both the organization and the employee have the responsibilities of eliminating work-family conflict. Empirical evidence shows that individuals with high emotional intelligence are able to balance family interference with work and vice-versa (Brett & Stroh, 1995; Clarke, 2000; Carmeli, 2003; Nicole, 2003). There is a growing body of research that reveals that work-family conflict is more prevalent than family work conflict (Warner, 2005). This is not surprising given that these pressures continue; the experience of employees' work life interfering with their family is almost inevitable. Warner further says that the most significant determinant of work-family conflict is found in the work domain. Therefore, it is critical for employers to become aware of practices that can be implemented in order to reduce employees' work family conflicts.

Clarke (2000) cites Minuchin proposed family systems theory, which suggests that families are cultural systems that go through developmental stages. This tries to maintain a sense of continuity and equilibrium and enhance each member's growth. The theory and the related concept of family equilibrium suggest that pressures both outside and within the family can disturb the equilibrium of the family (Brett & Stroh, 1995). Clarke reflects on the double ABCX Theory and suggests that three factors interact to produce a family's well-being: the stressor, the family's resources or characteristics to cope with the stressor, and the family's ability to cope with the stressor. Wiggins and Sheham (1994) proceed to identify family support, family adaptability and family communication as predominant among characteristics that facilitate coping, with family communication identified as the characteristic that enables

the evolution of the other two attributes of family functioning. Job satisfaction is a psychological concept and, therefore, giving it a precise and single scientific definition might be nearly impossible, since the nature and concept are somehow abstract.

However, job satisfaction could be defined as a pleasurable emotional state resulting from the appraisal of one's job, an effective reaction or an attitude towards one's job. In other words, job satisfaction implies the extent to which people like their job and dislike it. Weiss (2002) argues that job satisfaction is an attitude; it refers to how content an individual is with his or her job. Job satisfaction is a relatively recent term in the Nigerian context since in previous centuries; the job available to a person was often predetermined by the parents' occupation. Job satisfaction is very crucial to the long-term growth of any organisation. Job satisfaction is closely related to efficacy, and, it has been identified that many teachers lose or fail to develop self-efficacy within educational settings (Dweck, 1999). Various researches have been carried out on factors that could influence teachers' job satisfaction (Evans, 1998; Mäenpää, 2005). Those factors include: school-specific factors like availability of material resources, teacher-students ratio, school environment, and school culture, prompt payment of salary, and feelings of successful teaching, among others. Interestingly, teachers have different factors that could influence their job satisfaction. For instance, prompt payment of salary might be an influencing factor to a teacher while school environment might be an influence factor to another. Job satisfaction has been demonstrated to be closely related to commitment, turnover, job performance, productivity and burnout (Khaleque, Hossain, & Hoque, 1992; Cooper & Kelly, 1993).

Labour turnover is the voluntary or involuntary termination of an individual's employment with a given organization. Labour turnover is the rotation of workers around the labour market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi & Hollman, 2000). Each time a position is voluntarily or involuntarily created, a new employee might be replaced, this replacement cycle is known as turnover (Woods, 1995). Labour turnover is a much studied phenomenon (Lam, Foong, & Moo, 1995; Shaw, John, Jerkins, & Nina, 1998; Booth & Hamer, 2007).

Labour turnover or 'brain drain' as it is being referred to in tertiary institutions is one of the major challenges facing education in Nigeria today. Labour turnover intentions seem to be very prevalent in tertiary institutions both federal and state institutions of higher learning, and this might be due to some physical or social influences. The physical influences include poor salary, school environment, and delay in payment of salary among others. Social influence on the other hand is the shared cognition by friends or organizational members that influence people's decision on job movement (Albeson, 1993). The social influence makes hopping from one job to another an acceptable behaviour (Naresh, Pawan & Chong 2003), thus, if an individual has not changed his/ her job for a long time, he/she feels an increasing pressure to do so because of social influence. In some countries in Asia, it has been observed that labour turnover intentions is giving sleepless nights to human resource managers, and employees have developed bad attitudes due to labour shortage (Naresh, Pawan & Chong 2003). But in Nigeria, the Guardian newspaper an editorial of noted that in the last 20 years, a sizeable number of Nigerian academics have migrated abroad in search of greener pastures.

2.7 Causes of labour turnover

Managing employee's behaviour, work schedules, performance reports, employee's training, motivational activities, "right person at the right place," hiring and firing are common practices by the department of human resource management of any developed organizations. All over the globe organizations have realized that skilled labor and technocrat people exploit the organization for better pay incentives at least amount of workload because they know human resource is a big competitive advantage for the organizations. In developing countries skilled labor and technocrat people are psychologically and economically kidnapped from their competitors with two plus two packages to compete the market and many times they succeeded to harness the organizations with the stakeholders. Such practices encourage the employees to get better employment opportunities. How employee's turnover intention can be reduced is a big challenge for the directors of human resource management. The objective of this study is to analyze the impact of job satisfaction, job involvement, job stress and organizational commitment on employee's turnover intention. This study is an endeavor to formulate strategies for behavioral intention of the employees towards job turnover to cope with the current pace of the world.

Employee turnover is an important issue that poses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce attrition can have a profound impact on an organization's performance, growth and general business outcomes. To explore this topic in greater detail, this article examines differences in turnover rates across seven industries, as well as the factors that may influence employees' decisions to leave their jobs. Areas of comparison include productivity measures such as revenue per full-

time equivalent (FTE), the cost of hiring new employees and the number of positions filled in 2010.

Employee turnover is defined as “the rate at which employees enter and leave a company in a given fiscal year.” Human resource professionals and organization executives focus on turnover for three main reasons: it has significant cost implications; it affects overall business performance; and it has the potential to become difficult to control, resulting in a talent crunch, where it is hard to find quality candidates with the skill sets required to fill open positions.

Employee departures affect organizations in terms of measurable financial costs as well as intangible knowledge-based and productivity costs. According to a 2008 SHRM study, the cost to replace and hire new staff may be as high as 60% of an employee’s annual salary, whereas total costs of replacement, including training and loss of productivity, can range from 90% to 200% of an employee’s annual salary. Those expenditures can be difficult to absorb, whether an organization is a small company or a large global firm. Loss of employee talent hinders the development of new products, disrupts client relationships and delays customer deliverables. These production delays, along with replacement costs of employee turnover, negatively affect overall business performance and success.

