

THE EFFECT OF EMPLOYEE TURNOVER ON ORGANISATIONAL PERFORMANCE IN THE TELECOMMUNICATION INDUSTRY IN NIGERIA

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Abstract: This research study investigated effect of employee turnover on organization performance in the telecommunication industry in Nigeria. Employee turnover' as a term is widely discussed subject matter in business sphere. Organizations nowadays spend a lot of money to retain their valuable employees. But still employees leave their organizations and join new ones. There are various reasons for which employees leave their jobs. This study was carried at MTN Nigeria across five states. The population of the study comprised of 235 staff of MTN Nigeria operating in Oyo State; Kano state; Enugu state; River's state and Ogun state. A total enumeration technique was used. A 6-point Likert type scale format questionnaire was used to collect primary data. A total of 235 copies of questionnaire were distributed to the employees of NCBs, of which 216 were found flawless to yield a response rate of almost 94%. A pilot study was conducted to test the questionnaire. The questionnaire had a Cronbach alpha coefficient range from 0.751 to 0.873 suggesting that the instrument was reliable. Regression tests were applied to determine the contribution of each independent variable in organisational performance. The results show that employee turnover measures have significant effects on organisational performance. Besides this, all the independent variables have significant contributions in organisational performance. However, the most significant variable is the employee autonomy (0.641 contributions) due to which employees intend to quit a job. Finally, it is recommended MTN Nigeria proper counselling should be considered as a tool for building desired employee behaviours towards achieving an expected level of performance. Furthermore, MTN Nigeria should improve the working conditions within the organization.

Keywords: Employee turnover, Organization performance, Telecommunication industry, Work environment, Supervisor's support, Employee autonomy

1. INTRODUCTION

In today's fast changing business environment; characterized by increasing globalization; rapid technology changes and newer lifestyles; firms that want to remain competitive must be innovative. The world is a global village and telecommunication plays a key role. It is a key infrastructure of economic and social development; a major catalyst for information and knowledge that can create development opportunities and choices for rural communities which help to improve the living conditions of the rural poor. The advancement of mobile phone usage from basic phone telephony to

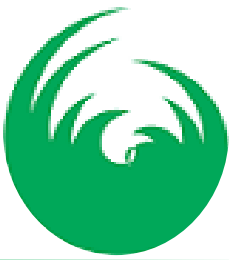
new enhanced services and the introduction of new technology within diverse sectors of various country have seen the sector grow massively. The telecommunication sector has experienced rapid growth and helps in easier financial services and access to e-learning platforms to a global audience (Abdulmula, Sopian, Haw & Fazlizan, 2019). However, the telecommunication sector saw stalled growth during the second half of 2016 leading to delays or deferrals of expansions and upgrades to networks and this trend has continued into Q2'17. The GDP Q2'17 result showed that the telecommunications sector contracted by 1.92%. The major challenges facing the sector are low consumer

Management and Human Resource Research Journal

An official Publication of Center for International Research Development

Double Blind Peer and Editorial Review International Referred Journal; Globally index

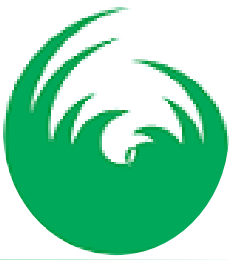
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purchasing power, currency movements and the recent loss of global investors. The inaccessibility of the dollar in most economy resulted in weak macroeconomic conditions. Weak macroeconomic conditions have led to weak labor market dynamics (high unemployment and underemployment), reduced disposable income and poor corporate performance (Yardimci, Lu, & Jarrahi, 2016). Global telecoms operations after a continuous growth from 2016; dropped to 2% in 2018 because of the crisis in Europe; while revenues from developed countries are slowly decreasing. Since 2016 the revenues from developed countries dropped by 1% each year. The most dramatic was a drop in EU countries; from 2015 till 2017 the revenues dropped by 13%. The second were United States of America with 7% decline in revenues in the same time span. The drop is mainly caused by decline in fixed telephony. Since 2015 the fixed telephony has dropped by 7% each year. Some countries (China; Spain; France and Poland) were reporting even about the drop of 13% (IDATE; 2019). In 2018 the revenues from telecommunication services were 1.144 billion EUR on the global level (IDATE; 2019). The market is growing moderately since 2016 and in 2018 the growth was 5.1%. Growth is based mainly on the expansion of mobile services (voice and SMS); since they account for more than half of the turnover of all services (59% of total services) and remain the main source of telecommunication revenues. Revenues from data transmission and Internet services increased by 5% in 2016 and revenues from fixed telephony continue to fall by 6% each year. In geographic terms 33% of all revenues from telecom services come from Asia-Pacific; 25% from North America; 24% Europe; 10% Latin America and 8% Africa and Middle East (World Telecom Services Market; 2019).

