

Human Resource Management Practices and Academic Staff Labor Turnover in Private Higher Institutions in Ogun State, Nigeria

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Abstract

This work examines the relationship between human resources management practices (recruitment, training, and welfare) and academic staff labor turnover in private higher institutions in Ogun State. With the study accessible population of 1653 academic staff of private higher institutions in Ogun State, Nigeria and with 310 as the determined sample size, a survey design was used. The cluster sampling method was used for easy accessibility and grouping because of lack of the availability of a comprehensive list of the academic staff. Kendall's tau_b Coefficient of Correlation was used to test the hypotheses. The study revealed that there is relationship between human resources management practices (recruitment, training, and welfare) and labor turnover. It was recommended, therefore, that human resource unit of every organization should strictly follow the human resources management practices very well with particular emphasis on recruitment. Also, employees should constantly be trained and retrained as well as looking after their well-being.

Keywords: Training; Welfare; Private higher institutions; Human resource management practices; Retention.

1. Introduction

Employees in every organization are the most vital asset of every organization for many reasons such as dynamism, adaptability, accessibility, and so on. "They are intellectual beings capable of thinking, analysing, and inventing, innovating and developing information for the creation of wealth" Amah (2006). Essentially, employees of any organization, which is nowadays viewed as human resource, coordinate and ensure adequate use of other resources at the workplace; and as such, there is a need for the management of such resources. Human resources management was, therefore, described by French (1986) in Amah (2006) as "a term used to refer to the philosophy, policies, procedures, and practices related to the management of people within an organization."

Human resource management is very important in every organization such that most reliable organizations today have a full fledged department to carry out the practices of human resource management. This is to avoid incessant recruitment exercise in the organization and according to Cumming (1978) as cited in Sule and Ugoji (2013) that organizations should be "concerned with obtaining the best staff for an organization, and having got them, looking after them so that they will stay and give of their best to their jobs." The implication of this is that organization need to look after the best staff to retain them on the job to give their best to such organization.

Human resource management practices, then, involve attracting as many as possible qualified applicants to apply for job vacancies in the organization to selection, placement, training, development, performance management, and welfare. Other human resource practices include training, safety and finally, separation either through voluntary or involuntary separation. Separation by an employee from the employer either voluntary or involuntary can best describe the term *labor turnover*. This is the rate at which employees leave an organization. Kaur *et al.* (2013) described employee turnover as "the change in the workforce during a definite time period" but Sule (2012) said labor turnover is "the rate at which an employer gains and loses employees." The issue is that talented employees are hard to come across but very easy to lose to competitors. Manlove and Guzel (1997) cited in Segbenya (2014) opined that "the notion of a permanent employee has become a thing of the past." Therefore, "retention of talented employees continues to be a big problem for a large number of employers thereby constantly challenging human resources (HR) practitioners to formulate innovative strategies that will not only attract talent, but equally retain them in order for these employees to help in achieving organizational goals and objectives" (Segbenya, 2014).

One of the important competitive advantages is the formidable workforce. Theo Okonkwo in Onuoha (2011) said human resource management is "obtaining, using and maintaining a satisfied workforce." It must be noted that obtaining, using and maintaining a satisfied workforce involve certain cost both direct and indirect costs as Ali, ZhongBin, JianPing, Ali *et al.* (2018) said that "today, the main goal of the organization is to reduce employee turnover, as recruiting and training new employees every day is a serious problem for the human resource management." All the same, since, it is the rate at which an employer gains and loses employees. "Thus, employee turnover is not relatively new concept in management but typical issue in human resources management..." Mbah and Ikemefuna (2012).

1.1. Aim and Objectives

The sole aim of this study is to establish the relationship between human resource management practices and academic staff labor turnover in private higher institutions in Ogun State, Nigeria. The specific objectives are to:

1. Ascertain the relationship between recruitment and academic staff labor turnover in private higher institutions in Ogun State.
2. Determine the relationship between training and academic staff labor turnover in private higher institutions in Ogun State.
3. Examine the relationship between welfare and academic staff labor turnover in private higher institutions in Ogun State.