Vacant positions also cause a decline in overall productivity. Employees who remain with the organization are less productive and efficient while they assume the responsibilities of the vacant position in addition to their own job duties. Once a vacant position is filled with a new

employee, those individuals are still contributing less to their primary job responsibilities—and, subsequently, to the organization overall—as a result of having to train the new hire. Organizations that do not develop strategies for addressing employee turnover may find themselves with pervasive skill shortages to fill the positions in the future. According to Manpower, Inc., the workforce is changing dramatically; with demographic shifts, increased outsourcing and entrepreneurship on the rise, specific skill sets and competencies may be moving rapidly out of various industries. The impact is already being felt in today's economy. In a SHRM survey of HR professionals, 75% of respondents reported difficulties hiring workers with skill sets essential to the job, with skilled professionals making up the bulk of desired staff. SHRM has noted annual increases in recruiting difficulty since December 2009.

Organizational culture, goal orientation and performance are predicted as career satisfaction while career satisfaction is a prominent predictor of organisational commitment and organizational commitment is the predictor of employee's turnover intentions. Employees' turnover intentions have negative and directly relationship with leadership behavior and also satisfaction as a mediated have negative impact on leadership behavior and employee's turnover intentions. Perceived service quality of employees have negatively and significantly impact on employee's turnover rate while the effect of coaching, role clarity and empowerment plays positive mediating role between perceived service quality and employee's turnover rate.

The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Those who are desperate for a job may take the first one that comes along to carry them through while searching for better paying employment. Also, employees tend to leave a company because of unsatisfactory performance appraisals. Low pay is good reason as to why an employee may be lacking in performance (Rampur, 2009). Unequal or substandard wage structures fall under this category as well. "When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal" (Handelsman, 2009).

According to Stephen A. Laser, author of *Dealing with the Problem of Employee Turnover*, "Most people feel that the major cause of employee turnover is the issue of salary. While there is some support for this view, its importance has been greatly exaggerated; it is widely held because individuals frequently cite salary as their excuse for leaving, making the organization and its pay scale a convenient target for employee frustrations. This is largely due to the fact that few workers want to give more personal reasons for leaving and thereby risk the possibility of not receiving a good reference at a later date. Another major misconception is that today's turnover is the direct result of a decline in our nation's work ethic. While it is true that worker attitudes have changed dramatically in the last thirty years, the problem of turnover goes beyond this shift in values. Instead, the real causes of turnover seem to be linked to problems within the organization and not really attributable to attitudes

carried by the influx of new employees. The unwillingness on the part of employers to look inward has served both to perpetuate and accelerate the turnover problem" (Laser, 1980).

Another reason that employees leave is because of the lack of benefits available to them through the company in which they work. High employee turnover could also be due to no potential opportunity for advancements or promotions. Employees prefer other companies which may provide them with higher posts and increased compensation packages (Rampur, 2009). Lack of opportunity for advancement or growth can cause a high turnover rate for any organization. "If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while" (Shamsuzzoha, 2007). Some employees jump from company to company because they prefer a working environment that is suitable for them. "If working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long." If an employee finds an appropriate work environment which is suitable for them in a specific company, they may work in that same organization for several years (Handelsman, 2009). Another reason that employees may leave an organization is due to the lack of projects or assignments that do not require their full potential. "Employees would certainly leave if they don't get experience and are just placed on the 'bench'. There are many more causes which contribute to employee turnover; such as

lack of employee motivation, work pressure, job stress, partiality and favouritism, employee egos and attitudes, poor employee management" (Rampur, 2009). A bad match between the employee's skills and the job can also be a reason for an employee to leave an organization. "Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit. Inadequate information about skill requirements that are needed to fill a job may result in the hiring of either under skilled or overqualified workers" (Handelsman, 2009).



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the method used in collection of data. It specifically takes a critical look at the research design, population, sample and sampling procedure, research instrument, and data collection procedure and data analysis plan.

3.2 Research Design

The researcher used mixed methodology in the design of the study. Mixed method is a philosophical assumption that integrates qualitative and quantitative research approaches within a single subject. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone. Furthermore, this decision is supported by the rationale of availing the merits and overcoming the demerits of both approaches as discussed by Creswell (2003), the use of multiple data sets can inform the research, by yielding insight and methodological changes that improve the study and strengthen findings as well as collecting diverse data which best provide an understanding of a research problem.

The study therefore used exploration and descriptive design. Descriptive research is intended in this study because of its relevance in the field of education. Ary, Jacobs & Razavieh (1985) have explained that descriptive research helps in studying the present problems of students, teachers, administration, curriculum, teaching learning process, and the like, and to

suggest some solutions to these problems. The use of this method in this study helped in describing and exploring as much as possible what occurred in the organization as a whole and also describing how employees (causal and permanent) cope with the work they do and the nature of employment contract.

Fraenkel and Wallen (2000) also opines that in using descriptive research which is a survey research, obtaining answers to a set of carefully designed and administered questions to a large group of people lies at the heart of a survey research. The researcher used a descriptive survey method for the collection and analysis of the information in order to answer the questions which were posed. According to Polit and Hungler (1995), descriptive survey aims at describing, observing and documenting aspects of a situation as it occurs rather than explaining them. This design has advantage of producing a good amount of responses from a wide range of people. Descriptive survey involves asking the same set of questions of a large number of individuals either by telephone, mail or in person. This design provides an accurate picture of events and it also seeks to explain peoples' perceptions and behaviour on the basis of data gathered at a point in time. It is also important to note that this design is appropriate when a researcher attempts to describe some aspects of a population by selecting unbiased sample of individuals who are asked to complete questionnaires, interview or tests. Fraenkel and Wallen (2000) added that, a significant advantage of a descriptive survey is that it has the potential to provide a lot of information obtained from quite a large sample of individuals. In using descriptive survey one must be critical about the questions in that they should be clear and not misleading. This is because descriptive survey results can vary significantly depending on the exact wording of questions. The results produced by this

design can however be unreliable because the questions which are normally asked seek to delve into private matters of the respondents and respondents may not be completely truthful about the response (Fraenkel and Wallen 2000).