Nigeria's telecommunication industry is found to be one of the fastest growing sectors and this is due to government's liberalization policy of the sector in 2018 (Al-Weshah, Al-Manasrah & Al-Qatawneh, 2019). In addition; telecommunication industry has benefited from significant investment in Nigeria over the past fifteen years. This sector had a greater impact on the country's

growth over the past fifteen years when compared with other sectors (Hayajneh, Suifan, Obeidat, Abuhashesh, Alshurideh & Masa'deh, 2020; Paschal & Nizam, 2016). According to the report on the NCC website, the telecommunication industry contributed 8.7% to GDP in 2017; in 2018 it grew up to 9.9 percent. In 2019, telecoms contribution to GDP grew again to 10.6 percent and in 2020, as at second quarter, telecoms contribution to GDP, reached 14.3 percent, representing N2.3 trillion, whereas the entire contribution of ICT to GDP within the same period was 17.5 per cent. The statistics indicated that telecoms contribution to GDP had maintained a steady growth rate between 2012 and 2020, except for 2013, when there was a slight drop in the contribution, compared to the contribution in 2012. Despite the contributions of the telecommunication industry to the national development, records have shown massive staff attrition in telecommunication industry in 2016 (Olajide & Yusuf, 2018 and Punch, 2017). A further assessment of the report showed that more than half of the exited staff left on voluntary ground (Zakariya & Shuaibu, 2021). According to Opeluwa (2017), 356 MTN staff left the company in the last one year, 259 were voluntary while the rest were involuntary. For Airtel, 90 workers were lost in the same period of which 66 left voluntarily and others involuntary (Owolabi, 2017). Data Analysis Report in 2019 provide summary of attrition rate of employees in the industry, showed that Nigeria telecommunication sector has had an increasing rate of employee turnover for the past five (5) years, such as 2015 (16.4%), 2016 (18.2%), 2017 (11.5%), 2018 (23.9%) and 2019 (25.5%) (Adetunji, & Azadeh, 2021). These turnover increases have affected the sector drastically (Banks, McCauley, Gardner, & Guler, 2016). The study conducted Arokiasamy and Abdullah (2016) indicates that over 23.1% of employees in the telecommunication sector quit their jobs and responsibilities within the first year due to various issues associated with turnover intention. These authors also affirmed that job satisfaction, role overload, organisational justice, Leader-member exchange, organisational commitment and job embeddedness



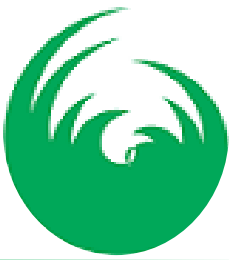
contributes towards employee Intention to leave (Hetland, Hetland, Bakker, & Demerouti, 2018). The data proved that Nigeria's telecommunication sector has an increasing employee turnover rate, which has reduced the employees' chance of career growth and effective decision-making (Raju, 2021). Therefore, the telecommunication sector in Nigeria is experiencing an imbalance of the business environment due to the high rate of employee turnover intention that has gradually influenced the rate of telecommunication sector performance in Nigeria (Nguyen, Malik, & Budhwar, 2022). Recent report enumerated the following factors as some of the causes of employees' turnover in MTN, such as remuneration of workers, absence of mutually negotiated exit benefits, inhumane retirement benefits, employee relations practices, and abuse of expatriate quota, among others (Inside Business Nigeria, 2022). Employees' turnover poses a very serious challenge with critical and crippling effect on both the individual employee and the organization. Studies (Kalidass & Bahron, 2015); Hongvichit (2015); Kim, Tam, Kim, and Rhee (2017) and Ekhsan (2019) have documented negative effect of employee turnover on organizations. Sun and Wang (2017) also reported that high employee turnover brings destruction to the organization in the form of direct and indirect cost and profitability. This may be the case as funds would have been wasted for the provision of materials, equipment and other facilities as well as training and development of the individual employee, who on the completion of his/her training, resigns for some other jobs for one reason or the other. If an organization has made significant investment in training and developing its employees, that investment is lost when employee leaves (Agustine & Nawangsari, 2020). To Ilyas et al. (2020), turnover is a threat that highly affects an organization in today's competitive business world as higher turnover causes declines in the organization and its competitive edge in the market. Therefore, employee turnover has been an issue that negatively influenced most organisations, especially the telecommunication sector in Nigeria (Zulueta, 2021).