1.1.1. Research Questions

The following are the research questions:

1. What is the relationship between recruitment and academic staff labor turnover in private higher institutions in Ogun State?
2. What is the relationship between training and academic staff labor turnover in private higher institutions in Ogun State?
3. What is the relationship between welfare and academic staff labor turnover in private higher institutions in Ogun State?

1.1.2. Research Hypotheses

Inference as well as conclusion will be made after testing the following hypotheses:

- H₀1:** There is no relationship between recruitment and academic staff labor turnover in private higher institutions in Ogun State.
- H₀2:** There is no relationship between training and academic staff labor turnover in private higher institutions in Ogun State.
- H₀3:** There is no relationship between welfare and academic staff labor turnover in private higher institutions in Ogun State.

2. Literature Review

2.1. Theoretical Framework

The theory that will serve as the underpinning theory is the resource-based theory. This talks about having and possibly losing a valuable asset like an employee.

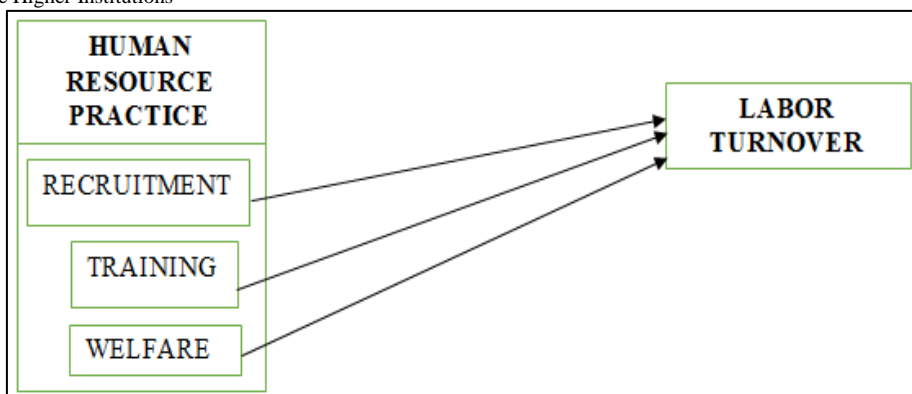
2.1.1. Resource-Based Theory

This theory suggests that resources that are valuable, rare, difficult to imitate, and non-substitutable place organization in the best position for long-term success over and above its competitors. Every organization’s competitive advantage must arise from resources that the organization possess both human and nonhuman. Therefore, resource-based theory plays a vital role in helping organizations to achieve higher and better organizational performance as well as higher and better competitive advantage. Resource-based theory contention is “the possession of strategic resources by organization to give golden opportunity over and above its competitors/rivals. This resource-based view of competitive advantage differs from the traditional strategy paradigm in that the emphasis of the resource-based view of competitive advantage on the link between strategy and the internal resource of the firm” Onuoha (2011).

Those resources to compete with the competitors must somehow be very difficult to duplicate, replicate and imitate. Some of them are usually protected by law such as copyrights law, patents law or trademarks law. It must be noted that the common saying that “the whole is greater than the sum of its parts” that is, synergy effect is greater than the addition of two or more performance/output which is the focus of resource-based theory. Those resources identified with resource-based theory can be classified into car, home, property, equipment, cash, etc. known as *tangible* and things like organization’s culture, employees’ knowledge and skills, an organization’s reputation are seen as *intangible*.

2.2. Conceptual/Operational Framework

Fig-1. Conceptual/Operational Framework showing the Relationship between Human Resource Management Practices and Academic Staff Labor Turnover in Private Higher Institutions



2.2.1. Recruitment and Labor Turnover

The first task by the human resource unit of every organization in the process of employing new entrant is recruitment which was said to be attracting qualified applicants to apply to the vacant position in the organization. But Byars and Rue described it as “involving seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.” Relying on the assertion of Cumming (1978) as cited in [Sule and Ugoji \(2013\)](#) that “the management of human resources is concerned with obtaining the best staff for an organization, and having got them, looking after them so that they will stay and give of their best to their jobs.” This is ensuring that employee is gotten through the “front door” and not through the “back door.” That is, the proper recruitment process should be followed in recruiting employees into the organization and not through influence like what Fubara (1984) as cited in [Sule and Ugoji \(2013\)](#) described as the influence of “power behind the veil” and other influences like host community influence and/or union/staff member’s influence.