Fraenkel and Wallen (2000) further stated that questionnaires require subjects who can articulate their thought well and sometimes put such thoughts in writing. It is again very difficult to get all the questionnaires completed for meaningful analysis to be made on them. Though this difficulties and disadvantages exist, the descriptive survey design was considered the most appropriate for analyzing the nature and causes of employee turnover in Golden Star Resources Ltd.

3.3 Population

The target population of the study consists of all junior and senior staff employees (present and past that is, from 2002 - 2012) personnel of Golden Star Resources Ltd. This includes all categories of senior staff workers. Wassa was chosen for the study because the researcher would have easy access to data. The accessible population will be all senior staff employee and junior personnel in Golden Star Resource Ltd who will be willing to participate in the study. Management and senior staff employees were selected because they serve as key informants who could be of tremendous help in providing very vital information and other reference materials necessary for the study.

3.4 Sample and Sampling Procedure

A sample of 65 employees was used for the study comprising 30 senior and 35 junior staff respectively. A purposive sampling technique was used to include all employees because of the nature of the research problem which called for the non-rejection of any of the respondents because they are privy to the information that the researcher is seeking. The 65 respondents were selected through stratified random sampling. Two strata of present and past employees were carved. From each stratum a proportionate number of employees were drawn to make the total sample. Stratified random sampling was used because each of the present and past group of employees from 2002 to 2012, of which employees need to be drawn and studied to help achieve the objectives of the study.

3.5 Research Instruments

The focus of this study is to describe the nature of the employee turnover in the Golden Star Resources, identify the causes of the turnover in Golden Star (Wassa) Ltd, examine employees' attitude to labour turnover, the influence of gender and length of service on labour turnover as well as impact of labour turnover on employee productivity as perceived by the employees. Data was collected from the management and employees. The instruments that were used by the researcher were interview and a questionnaire. The researcher therefore developed and used a questionnaire to survey the views of the respondents. The use of questionnaire enabled a large number of respondents to be surveyed within a shorter period of time. Again the questionnaire was preferred to other instruments because it is judged the fastest mode of collecting data from the sample. The questionnaire is also believed to guarantee confidentiality and anonymity of respondents since it is generally self-

reporting. Thereby, it elicited more honest responses as it is also less expensive compared to the other data collection techniques.

The questionnaire, as an instrument, however has some inherent problems. For instance, some of the items could be misinterpreted due to poor wording or differential meaning of terms, which might not elicit the responses expected by the researcher. However, the researcher will see to it that all factors or variables that may influence the validity and reliability of the questionnaire are taken care off.

In developing the questionnaire for the study, the researcher stacked to the rules that Kumar (2005) suggested. Kumar (2005) asserts that in developing questionnaire there are some specific steps that must be taken into consideration and these steps are outlined below:

1. The researcher should clearly define and individually list all the specific research questions.
2. For each specific research question, the researcher listed all the associated questions that were addressed through the study.
3. The researcher should also take each research question identified in step 2 and list all the information required to answer it.
4. The researcher should formulate questions to obtain the information.

Adhering to the guideline that Kumar (2005) provided in writing questionnaires, the researcher developed Validation of Instrument. Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is

used under the same condition with the same subjects. In short, it is the repeatability of your measurement. A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not measured, it is estimated. Validity is also the strength of our conclusions, inferences or propositions. Cook and Campbell (1979) define it as the best available approximation to the truth or falsity of a given inference, proposition or conclusion. To ensure validity and reliability of the instrument, the researcher pilot tested it in Kuapa Cocoa Ltd., an organization whose employees had similar characteristics as Golden Star Resources Ltd. The pretesting helped in revealing ambiguous statements, poorly worded questions that might not be understood by respondents, unclear choices and double-barreled questions to be taken care of. The outcome of this exercise helped to modify the instrument so as to make it appropriate in collecting the desired data. Ten employees of Kuapa Cocoa Ltd. were made to respond to the survey instrument. SPSS computer programme was used to analyse each section of the questionnaire for the strength of the reliability estimate. Cronbach alpha was generated to establish reliability for all the items.

3.6 Data Collection Procedure

The researcher personally administered the questionnaire to the respondents. An introductory letter was taken from the Kwame Nkrumah University of Science and Technology, Kumasi (Appendix B) to the management of Golden Star Resources Ltd. to officially seek permission for the employees to participate in the study. After permission had been granted the researcher will brief the employees as to what the study is about in order to get the needed attention, support and co-operation of the staff. The questionnaires were hand-delivered to all

the respondents by the researcher. The researcher then guided the respondents to complete the instrument without inferring with the choice of responses. The assistance just involved the explanation of instructions or terminologies so as to get the most valid data for inclusion in the analysis. Respondents were given four weeks to complete the instrument. To ensure an effective return rate, follow up telephone calls as well as personal visits were made to encourage the respondents to complete the questionnaires. This led to a situation where most of the questionnaires were retrieved giving a return rate of 100 percent.

3.7 Data Analysis

The data collected were edited eliminate any incomplete questionnaire. The valid questionnaires were coded to reflect their corresponding categories in accordance with the following scoring key: Strongly agree-1, Agreed-2, Disagree-3; and Strongly agree -4; Afterward the scored questionnaires were analysed using Statistical Product for Service Solutions (SPSS) into the desired descriptive statistics. Since a descriptive sample survey was used in gathering data, it was prudent for the researcher to use the same descriptive method in analyzing the data that were obtained. Descriptive surveys do not typically require complex statistical analysis. However, descriptive statistics (mean, standard deviations, frequencies and percentages) were used in analyzing the data that were gathered.

CHAPTER FOUR

RESULTS AND ANALYSIS

This chapter seeks to analyse and interpret the findings that have been collected. The main purpose of this study is to assess the nature and causes of labour turnover in golden star resources. A set of questionnaires was employed to gather the requisite data for the study. The data from the respondents were analysed through the computation of frequencies, mean and standard deviation.