Despite the need for organizations to assess employee turnover levels and trends, empirical research on employee turnover trends in the telecommunication industry in Nigeria and their causes and effect on the firms is sparse. Further, while Studies (Amin, Anwar, Adnan, Nawaz, Alawfi, Hussain & Huang, 2017; Amin, Shah, Khattak, Moreira, Ali, Rocha, & Anwar, 2019; Lin & Huang, 2020; Pattni, 2018; Sabtu, 2019; Zito, Emanuel, Molino, Cortese, Ghislieri, & Colombo, 2018) have established a direct relationship between employee turnover and performance; the influence of employee turnover has not been widely investigated. In addition; the difference in performance of telecommunication firms remains to generate questions (Yardimci, Lu, & Jarrahi, 2016). It is on this note that the current study resolved to bridge the knowledge gap by answering the following basic question: What is the effect of employees' turnover on the organisational performance in the telecommunication industry?

This study is important to a wide range of people. The study will be of great importance to organization as it will spot some of the serious challenges obstructing increased performance and growth in the organization. MTN Nigeria through different stakeholders will therefore assist in the growth of effective strategies that motivate increased rate of employee retention in the organization. The research study will be of great importance to the employees since it will be used to increase the morale of the staff in order perform well and improve the performance of the organization. Furthermore, the results of this research will be of great importance to not only to MTN Nigeria but to other telecommunication organizations like, 9Mobile, GLO, Airtel and others in the country since by using the analysed report, the human resource managers in the organizations will be in a position to recognize the causes of employee turnover rates and be familiar with the best employee's retention approaches to manage employee turnover rates.

Objective of the Study

This study assessed the effect of employees' turnover on the performance of telecommunication firms in Nigeria.



Research Hypothesis

The study was guided by the following hypothesis:

H₀1: Employees' turnover has no significant effect on the performance of telecommunication firms in Nigeria.

2. LITERATURE REVIEW

2.1 Conceptual Review

Employee Turnover

Employee turnover, as defined by Li, Lee, Mitchell, Hom and Griffeth (2016), is 'voluntary terminations of members from organizations. Moshia (2014) observed that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract. According to Singh, et al; (2015), staff turnover is the rate of change in the working staffs of a concern during a defined period Karunanayake (2018) opine that staff turnover is the net result of the exit of some employees and entrance of others to the organization. Suyono, Eliyana, and Ratmawati (2020) defined turnover as the amount of movement in and out (of employees) in an organization. Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Alatawi 2017).

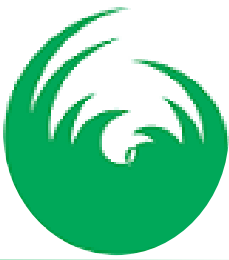
Staff turnover that can occur in any organization might be either voluntary or involuntary. Voluntary turnover refers to termination initiated by employees while involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer-initiated termination. (Heneman, 2016). Turnover is referred as an individual's estimated probability that they will stay or not stay in an employing organization (Cotton & Tuttle, 2016). A number of terms have been used for employee turnover, such as quits, attrition, exits, mobility, migration or succession (Morrell, 2014). Employee turnover is commonly defined as the combined number of employees that leave an organization in a certain time period and the turnover rate is the total number of employees that leave the organization to the total number of employees within the organization, often measured over one year (Hausknecht & Trevor, 2011). Employee turnover refers to the rate at

which an employer gains and losses employee, how long the staff tend to leave and join the organization (Armstrong, 2006). Several studies have used different variables to measures employee turnover. Anzazi (2018) investigated employee turnover on organizational performance in the telecommunication industry in Kenya using employee reward management, employee career growth management, employee health and safety, and employee motivation. Githinji (2014) identified termination, voluntary, retirement, dismissal, redundancy, and. deserted as measures and reasons for leaving an organisation. This study applied work environment, supervisor's support, and employee autonomy as factors causing employees turnover.

Work Environment

Davis and Kohun (2018) defined working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. Brenner (2014) was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Opperman (2012) defined working environment is a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with



whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. Organizational environment includes systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality.

The work environment or workplace is the physical location where somebody works. Such a place can be ranged from a home office to a large office building or company. The work environment is the most essential social spaces other than the home, building up "a focal idea for various things: the employees and his/her family, the employing organization, the clients of the organization, and the general public in general" (Arnold & Freidman, 2017).