This is because you cannot put something on nothing. For the rule to be bent while trying to employ an employee means such employee is and will always be above the law. According to [Sule and Ugoji \(2013\)](#) “this is superimposition of personnel on organization, which attract lawlessness and undedicated attitude to such organization.”

2.2.2. Training and Labor Turnover

Remaining with the organization or not has to do with some elements of training an employee had passed through before and while in such organization. To this, Aruna and Anitha (2015) in [Omoikhudu \(2017\)](#) submitted that “the type of training an employee get from the organization have impact on employee’s decision to leave or stay within the organization.” An employee trained in the 21st-century equipment usage will prefer to stay with any organization that has such state of the art equipment. This is because most newly developed equipment is to make carrying duties out easier and as such employee will prefer organization where they can carry out their duties and tasks with much ease, especially, when they had acquired necessary skill via training on using such tools and equipment. [Omoikhudu \(2017\)](#), asserted in line with this assumption that “training strengthens employees to be more active towards their career development, which might lead to employee retention.”

When employees can carry out their duties and tasks with ease, they tend to enjoy the work and the working environment, thereby increasing their productivity on the job. Again, as employees enjoy the work and the working environment, the notion of leaving the organization might not be something to consider for such employees. One should not forget that the enjoyment of the work and the working environment is as a result of the training such employee might have gone through either internal and/or external training that is now serving as an impetus to staying with the organization. This was supported by Ramlall (2004) in [Omoikhudu \(2017\)](#) when it was suggested that “an internal and external seminars training and development tends to reduce turnover, as to avoid losing the employees and the knowledge they hold.”

However, Becker (1962) in [Verhees \(2012\)](#) opined that “improving productivity through training can affect turnover intentions by increasing worker’s employability in other firms.” This is contrary to an earlier submission that training facilitate intention to stay. According to the author, the fact that training assists in improving productivity cannot be overemphasized but at the same time, training increase the employability of the employee’s in other organizations. However, Garg and Rastongi (2006) in [Omoikhudu \(2017\)](#) did not subscribe to the fact that training is a prerequisite to intention to stay or leave the organization by asserting that “training and development cannot determine if an employee will remain in the organization or not.”

2.2.3. Welfare and Labor Turnover

The way and manner employee are treated by their employer most times determine the decision on whether to stay with the organization or leave. This is talking about the welfare scheme for the employees of the organization. It must be noted that human wants are insatiable and differ from one employee to another but the issue is for the organization to be concerned about the well-being of its employees and be willing to remain “a friend in need and indeed” at all times. Therefore, it was asserted in [Udume et al. \(2016\)](#) that “social welfare system in organization helps to retain competent employees in the organization. Although retaining competent workers is contingent on many factors, welfare policies help by maintaining a fair internal pay structure and by providing attractive benefits.”

Once, an employee realized that the organization is there for him/her in case of any funny incident, such employee can go miles in ensuring that the organization vision and mission is achieved. But for an employee to be able to go miles for the organization, such employee must have job satisfaction and be contented with the organization policies. Therefore, [Udume et al. \(2016\)](#) again asserted that “social welfare system provides great satisfaction to workers and also helps in retaining them. It makes employees happy and contented, and it brings about improvement in their general efficiency. It also helps in securing the willing cooperation of the workers; once they are satisfied, they will be less tempted to leave the organization.”

3. Methodology

This study adopted a survey research design with the rationale for exposing the relationship between human resources management practices (recruitment, training, and welfare) and labor turnover. Academic staff in private higher institutions in Ogun State formed the study population but for some constrains, the study was restricted to those willing higher institutions to participate in this study after consent seeking approval. Therefore, only six private universities academic staff constituted the population of the study due to their readiness and willingness to give the required information.