The results in Table 4.1 shows that majority 35(53.8%) of the respondents were aged between 20-29 years while 20(30.8%) of them were between the age range of 30-39 years and only 10(15.4%) of the respondents were within the age range of 40-49 years. It is also indicative from Table 4.1 that 45(69.2%) of the 65 respondents were males and 20(30.8%) were females. This means that majority of the respondents were males. All the 65(100%) respondents have tertiary level of education and as such will have in-depth understanding of labour laws/issues. It is therefore expected that these respondents know the labour laws pertaining turnover and its consequences. Length of service in years is presented in Table 4.1, a significant majority 60(92.3%) of the respondents have spent between 1-5 years with the organization whilst 5(7.7%) served between 6-10 years. Furthermore, it is clear from the Table 4.1 that 44(67.7%) of the respondents indicated that they have other sources of income aside their employment income from GSR. It presupposes that if these employees receive income from other sources that is higher than what they get from GSR the tendency of their turnover is very high.

4.1 Analysis of the Background information of Respondents

Table 4.1: Background information of Respondents

Variable	Subscale	F	%
Age (in years)	20-29	35	53.8
	30-39	20	30.8
	40-49	10	15.4
Gender	Male	45	69.2
	Female	20	30.8
Educational Background	Tertiary	65	100
Length of Service in Years	1-5	60	92.3
	5	5	7.7
Other sources of income apart from income from GSR.	Yes	44	67.7
	No	21	32.3
Number of organizations you worked with before joining GSR	None	42	64.6
	One	17	26.2
	Four or More	6	9.2
Why did you leave your former place of work	No job security	11	16.9
	Poor conditions of service	12	18.5
Resignation during your period of work	Yes	35	53.8
	No	30	46.2
If yes, how many	1-5	29	44.6
	21 and above	6	9.2

Twenty-one (32.3%) of them have no other source of income aside their employment income from GSR. That aside, 42(64.6%) of the employees indicated that they have no employment with any other organization prior to their employment with GSR while 17(26.2%) said they have worked with only one organization before their employment with GSR and 6(9.2%) of the respondents have worked with four or more organizations before joining GSR. It can therefore be predicted that those who have changed four or more jobs are likely to their jobs. Regarding why they left their former jobs, a majority of 12(18.5%) of the respondents stated that the conditions of service were not good and that explains why their quit their jobs and 11(16.9%) of the respondents argued they have no job security. GSR must ensure that there are better conditions of service and job security for these employees otherwise it will lose them and that could affect the firm's performance. Again, 35(53.8%) of the respondents indicated that they have witnessed resignation and 30(46.2%) said they haven't witnessed resignation. Those who resigned might have left for various reasons and the organization must take steps to address those problems as early as possible.

Section 'C' asked participants to provide information on the employees' attitude to the numerous turnovers as workers of Golden Star Resources. Table 4.2 shows the results of the analysis on the attitude of employee turnover at Golden Star Resources (GSR).

4.2 Analysis of the Employee Attitude to Labour Turnover

Table 4.2: Employee Attitude to Labour Turnover

Variable	M	Std
The perceived competitiveness of pay related to job turnover	1.91	.52
Job turnover is affected by task significance	2.78	.41
Perceived job alternatives have effect on labour turnover	2.52	.90
Turnover intention is affected by gender bias	2.18	.81
There is correlation between organisational commitment and turnover intentions	2.11	.31
Organisation commitment and task significance are correlated	2.48	.64
There is job–family conflict impact on labour turnover	2.65	.99

Strongly Agree (SA) = 1, Agree (A) =2, Disagree (D) = 3, Strongly Disagree (SD) =4, Mean of Means (Mm) = 2.38, Mean of Standard Deviations (Mstd) = 0.70

The respondents (M= 1.91) seem to be in support of the assertion that perceived competitiveness of pay relates to job turnover as clearly manifested in the Table 4.2. Therefore, the disagreement to the assertion seem moderately insignificant in relation to a deviation of respondents being (SD= 0.51) who still disagree to the statement. The respondents also disagreed to the statement that job turnover is affected by task significance. Most of the respondents (M = 2.78, SD = 0.41) did not supported this view with very few who agreed. However, Arthur (1994) and Guthrie (2001) found a dichotomy in the impact of turnover on productivity depending on the type of human resource management (HRM) system in the firm.

Also, as to whether or not labour turnover affected by perceived job alternatives, the respondents disagreed with the opinion ($M= 2.52, SD=.90$) that perceived job alternatives have effect on labour turnover. However, this was not a unanimous response as there are some respondents who agreed to the statement that perceived job alternatives have effect on labour turnover. Albeit Table 2 further shows that the respondents disagree ($M=2.18, SD= 0.81$) to the statement that employee turnover intention is affected by gender bias, there are still a significant number of respondents who agree to the statement. There was therefore variety of responses with regards to the statement. Job matching theory predicts that workers less suitable for the firm leave earlier; hence, there is room for labour turnover to improve performance by clearing the workforce of poor worker-job matches (Jovanovic, 1979). Similarly, McEvoy and Cascio's (1987) meta-analysis of twenty-four reported correlations between performance and turnover concluded that 'good performers are less likely to leave than are poor performers', which supports the main prediction of job matching theory (p. 758). Table 2 reveals that there correlation between organisational commitment and turnover intentions labour turnover reduces profit. There seem to be unanimity in the responses given by the respondents ($M =2.11, SD=.31$) that there is correlation between organisational commitment and turnover intentions as labour turnover reduces profit. Bingley and Westergaard-Nielsen (2004) look at hires and quits simultaneously in their study of personnel policies and profit. In contrast to the popular result, they concluded that quits increase profit and hires reduce it.

Moreover, the respondents seem to suggest that organisation commitment and task significance are correlated ($M=2.48, SD= 0.64$) as shown in Table 4.2. There were however,

diverse responses with regards to the statement as some also support the statement that organisation commitment and task significance are correlated. Finally, it is clear from the table that most of the respondents concluded that the assertion as to whether there is job–family conflict impact on labour turnover ($M = 2.65$, $SD = .99$) is inappropriate as most of them disagreed to the claim. Generally, using the mean of means it is concluded the respondents agreed to the various claims on employees attitude to labour turnover.

4.3 Influence of Gender and Length of Service on Employees' Turnover

Employee turnover is an important issue that poses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce attrition can have a profound impact on an organization's performance, growth and general business outcomes. As a result, much effort was taken to patiently examine the influence of Gender and Length of Service on employees' turnover. Five statements were used to elicit the views of workers of Golden Star Resources. Table 4.3 presents the information gathered in Means and Standard Deviations.