Supervisor's Support

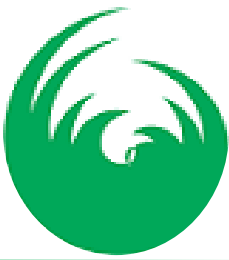
Organizational support is defined as the extent to which workers perceive that the organization values their contributions and cares about their wellbeing (Rozaini, Norailis, & Aida, 2015). Supervisor support refers as the supervisors behave in helping their employees to demonstrate the skills, knowledge, and attitudes collect from the training program (Bilgin & Demirer, 2012). According to Bhatti (2013), supervisor plays important roles in training effectiveness. Without getting support from the supervisor, the transfer of training process cannot be successful. This is because the employee will tend to lost focus when they are not monitor or supervise. It is said to be one of the most powerful tools in enhancing transfer of training and supported by numerous studies (Baldwin, Ford, & Prasad, 2018; Ismail, 2016). According to Putter (2013), the support can be in terms of emotional, instrumental, and at the same time support which are provided before and after the training program. Providing feedback also would be a form of supervisor support (van der Klink et al., 2001).

This is because feedback is relatively seen as part of supervisor support whereby the supervisor identify which area of their employees needs to be improved, encouraging them to join the training program, and help them to apply the learned skills upon completing their job. Apart from that, Ismail, (2016) stated that supervisor is also responsible for allocating budget for their employee's developmental purpose. This is because, each individual has the rights to increase their knowledge, skills, and abilities, and hence, this can only be achieved when they undergo the training program provided by the organization.

Further, Goleman (2017) mentioned that good supervisor should be able to develop achievable targets, spread positive attitudes thorough out the organization, as well as increase the employees' awareness on why the training is fundamentally important for them. Congruently, these objectives are achievable if the supervisor gives full support to their employees. The effectiveness of the supervisor support also depends on how the supervisor deals with the employee are who resist participating in the training activities (Baldwin, Ford, & Prasad, 2018). Besides, Baldwin, Ford and Prasad (2018) identified that discussion between the supervisors with their employees can also certainly stimulate the transfer of training. This is because; the employees feel that they are valued in the organization. Furthermore, Yarnall (2018) refers supervisor support as the supervisor is care and responsible for their employees' career which they will spend time together to discuss the matter, thus taking into account actions to be taken for the sake of the employees' development. As a matter of fact, the supervisor themselves must have basic understanding of development concept before they can facilitate their employees (Karatepe, 2013).

Employee Autonomy

Job autonomy is one of several job conditions (feedback, task variety, task importance completion of task and task significance) which is included in Hackman and Oldham's job characteristics model believed to have an impact on response of employees to work. Job autonomy as defined by Dodd & Ganster, 1996, Hackman &



Oldham, 1976 is “the freedom and discretion allowed of employees in facets of work method, work schedule and work criteria to perform their tasks and responsibilities”. Breugh, (1985) also defined work autonomy as “the discretion in choosing the procedures/methods to go about one’s work”, “work scheduling autonomy as the feeling of which one could take control of the sequencing or timing of his or her tasks”, and “work criteria autonomy as the discretion in making changes to indicators/standards used to evaluate one’s own performance”. Having reviewed these definitions, sufficient job autonomy is perceived to be a favourable workplace condition which allows for effective decision making of employees in fulfilling work related tasks (Lin & Lee, 2016). Employees’ perception of job autonomy impacts psychological states of meaningful work. Obi – Nwosu, Chiamaka & Tochukwu, (2013) opined that job autonomy effects affect the level of commitment in employees.

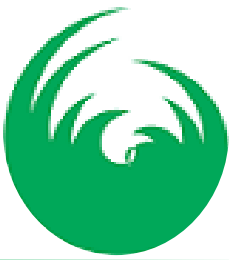
Employee Autonomy refers to the ability to make decisions and to proceed with independent action by an individual or a team directed at bringing about a new venture, a business concept or vision and seeing it to fruition, without any restrictions from the organization (Lumpkin & Dess, 1996; Lumpkin, Cogliser, & Schneider, 2009; Rauch, Wiklund, Frese, & Lumpkin, 2009). Autonomy refers to independent action in terms of “bringing forth an idea or a vision and carrying it through to completion”, including the concept of free and independent action and decisions taken (Lumpkin 2011). Employees are associated with more of a degree of freedom in combining and organizing resources and the success of a firm dependent on the level of autonomy exhibited by the employees (Bird, 2012). With reference to employee’s hip in the context of strategy formulation, two classifications of autonomy are referred to by scholars (Lumpkin 2011). The first type of autonomy refers to decisive decision making where a vision is driven to implementation through individual leadership while the second type of autonomy refers to the individual autonomy that enables entrepreneurial activities and decision making at lower levels of an

enterprise. These types of autonomy are consistent with the concept of Entrepreneurial Orientation, according to Lumpkin (2011), Individuals with a need for autonomy might not necessarily be associated with positive associations in certain contexts. In terms of potentially negative conceptions around autonomy, research has indicated that individuals with a high need for autonomy are also associated with certain negative behaviors (Deakins & Freel, 2012). Individuals with a high need for autonomy are associated with a preference for working alone, control over the workplace, and tend to be averse to “excessive rules and procedures”. According to Porter (2013), research shows that performance for individuals with a high level of need for autonomy is contingent on participation in the determination of tasks. The response of individuals with a high need for autonomy to external pressures for conformity in terms of group norms has also been shown to not be positive.