1653 academic staff altogether made up the population, with Krejcie and Morgan sample size determination table, 310 was the recommended sample size. To have exactly 310 copies of questionnaires, 50 copies of the questionnaire were added to those distributed to cater for any possible void copies of the questionnaire including those we will not be able to retrieve from the participants. Finally, we retrieved 312 copies. The extra two copies over the 310 copies were, even, retrieved after the computation had commenced.

The cluster sampling method was assumed to be the best because it is easy grouping the academic staff for the distribution of the study instrument. A practical sampling frame for individual elements of the population under study is not easy to get. We, therefore, consider academic faculty in every institutions and for each faculty, we consider sharing a minimum of five questionnaires and maximum of eight questionnaires.

3.1. Method of Data Analysis

The generated data with research instrument was tested with Kendall’s tau_b Coefficient of Correlation from which inferences were made.

4. Results

The hypotheses will be tested in this section from which decisions will be made.

4.1. Hypotheses Testing

Testing of the hypotheses using Kendall’s tau_b Coefficient of Correlation;

The decision rule is to reject the null hypothesis if the p-value obtained is less than the alpha value of 0.05 and accept when the p-value is greater than the alpha value.

4.1.1. Hypothesis One (H₀₁) Testing

H₀₁: There is no relationship between recruitment and academic staff labor turnover in private higher institutions in Ogun State.

Table-1. Kendall’s correlation between recruitment and labor turnover

			Recruitment	Labor Turnover
Kendall's tau_b	Recruitment	Correlation Coefficient	1.000	.508**
		Sig. (2-tailed)	.	.000
		N	310	310
	Labor Turnover	Correlation Coefficient	.508**	1.000
		Sig. (2-tailed)	.000	.
		N	310	310

SPSS output, Version 20 – Survey Data, 2019

Table 1 presents Kendall's tau-b correlation to find out the relationship between recruitment and labor turnover among three hundred and ten (310) participants. A strong positive correlation coefficient value was reported between recruitment and labor turnover, which is statistically significant ($\tau_b = .508^{**}$, $p = .000 < 0.05$ (alpha value)); this being indicative that recruitment has a significant relationship with labor turnover of academic staff of private higher institutions in Ogun State.

Decision: We accept the alternate hypothesis (**H₁₁**) stating that there is a significant relationship between recruitment and labor turnover of academic staff performance.

4.1.2. Hypothesis Two (H₀₂) Testing

H₀₂: There is no relationship between training and academic staff labor turnover in private higher institutions in Ogun State.

Table-2. Kendall’s correlation between training and academic staff labor turnover

			Training	Labor Turnover
Kendall's tau_b	Training	Correlation Coefficient	1.000	.733**
		Sig. (2-tailed)	.	.000
		N	310	310
	Labor Turnover	Correlation Coefficient	.733**	1.000
		Sig. (2-tailed)	.000	.
		N	310	310

SPSS output, Version 20 – Survey Data, 2019

Table 2 presents Kendall's tau-b correlation to find out the relationship between training and labor turnover of academic staff performance among three hundred and ten (310) participants. A strong positive correlation coefficient value was reported between training and labor turnover, which is statistically significant ($\tau_b = .733^{**}$, $p = .000 < 0.05$ (alpha value)); this being indicative that training has a significant relationship with labor turnover of academic staff of public higher institutions in Ogun State.

Decision: We accept the alternate hypothesis (**H₁₂**) stating that there is a significant relationship between training and labor turnover of academic staff performance.

4.1.3. Hypothesis Three (H₀₃) Testing

H₀₃: There is no relationship between welfare and academic staff labor turnover in private higher institutions in Ogun State.

Table-3. Kendall's correlation between welfare and academic staff labor turnover

			Welfare	Labor Turnover
Kendall's tau_b	Welfare	Correlation Coefficient	1.000	.679**
		Sig. (2-tailed)	.	.000
		N	310	310
	Labor Turnover	Correlation Coefficient	.679**	1.000
		Sig. (2-tailed)	.000	.
		N	310	310

SPSS output, Version 20 – Survey Data, 2019

Table 3 presents Kendall's tau-b correlation to find out the relationship between welfare and labor turnover of academic staff performance among three hundred and ten (310) participants. A strong positive correlation coefficient value was reported between welfare and labor turnover, which is statistically significant ($\tau_b = .679^{**}$, $p = .000 < 0.05$ (alpha value); this being indicative that welfare has a significant relationship with labor turnover of academic staff of public higher institutions in Ogun State.