Table 4.3: Influence of Gender and Length of Service on Employees' Turnover

Variable	M	SD
Educated women quit jobs than less educated women	2.65	.76
Females lose a large proportion of their lifetime income by taking time out of the work place to have children	2.55	1.02
Employing people at the peak of their age causes untimely retirement which promotes labour turnover	2.20	.71
Job alternatives reduce ones service period with organizations	2.25	.79
Gender discrimination will reduce the number of years I intend working with the organization	1.97	.56

Strongly Agree (SA) = 1, Agree (A) = 2, Disagree (D) = 3, Strongly Disagree (SD) = 4
 Mean of Means = 2.32; Mean of Standard Deviation = .77

Given the scale under Table 4.3 and a Mean of Means of 2.32 and a Mean of Standard Deviations of .77, means that the respondents (workers of Golden Star Resources) generally agreed that gender and length of service influence employees' turnover in an organization. This is in contour with what Kotze & Roodt (2005) found: that gender posed significantly different perceptions in relation to organizational support, change and transformation, remuneration and the propensity to leave. This was later supported with empirical evidence by Blomme, Van Rheede & Tromp (2010). They suggested that gender could be a moderator between the psychological contract and turnover intentions. The 'glass ceiling' in the promotion path could also play a role in the decision for females to leave. With respect to whether educated women quit jobs often than less educated women, the respondents

disagreed to that effect to the extent that their disagreement was quite unanimous ($M=2.65$, $SD=76$). Their conception may be that since the less educated women are usually subjected to manual/handwork, they often feel irritated and uncomfortable with one particular job amidst little or no motivation. This same idea was perceived by Ghiselli (1974), who termed it as 'hobo syndrome'. He defined the hobo syndrome as "the periodic itch to move from a job in one place to some other job in some other place" (p. 81). Ghiselli argued that this wanderlust is derived from instinctive impulses and does not seem to result from organized logical thought, but rather from the internal impulsiveness of individuals. These women therefore, do not keep long in one organization. They rather wander through jobs till they find what suits them. On the other hand, a study conducted by Royalty (1998) found that turnover patterns of highly educated women resemble that of men closer than that of less educated women. For example, in Nigeria, statistics show that there was a decrease of female labour force from 27% in 1998 to 24% in 2001 (Civil Service Commission, 2006). Also, in Northern Nigerian of Sokoto and Kebbi states, statistics show that there was a decrease of female labour force from 15% in 1995 to 14% in 1997. This might be one of the numerous reasons why there is wage gap between males and females especially, in Africa.

In responding to the statement that females lose a large proportion of their lifetime income by taking time out of the work place to have children, most of the respondents disagreed though there was no unanimity in their disagreement ($M=2.55$, $SD=1.02$). The variation in their responses might be due to the verity that expectant mothers usually take maternity leave and still receives the same amount of salary that they took so it will be very wrong for one to accept that females lose a large proportion of their lifetime income by taking time out of the

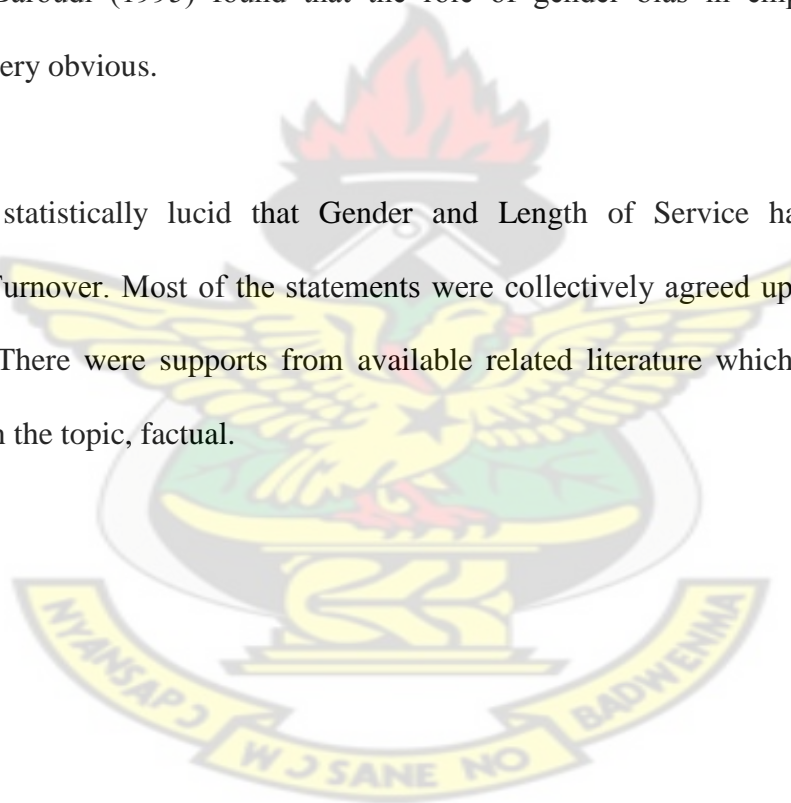
work place to have children. On the other hand, though expectant mothers take maternity leave and still earn their salary, they lose all allowances associated with the day-to-day running of the business hence, losing a large proportion of their lifetime income. Statistics from the Federal Office of Nigeria in 2001 completely supports this notion that females lose a large proportion of their lifetime income by taking time out of the workplace to have children. Throughout the world, females continue to bear primary responsibilities of childcare and housework. According to Royalty (1998), this could be observed from the well documented wage gap between both sexes.

Finding out from the respondents whether employing people at the peak of their age causes untimely retirement which promotes labour turnover, the respondents universally agreed to this assertion ($M= 2.20$, $SD= 0.71$). The closer or similar agreement might be due to their common observation of people's job retention as they grow beyond a certain age.

All along, people had different perception about whether job alternatives reduce ones' service period with an organization. When the workers of Golden Star Resources were given the opportunity to express their view on this claim, they variedly agreed to the statement ($M=2.25$, $SD= 0.79$). No wonder Griffeth (2000) found that perceived job alternatives can modestly predict turnover behaviour. Mobley et al (1979) argued that those employees who perceive better job alternatives somewhere else are less committed to current organizations and as a result have higher turnover intentions.