Organisational Performance

Organisational performance is a multidimensional phenomenon, related to an Organisation’s ability to attain set goals by using resources in an efficient and effective manner (Hoque, Awang, & Gwadabe, 2018; and Kabuoh, Egbuta, Okeowo, & Ogbuanu, 2015). To ensure survival, it is important that a business performs well (Dhliwayo & Van Vuuren, 2011). Organisational performance is an indicator which measures how well an enterprise achieves their objectives (Al Saifi, 2013). Liao, Tseng and Ho (2015) defined organisational performance in terms of how well an organisation accomplishes its objectives. Schermerhorn, Hunt and Osborn (2012) point out that performance refers to the quality and quantity of individual or group work achievement. Munteanu (2014) suggest two ways to assess Organisational performance: Organisational performance and market performance. According to Geishecker (2017), business performance is the act of achieving one or more pre-selected business or organisational goals.

According to Adeleke, Ogundele and Oyenuga, (2018), performance is a set of processes for establishing shared



understanding about what is to be achieved and of managing and developing people in a way which increases the probability that it will be achieved in the short and long term.

2.2 Theoretical Framework

Resource based theory (Independent variable). Second is the Dynamic Capability Innovation Theory (Dependent variable). The resource-based view of the firm has become almost the universally embraced Meta theory among employee turnover researchers, largely because of both its popularity in the broader strategic literature and its ability to articulate why employee turnover could be linked to the economic success of firms (Wright & Haggerty, 2003). Because the resource-based view proposes that firm competitive advantage comes from the internal resources that it processes (Wernerfelt, 1984; Barney, 1991), the RBV provides a legitimate foundation upon which employee turnover researchers can argue that the people and human resources of the firm do, in fact, contribute to firm-level performance and influence strategy formulation (Allen & Wright, 2006). The resource-based view focuses on the unique internal resources within firms and exploiting firm specific assets to achieve competitive advantage. The Dynamic Capability Innovation Theory was also adopted because its main principle is that an organisation is seen as a collection of resources that are simultaneously valuable, rare, imperfectly imitable and non-substitutable, these variables essentially enable the company to reap superior rents (Bowman & Ambrosini, 2003).

2.3 Empirical Review

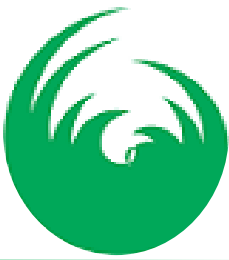
This section focused on several past studies on employee turnover dimensions (work environment, supervisor's support and employee autonomy) and organisational performance. Yang, Wan and Fu (2012) in a study on Employee turnover and Organisational Performance in Singapore examined the relationship between strategic employee turnover variables and firm performance. In the analysis, the employee turnover variables are found to have a positive effect on organisational outcomes, especially with respect to a firm's HR performance job satisfaction, employee productivity and commitment.

John, Maurice and Joseph (2014), conducted a study on the influence of organisational performance on the growth of SMEs in Kenya. The findings indicated that organizational performance influences the growth of SMEs in Kenya.

Augusto et al. (2014) found a significant relationship between the size of the organization and process innovations for organisational performance. Soi (2016) research focused on the influence of innovation strategies on performance of firms in the telecoms sector in Kenya and found evidence that process innovation had a direct effect on organisation performance.

Oyenyi (2014) concluded that compensation is an employee turnover practice with significant impact on job satisfaction, which is a determinant of employee turnover intent. Study conducted in the early post consolidation days by Osaze and Oyewale (2006), revealed that experienced hands with little or no psychological affiliation with their employers consistently drift from smaller firms, and old generation firms to better paying ones, as well as to the telecommunications sector in Nigeria. They discovered that this rapid depletion of trained workers creates acute shortage of Information Technology (IT) professionals and experienced managers in the firms.

In a related study, Cho, Woods, Jang and Erdem (2006), investigated the relationship between the use of employee turnover practices and organisational performance of hospitality firms in the United States. The findings revealed that companies providing incentive plans to employees are more likely to notice reduction in turnover rate among non-managerial employees. Busienei, Ogutu and K'Obonyo (2013) explored the effect of human resource strategic orientation on performance of large private manufacturing firms in Kenya found out that there was a strong positive correlation between human resources strategic orientation and firm performance. Marin-Garcia and Bonavia (2015) examined "The mediating effect of employee turnover practices on performance management and firm performance Knowledge



management and business results: mediating effect of human resources practices” The findings confirm that knowledge management strategies positively influence firm performance through certain high-performance work practices - selective staffing, intensive training, active participation, comprehensive performance appraisal, and performance-based compensation.