Decision: We accept the alternate hypothesis (**H₁₃**) stating that there is a significant relationship between welfare and academic staff labor turnover.

5. Discussion of Finding

5.1. Recruitment and Labor Turnover

The analysis of the bivariate relationship between recruitment and labor turnover reveals a significant relationship. The result revealed that a statistically significant ($\tau_b = .508^{**}$, $p = .000 < 0.05$ (alpha value); this being indicative that recruitment has significant relationship with labor turnover. This implies that labor turnover of employees can be affected when there is proper recruitment. This finding aligns with the words of [Sule and Ugoji \(2013\)](#) that “this is a superimposition of personnel on the organization, which attract lawlessness and undedicated attitude to such organization.” Therefore, there is a significant relationship between recruitment and labor turnover of the academic staff of private higher institution in Ogun State.

5.2. Training and Labor Turnover

Based on the finding, the bivariate relationship between training and labor turnover reveals a significant relationship. A strong positive correlation coefficient value was reported between training and labor turnover, which is statistically significant ($\tau_b = .733^{**}$, $p = .000 < 0.05$ (alpha value); this being indicative that training has significant relationship with labor turnover. This was in line with the submission of [Ramlall \(2004\)](#) in [Omoikhudu \(2017\)](#) when it was suggested that “an internal and external seminars training and development tends to reduce turnover, as to avoid losing the employees and the knowledge they hold.” But, the finding is contrary to the submission of [Rastongi \(2006\)](#) in [Omoikhudu \(2017\)](#) that “training and development cannot determine if an employee will remain in the organization or not.” There is, therefore significant relationship between training and labor turnover of the academic staff of private higher institution in Ogun State.

5.3. Welfare and Labor Turnover

The analysis of the bivariate relationship between welfare and labor turnover of academic staff of private higher institutions reveals a significant relationship. The result revealed that a statistically significant ($\tau_b = .679^{**}$, $p = .000 < 0.05$ (alpha value); this being indicative that welfare have significant relationship with labor turnover. This implies that labor turnover of employees can be affected when there is adequate welfare. This finding is in line with the submission of [Udume et al. \(2016\)](#) that “social welfare system in the organization helps to retain competent employees in the organization.” Therefore, there is a significant relationship between welfare and labor turnover of the academic staff of private higher institution in Ogun State.

6. Conclusion

Based on the result of the findings, it is established that there is a strong relationship between human resources management practices (recruitment, training, and welfare) and labor turnover. In other words, the way and manner of recruiting an employee into the organization have something to do with his/her intention to stay or quit. Also, the kind of training being extended to employees' is a determining factor in the decision on how long to stay with such an organization and finally, the ability of the organization via the human resources unit, to cater for the welfare of employees' have to do with the decision on how long to stay with an organization.

Recommendations

The following are, at this moment, recommended to every organization human resources department to reduce labor turnover in the organization; so that they can make their academic staff a resource-based asset:

1. Human resources management team should develop a standard process of recruitment and selection for the organization and strictly follow such process in recruiting the academic staff of their institution.
2. Human resources department should ensure that their workforce is trained and re-trained in the state of the art equipment essentially as it relates to the operation of organization, essentially, academic staff should be encouraged to get involved in those activities that can improve their qualities such that they will be able to rub shoulders with their colleagues around the world. Such activities include conducting research in their field to be able to come up with articles, attending conferences and to those that are not qualified already (that is, not already Ph.D. holders) the institutions should encourage and create an enabling environment for them for acquiring such certificate(s) like reduction of their work-load.
3. Every worker gets involved in employment essentially because to have good welfare. Therefore, it is essential that the human resources department ensure fulfillment of this onerous desire of every employee in the organization. It must, also, be noted that the welfare issue of employees cannot be the same and as such, there should be close monitoring of the welfare need of every employee in the organization.

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