It is not quite clear whether one will continue working with an organization if gender discrimination exists in that organization. According to Sicherman (1996), women are preferred over men while granting higher wages which causes departure of male employees. In view of this I intended to find out if gender discrimination will really reduce the number of years that one intends to work with an organization. The respondents unanimously agreed that they will reduce the number of years that they intend to work with an organization if gender discrimination exists there ($M=1.97$, $SD=0.56$). With this, it is not surprising that Igbaria and Baroudi (1995) found that the role of gender bias in employees' turnover intentions is very obvious.

In all, it is statistically lucid that Gender and Length of Service have influence on Employees' Turnover. Most of the statements were collectively agreed upon with very few reservations. There were supports from available related literature which make the above discussions on the topic, factual.



4.4 Analysis of the Impact of Labour Turnover on Employees Output or Productivity

Table 4.4: Impact of Labour Turnover on Employees Output or Productivity

Variable	M	Std
Employees' turnover hinders new product development	2.33	.82
Labour turnover have negative impact on the firm's performance	1.92	.51
Labour turnover reduces profit	1.88	.52
Labour turnover delays customer deliverables	2.72	.76
Employees turnover enable the organization to employ more qualified employees that will bring new ideas on board	2.62	.95
There is positive impact of labour turnover on total factor productivity growth	2.46	.87

Strongly Agree (SA) = 1, Agree (A) =2, Disagree (D) = 3, Strongly Disagree (SD) =4, Mean of Means (Mm) = 2.32, Mean of Standard Deviations (Msd) = 0.74

The respondents (M= 2.33) seem to support the view that indeed labour turnover affects new product development as clearly manifested in Table 4.4. However, there are still a significant proportion of the respondents (SD= 0.82) who still disagree to the statement. The respondents also agree to the statement that labour turnover has negative impact on the firm's performance. Most of the respondents (M = 1.92, SD = 0.51) supported this view with very few who disagreed. However, Arthur (1994) and Guthrie (2001) found a dichotomy in the impact of turnover on productivity depending on the type of human resource management (HRM) system in the firm.

Table 4.4 reveals that labour turnover reduces profit. There seem to be unanimity in the responses given by the respondents ($M = 1.88$, $SD = .52$) that labour turnover reduces profit. Bingley and Westergaard-Nielsen (2004) look at hires and quits simultaneously in their study of personnel policies and profit. In contrast to the popular result, they concluded that quits increase profit and hires reduce it.

Also, as to whether or not labour turnover delays customer deliverables, the respondents disagreed with the statement ($M = 2.72$, $SD = .76$) that labour turnover delays customer deliverables. However, this was not a unanimous response as there are some respondents who agreed to the statement that labour turnover delays customer deliverables. Albeit Table 4.4 further shows that the respondents disagree ($M = 2.62$, $SD = 0.95$) to the statement that employees turnover enable the organization to employ more qualified employees that will bring new ideas on board, there are still a significant number of respondents who agree to the statement. There was therefore variety of responses with regards to the statement. Job matching theory predicts that workers less suitable for the firm leave earlier; hence, there is room for labour turnover to improve performance by clearing the workforce of poor worker-job matches (Jovanovic, 1979). Similarly, McEvoy and Cascio's (1987) meta-analysis of twenty-four reported correlations between performance and turnover concluded that 'good performers are less likely to leave than are poor performers', which supports the main prediction of job matching theory (p. 758).

Moreover, the respondents seem to suggest that labour turnover impact negatively on total factor productivity growth ($M = 2.46$, $SD = 0.87$) as shown in Table 4.4. There were however, diverse responses with regards to the statement as some also support the statement that there

is positive impact of labour turnover on total factor productivity growth. Ilmakunnas, Maliranta and Vainiomäki (2005) report a positive impact of turnover on total factor productivity growth in Finnish manufacturing. Also, Arthur (1994) and Guthrie (2001) found a dichotomy in the impact of turnover on productivity depending on the type of human resource management (HRM) system in the firm: negative in “high-commitment” HRM systems, characterised by intensive training, performance-based rewards, employee participation, task diversity and job autonomy, and none in “control” HRM systems. Generally, the respondents agreed that labour turnover has a significant impact on employees output or productivity.

Analysis of the data in Table 4.5 clearly reveals that majority of the respondents concur that they are dissatisfied with their job. This is evidenced by the mean of means score of 2.15. It may be explained that most employees are not content with their job owing to a number of reasons. This imply that employee turnover will be low when workers derive maximum satisfaction from their job and the vice versa. This finding is in consonance with Thatcher et al (2002) who argued that organizational commitment affects job satisfaction rather than vice versa. They described that a stable organizational commitment lessens turnover intentions through job satisfaction and viewpoint about job characteristics.

4.5 Analysis of the Causes of labour turnover

Table 4.5: Causes of labour turnover

Variable	M	Std
Am dissatisfied with my job	2.15	.67
There is low compensation and salary with my job	2.44	.81
There management insensitivity to cost of labour turnover	2.00	.61
Poor management in the job which deteriorates my morale	2.56	.69
There is a mismatch between hired labour and regular employees	1.87	.66
Ethics and culture in the organization is unhealthy for my like	2.61	.52
The desire to pursue further education forced my job	2.41	.51

Mean ranges: Strongly Agree (SA)=1, Agree (A)=2, Disagree (D)=3 and Strongly Disagree (SD)=4. Mean of means = 2.3 Mean of standard Deviation = .64

Responses as revealed by the study also have it that most of the employees receive low compensation and salary from their job. This is clearly shown by the mean of means score of 2.44. It can be inferred from the above that employees leave their jobs in pursuit of new jobs owing to the fact that they get low compensation and salary. This therefore means that employees would be prepared to stay at their current job if they are adequately remunerated. This finding confirms a study by Rampur (2009) who opines that the most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. He further contends that employees prefer other companies which may provide them with higher posts and increased compensation packages. Similarly, this finding supports Sailors and Sylvestre (1994) who recommended that firms should

provide fringe benefits, pay competitive or higher salaries, ensure work life balance and subsidize special training or education programs to reduce the employee turnover.

With respect to the issue of whether management insensitivity to cost of labour turnover causes labour turnover, analysis of the data shows that most of the employees agree with the statement. This is evidenced by the mean of means score of 2.0. A possible explanation to this may be that employees are aware of the cost involved in recruiting new staffs into the organization and as a result are willing to leave their jobs in pursuit of new ones. Management should therefore address the needs and concerns of the employees in order to increase their retention rate. This findings concur with a 2008 SHRM study which reported the cost to replace and hire new staff may be as high as 60% of an employee's annual salary, whereas total costs of replacement, including training and loss of productivity, can range from 90% to 200% of an employee's annual salary.