Similarly, Koon and Fung (2015) investigated “the impact of employee turnover on employee outcomes in private and public limited companies in Malaysia”. The results showed that employee turnover practices mediate the interaction of business strategy and employee outcomes. Furthermore, the impacts of business strategy and employee turnover practices on employee outcomes in public limited companies are only slightly different from the ones implemented in private limited companies.

3. METHODOLOGY

This study adopted a survey research design because the researcher employed a structure questionnaire which was administered to the participants. The use of questionnaires is advantageous because questionnaires are economical, speedy, there is no bias (as in interviews), and the possibility of anonymity and privacy encourages candidates to be willing to respond on sensitive issues, and do so honestly. The population of this study is comprised of all staff of MTN Nigeria operating in Oyo State; Kano state; Enugu state; River’s state and Ogun state. The total number of MTN staff in these five states in Nigeria is 235 (Human Resource Department). Oyo State; Kano state; Enugu state; River’s state and Ogun state is chosen because they are still major rural telephony towns in Nigeria as compared to Lagos, Abuja and port Harcourt in Nigeria (NCC, 2019). Detail is as provided in table 3.1 below.

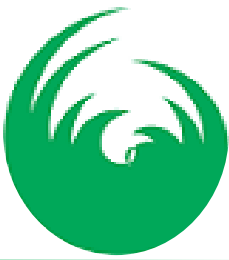
Table: 3.1 Selected MTN Nigeria operation states (Population)

Mgt Level/Company	Kano	Enugu	Oyo	Rivers	Ogun
Executives	3	3	2	4	4
Senior Staff	8	5	5	7	6
Middle Level Staff	11	13	10	16	19
Junior Staff	25	19	22	25	28
Total Population	47	40	39	52	57

Source: HR of the above states/Researcher’s field survey (2021)

The study, using total enumeration method to certify that the entire population of study is used as sample since they are small. The study is quantitative in nature and primary data were utilized. Instruments from past studies were adapted to measure the constructs of the study. The items for Work environment, Supervisor’s support, and Employee autonomy were adapted from the study of Nwosu, Awurum, and Okoli (2015). Organisational performance was adapted from the study of Basheer, Saeed, and Tarabieh (2011). All the variables were assessed with 5 items, on 6-point Likert scale ranging from Very High, High, Moderately High, Moderately Low, Low, to Very Low with scale ratings from 6 to 1 respectively. The instrument Cronbach’s Alpha

reliability coefficients for the constructs are Work environment (0.873), Supervisor’s support (0.821), Employee autonomy (0.751), and Organisational Performance (0.789). The data collected was analyzed using descriptive statistics such as mean scores, standard deviation, and percentages. The statistical package for social sciences was used to facilitate this analysis (SPSS). The data was then organized into tables. The mean ratings for questions on employee turnover and organisational performance were used to determine the job level. Using a 6-point Likert scale, the mean score was compared to the critical mean of 3.5000. The stated hypothesis was tested using the multiple regression analysis with a significance threshold of 0.05.



4. RESULTS AND DISCUSSION

The researcher distributed 235 copies of questionnaire to the respondents and eventually, 216 copies of the distributed questionnaires were rightly filled and returned and were used for the analysis. This represents a response rate of about ninety four percent (94%), which is considered adequate in this study. The empirical results are presented in this section, and the findings are discussed as follows:

Research question 1: What is the effect of employees’ turnover on the organisational performance in the telecommunication industry?

To answer this research question, we present the responses of staffs of the MTN Nigeria in selected states to the all the variables questionnaire items below.

Table 1: Descriptive Analysis on Work environment

Items	Very high	High	Moderately high	Moderately low	Low	Very low	Missing	Mean	Std. Dev.
	%	%	%	%	%	%	%		
New work environment	30.6	37.2	25.6	5.8	.8	.0	.0	4.91	.93
Individual effort recognition	15.7	38.8	38.0	4.1	2.5	.0	.8	4.58	.98
Innovation	19.8	43.0	28.1	8.3	.8	.0	.0	4.73	.90
Creativity	26.4	39.7	27.3	4.1	2.5	.0	.0	4.83	.95
Capability	20.7	34.7	30.6	12.4	1.7	.0	.0	4.60	1.00
Grand								4.73	0.95

Source: Researcher’s Findings 2022

The average mean of 4.60 and a standard of 1.00 indicates an opinion of high employee capability with no disparity in the opinions. A grand mean of 4.73 suggests that employee work environment in MTN Nigeria in

selected states in Nigeria is high with a no variation in the responses as revealed in a standard deviation of 0.95.