On the issue of whether poor management in the job which deteriorates morale causes employee turnover, responses from the data reveals that majority of the respondents concurred with the statement and this is clearly shown by the mean of means score of 2.56. It can be deduced that employee turnover is very higher due to poor management decisions which demoralizes employees to stay on the job. This therefore implies that with proper management decisions, employees would be motivated to stay on the job. The finding affirms Rampur (2009) who argued that there are many more causes which contribute to employee turnover; such as lack of employee motivation, work pressure, job stress, partiality and favouritism, employee egos and attitudes, poor employee management decisions.

Also, analysis of the data revealed majority of the respondents disagreed with the statement that mismatch between hired labour and regular employees causes labour turnover. This is evidenced by the mean of means score of 1.87. It is evident from the above that mismatch between hired labour and regular employees do not have any negative relationship with labour turnover. Employers should therefore focus their attention on factors that increases employee's retention rate.

Regarding the issue of whether unhealthy ethics and culture in the organization causes labour turnover, responses from the data shows that majority of the respondents agreed with the statement. This is clearly shown by the mean of means score 2.61. It can be concluded that unhealthy ethics and culture in the job place have a negative consequence on the retention rate of employees. This means that labour turnover will be low when the ethics and culture of the organization is compatible with the values of the employees. This finding confirms Chan (1996) who suggested that having one's personal attributes compatible with one's job culture may decrease turnover, and found that lack of job compatibility predicted turnover.

Finally, the study revealed that the desire to pursue further education is one of the major causes of labour turnover. This is evidenced by the mean of means score of 2.41. This implies that labour turnover will be high when employees decide to advance themselves academically. Employers should therefore provide opportunities for their employees to advance themselves academically. This will forestall the situation where employees will have to leave the organization to further their education.

In a nutshell, it is clear from the above discussion that the factors that accounts for employee turnover are varied. Most of the statements were collectively agreed upon with very few reservations. There were evidences from available related literature which make the findings of the discussions on the topic very undisputable.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the study to highlight the methodologies adopted in collecting and analyzing data to come out with the main findings. Based on the main findings, conclusions are reached to permit the provision of appropriate recommendations to be made to address the research questions formulated.

5.2 Summary

This part is divided into two sections. The first section summarizes the process of the research, and the second presents summarized findings of the study.

5.2.1 Summary of Research Process

The research was undertaken to analyse the nature and causes labour turnover in Golden Star Resources. Other subsidiary objectives included finding out the attitude to turnover, influence of gender and length of service on turnover, examine the effect of the rate of labour turnover on employees' output/productivity and identify the causes of labour turnover in Golden Star Resources.

The research questions needed to address these objectives were:

1. What is the employees' attitude to labour turnover in Golden Star Resources Ltd?
2. What influence has gender and length of service on employees' attitude to labour turnover?

3. What influence has the rate of labour turnover on employees' output/productivity as perceived by employees?
4. What are the causes of employees' turnover in Golden Star Resources, Wassa mines?

A purposive sampling technique was used to include all employees because of the nature of the research problem, which called for the non-rejection of any of the respondents because they are privy to the information that the researcher is seeking. The 65 respondents were selected through stratified random sampling. Two strata of present and past employees were carved. From each stratum a proportionate number of employees were drawn to make the total sample. Stratified random sampling was used because each of the present group of employees and past group of employees need to be drawn and studied to help achieve the purposes of the study. The questionnaires were administered to 65 employees in Golden Star (Wassa) Ltd, but the return rate was 100%. The respondents were selected based on convenience. The resulting data were analysed using statistical package for service solutions social.

5.2.2 Summary of Key Findings

The following key findings were obtained after a thorough analysis of the results:

1. The employees (respondents) agreed to the various claims on relating to their attitude to labour turnover. This was an indication the mean of means was within the range of consensus to the assertions.
2. In all, it is statistically lucid that gender and length of service have influence on employees' turnover. Most of the statements were collectively agreed upon with very

- few reservations. There were supports from available related literature which make the above discussions on the topic, factual.
3. There is huge impact of labour turnover on employees output and productivity. Generally, mean of means and standard deviation of the respondents convenient this assertion as it was mostly agreed that labour turnover has a significant impact on employees output or productivity. This means high turnover will reduce productivity will adversely affect profitability of the firm or vice versa.
 4. Some of the causes of employee turnover found in the study were job dissatisfaction, low compensation and salary, management insensitivity to cost of labour turnover, Poor management in the job which deteriorates employees' morale, a mismatch between hired labour and regular employees, unhealthy ethics and culture in the organisation and the desire to pursue further education.

5.3 Conclusions

The major findings, which came up from the data analysis, indicated that the attitude, gender and length of service, and causes of employee turnover in Golden Star (Wassa) Ltd are dependent on variety of issues. The study reveals that even though employees left their former places of work through retrenchment, poor conditions of service, lack of job security, no job satisfaction and intention to work in some prestigious organisation, workers needs or welfare is trampled on at Golden Star (Wassa) Ltd.

Nevertheless, employees further indicated that the perceived competitiveness of pay and job alternatives relates to labour turnover as well as task significance and organisational commitment and job-family conflict in GSR brings or create high turnover attitude among employees.

Most of the statements were collectively agreed upon with very few reservations. There were supports from available related literature which make the above discussions on the topic, factual. However, employees concluded that gender and length of service have influence on employees' turnover. In view of that, they indicated that people employed at the peak of their age causes untimely retirement and gender discrimination will reduce the number of years an employee intends to work in the organisation.

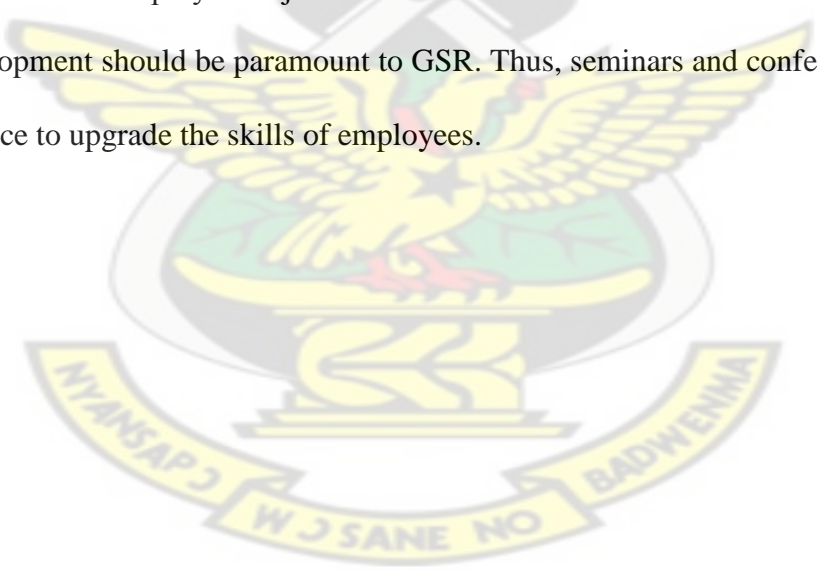
Finally, the study reveals, majority of employers consider the factors that accounts for employee turnover are numerous. Most of the statements were collectively agreed upon with very few reservations hence their willingness to quit GSR.

5.4 Recommendations

The researchers through the study deem it fit to make the following recommendation for further studies:

- Conditions of service should be improved to prevent resignations in GSR (Golden Star resources); The Grades of employees should be reviewed to give an urge on the job in order to reduce turnover;

- Management attitude on improving wages and reward systems should look more appealing to workers of Golden Star Resources;
- Motivation should be a hallmark of management to retain employees as it boosts their morale towards work, once they feel the heat of appreciation;
- Channels of communication should be flexible enough to enable employees feel at ease with management, since immediate feedbacks promotes efficiency; Promotion for employees, which could base on long service or educational background, should be part of management's agenda in GSR;
- The structure of the mine seem unsatisfactory, hence should be reviewed for employees to feel part of the system; Gender discrimination should be avoided; and
- Rotation of employees' job schedule should not be too rampant and their development should be paramount to GSR. Thus, seminars and conferences should be in place to upgrade the skills of employees.



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APPENDIX A

KWAME NKRUMAH SCIENCE AND TECHNOLOGY, KUMASI

Dear Respondent,

I am conducting a study and would like to seek your assistance. It would take about 10-15min of your time. I would be most grateful if you could complete the attached questionnaire which seeks to examine employees’ turnover in Golden Star Resources

You are assured of the confidentiality of your responses. Thank you for your time and co-operation.

SECTION A: BACKGROUND INFORMATION:

The questions below are about your personal background. Please answer them as they correctly apply to you.

1. Your age in years. [20-29yrs] [30-39yrs] [40-49yrs] [50-59yrs] [60-69yr]
2. Gender: Male Female
3. Educational background: (Your highest completed level of education)
 Basic Education Secondary Education Tertiary Education
 Professional Education other (specify).....
4. Length of service: 1-5yrs 6-10yrs 11-15yrs 16-20yrs above 20yrs
5. Do you have any other source of income aside your employment income from the GSR?
 Yes No

SECTION B: EMPLOYMENT INFORMATION

The questions below are about your work life with GSR (Wassa) Mines.

Job Title.....

6. How many other organizations/institutions did you work for before joining the company?
 None One Two Three Four or more
7. Why did you leave your former place of employment?

I was retrenched There was no job security

The conditions of service were not good

I wanted to work in a more prestigious organization

There was no job satisfaction in the work

Other (specify).....

10. During the period of your stay in your department, have you witnessed any resignations?

Yes No

11. If 'Yes', how many?

12. Did you get the opportunity to know why any, or all the employees who resigned?

Yes No

13. If you know, what were some of the reasons he/she / they gave for resigning?

.....
.....
.....

SECTION C:

You are to respond to the following statements in relation to employees intentions to labour turnover. The key to guide your responses as to your level of agreement or disagreement to with each statement is given below:

SA=strongly agree, A=agree, D= disagree, SD=strongly disagree

Employees Attitude to Labour Turnover

	SA	A	D	SD
The characteristics of the effects labour turnover				
The perceived competitiveness of pay related to job turnover				
Job turnover is affected by task significance				
Perceived job alternatives have effect on labour turnover				
Turnover intention is affected by gender bias				
There correlation between organisational commitment and turnover intentions				
Organisation commitment and task significance are correlated				
There is job-family conflict impact on labour turnover				

SECTION D:

You are to respond to the following statements in relation to influence of gender and length of service on labour turnover. The key to guide your responses as to your level of agreement or disagreement to with each statement is given below:

SA=strongly agree, A=agree, D= disagree, SD=strongly disagree

Influence of Gender and Length of Service on Employees Turnover

Statement	SA	A	D	SD
Highly educated women quit jobs than less educated women				
Females lose a large proportion of their lifetime income by taking time out of the work place to have children				
Employing people at the peak of their age causes untimely retirement which promotes labour turnover				
Job alternatives reduce ones service period with organisations				
Gender discrimination will reduce the number of years I intend working with the organisation				

SECTION E:

You are to respond to the following statements on impact of labour turnover on employees output or productivity. The key to guide your responses as to your level of agreement or disagreement to with each statement is given below:

SA=strongly agree, A=agree, D= disagree, SD=strongly disagree

Impact of Labour Turnover on Employees Output or Productivity

Statement	SA	A	D	SD
Employees' turnover hinders new product development				
Labour turnover have negative impact on the firm performance				
Labour turnover reduces profit				
Labour turnover delays customer deliverables				
Employees turnover enable the organization to employ more qualified employees that will bring new ideas on board to increase productivity				
There is positive impact of labour turnover on total factor productivity growth				

SECTION F:

You are to respond to the following statements in relation causes of labour turnover. The key to guide your responses as to your level of agreement or disagreement to with each statement is given below:

SA=strongly agree, A=agree, D= disagree, SD=strongly disagree

Causes of labour turnover

Statement	SA	A	D	SD
Am dissatisfied with my job				
There is low compensation and salary with my job				
There management insensitivity to cost of labour turnover				
Poor management in the job which deteriorates my morale				
There is a mismatch between hired labour and regular employees				
Ethics and culture in the organisation is unhealthy for my like				
The desire to pursue further education forced my job				