Table 2: Descriptive Analysis on Supervisor’s support

Items	Very high	High	Moderately high	Moderately low	Low	Very low	Missing	Mean	Std. Dev.
	%	%	%	%	%	%	%		
Experience	18.2	37.2	34.7	8.3	1.7	.0	.0	4.62	.93
Flexibility to adapt to new supervisor’s support	15.7	42.1	36.4	5.0	.8	.0	.0	4.67	.83
Abilities	17.4	47.1	32.2	2.5	.0	.0	.8	4.76	.87
Participative role in supervisor’s support	12.4	38.8	41.3	5.0	2.5	.0	.0	4.54	.87
Internship	19.0	37.2	33.1	9.9	.8	.0	.0	4.64	.93
Grand								4.64	.88



Source: Researcher’s Findings 2022

A grand mean of 4.64 suggests that supervisor’s support in MTN Nigeria in selected states in Nigeria is high with a no variation in the responses as revealed in a standard deviation of 0.88.

Table 3: Descriptive Analysis on Employee autonomy

Items	Very high	High	Moderately high	Moderately low	Low	Very low	Missing	Mean	Std. Dev.
	%	%	%	%	%	%	%		
Supply chain	15.7	37.2	31.4	13.2	2.5	.0	.0	4.50	.99
Value added	17.4	43.0	26.4	9.9	3.3	.0	.0	4.61	.99
Wealth creation	20.7	27.3	37.2	11.6	2.5	.8	.0	4.50	1.07
Market inflation	14.9	33.1	35.5	12.4	4.1	.0	.0	4.42	1.02
Availability of investment capital	18.2	27.3	29.8	19.8	4.1	.8	.0	4.33	1.16
Grand								4.47	1.04

Source: Researcher’s Findings 2022

A grand mean of 4.47 suggests that employee autonomy in MTN Nigeria in selected states in Nigeria is high with a slight variation in the responses as revealed in a standard deviation of 1.04.

Table 4: Descriptive Analysis on Organisational Performance

Items	Very high	High	Moderately high	Moderately low	Low	Very low	Missing	Mean	Std. Dev.
	%	%	%	%	%	%	%		
Stock market investment	21.5	28.9	32.2	14.0	.0	2.5	.8	4.47	1.20
Market participation	11.6	33.9	32.2	16.5	2.5	1.7	1.7	4.24	1.20
Targeting and retaining customer	18.2	33.9	33.9	9.9	1.7	1.7	.8	4.49	1.13
Market segment	19.0	30.6	32.2	10.7	4.1	1.7	1.7	4.38	1.27
Market strategy	22.3	26.4	33.1	9.9	5.8	1.7	.8	4.41	1.27
Grand								4.39	1.21

Source: Researcher’s Findings 2020

The average score of the items measuring organisational performance is 4.39 with a standard deviation of 1.21 which means that on average the respondents indicated that respondents’ opinions on organisational performance is moderately high in MTN Nigeria in the selected states in Nigeria.

Comparing results on tables 1, 2, 3 and 4 reveals that employee turnover measures (work environment, supervisor’s support, and employee autonomy) and

organisational performance have differing pattern of increase. This implies that employees’ turnover may influence organisational performance in the surveyed telecommunication firm (MTN Nigeria), thereby providing answer to the research question.

Test of Hypothesis

Research Hypothesis H₀: Employees’ turnover has no significant effect on the performance of telecommunication firms in Nigeria.

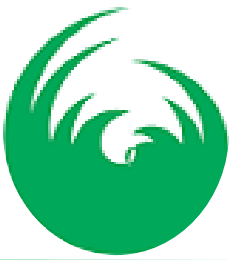


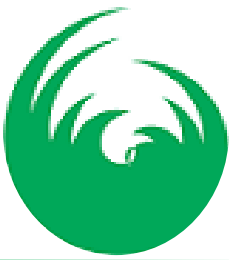
Table 5: Summary of Multiple Regression Analysis for Effects of Employees’ Turnover on Organisational Performance

Model One		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.964	0.417		7.113	.0001
	Work environment	.357	.087	.351	4.088	.0001
	Supervisor’s support	.548	.149	.319	3.671	.0001
	Employee autonomy	.641	.112	.464	5.722	.0001
a. Dependent Variable: Employee Performance						
b. $R = 0.464^a$ $R^2 = 0.216$ $Adj. R^2 = 0.208$						
c. $F(3, 212) = 32.737$ ($p = 0.000$)						

Source: Field Survey 2022

The result in Table 5 shows that work environment ($\beta = .357$, $t = 4.088$, $p < 0.05$), supervisor’s support ($\beta = .548$, $t = 3.671$, $p < 0.05$), and employee autonomy ($\beta = .641$, $t = 5.722$, $p < 0.05$), significantly influence organisational performance of MTN Nigeria in the selected states in Nigeria. This implies that work environment, supervisor’s support, and employee autonomy are important determinants of organisational performance. The R value of 0.464 confirms this result. It shows that moderate relationship existed among the variables because of the value indicated by the multiple correlation coefficients. The variation in the dependent variable (Organisational Performance: OP) is not really explained by the regression model as R Squared indicated a small value of 0.216 which indicates that the model does not fit the data well as provided by the staff of the selected telecommunication firm in the selected states. The sample R Squared also tends to optimistically estimate how well the model fits the population. Therefore, the model can correctly explain 21.6% of the total population and this approximately gives a total of 216 respondents. With this, to a certain level we can still accept our decision rule and the model provided by the population. This is based on the principles of sampling

theory, which says that the larger the sample size, the more accurate your result will be and for a large sample. The Adjusted R Squared attempted to correct the R Squared to more closely reflect the goodness of fit of the regression model in the model. This gave a value of 0.208. Also, the F-statistics ($df = 3, 212$) = 32.737 at $p = 0.000$ ($p < 0.05$) indicates that the overall fitness of the model which implies that employees’ turnover used in this study are good predictors of organisational performance of MTN Nigeria in the selected states in Nigeria. The empirical p-value is less than the crucial p-value at 0.05 levels of significance, hence the null hypothesis is rejected at 0.05 levels. The outcome suggests that employees’ turnover has a positive and significant effect on the performance of telecommunication firms in Nigeria. These findings back up prior research. This study's findings are in line with a growing body of work that looks at this relationship at the organizational level of analysis. Nyaga (2015) provided solid evidence of an effect of employee turnover on organizational performance and analysed that employee turnover had a negative effect on organizational productivity she also state the causes of employee turnover that included lack of employee



retention strategies, low level of employee motivation, lack of career development and poor working environment. The findings agreed with those Iqbal (2017) that the degree of commitment and loyalty can be achieved if the organization enrich on the jobs, empowers and compensate employees properly. In order for employees to stay in the organization that have hired them then they need to work effectively with their managers.

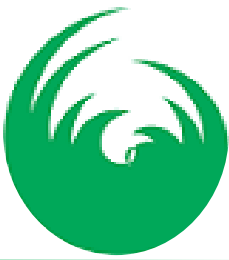
5. CONCLUSION AND RECOMMENDATIONS

Employee turnover continue to be the subject of pervasive interest by both corporate strategists and the academia alike. The pervasive concern emanates partly from the recognition that turnover that is dysfunctional for the organization can be very costly and that improving its management can provide considerable savings and strategic advantage. The proper HR strategies are based on the understanding of the factors that affect whether or not employees leave or stay with the organization. From this study it can be easily inferred that work environment, supervisor's support, and employee autonomy matter a lot to determine employee retention and should be a concern of both the employers and employees. The results obtained from the hypotheses showed that work environment, supervisor's support, and employee autonomy positively and significantly affected organisational performance. A suitable work environment, supervisor's support, and employee autonomy will reduce employee turnover, which, in turn, decrease recruitment and selection costs and increase organizational performance. The worth of the employees' workplace environment influence on their motivation level and hence performance. Furthermore, a workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively. From the findings, the study concluded that employees' turnover had a significant effect on organisational performance with regards to MTN Nigeria. Guided by the results of this study, it is recommended that supervisors should provide adequate support to the supervised or junior employees by

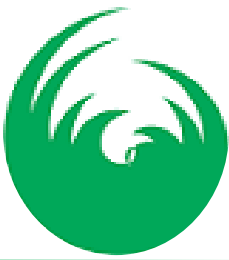
allowing adequate measures to relate with and exposed to relevant people and information towards gathering the needed work experience, also counselling should be considered as a tool for building desired behaviours in people towards achieving an expected level of performance. Furthermore, MTN Nigeria should improve the working conditions within the organization. The working environment should be conducive for employee's health and safety in the organization which enhances efficiency and productivity.

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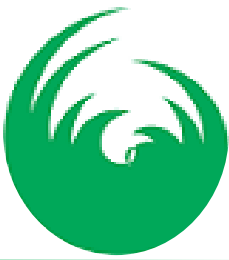
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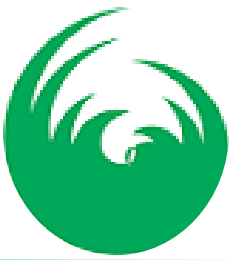
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