

## **Staff Turnover in Government Institutions in Uganda: A Case of Uganda Institute of Communication Technology (UICT)**

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### **Abstract**

This study explores the causes and effects of employee turnover in government institutes of higher learning and to identify existing practices in human resource retention strategies. In this study, interviews with employees of Uganda Institute of Communication Technology (UICT) who left, senior, middle levels, lower level managers and available employees were carried out and staff exposed that turnover rates stand at 12% with main causes including low salaries are low, organizational instability, staff development, failure to maintain talented staff, lack of job security, lack of substantive principal and deputy principal, lack of access to salary loans and lack of proper promotion methods with internal recruitments being on a halt. This study indicates that managers need fast track the recruitment of the senior managers, reconsider the halting of internal recruitment, consider any form of salary increment and reconsider the 1 year contract extension and reinstate the 5 year contract.

**Keywords:** Staff turnover; UICT; Government Institutions; Higher Education

### **Introduction**

In previous years, high employee turnover has been a vital issue for many companies and an emphasis of academic attention. Though government companies often use retaining methods for retention of star employees, the turnover rate continues to be high. Workers are moving from job to job at increasing rates, making it extra important for employers to encourage employee loyalty. High staff turnover means expertise is lost and money must be spent hiring a replacement and getting them up to speed. In 2015, the Australian Human Resources Institute revealed the average annual staff turnover was 16% of the organisation's staff, up from 13% in 2012 but down from 18.5% in 2008 before the Global Financial Crisis (Stone, 2014). Globalization in the world has brought a number of effects, it has a retreat on the current employees from all organizations and the requirement is that there is dare need to manage their employee turnover carefully. To meet the basic requirements of contributing a safe setting, a decent pay and remunerations in a cost-effective way is very challenging and burdensome to many institutions. Every single organization desired to have peak output, less turnovers and to be money-making. Handling turnover positively is a necessity to attain the above objectives. Scholarly writings have also been supported out globally and regionally to explore and to learn the connection among numerous variable(s) with labour turnover. These studied variables include leadership styles, job satisfaction and occupational content. The literature on labour turnover is divided into three consortiums: forms of labour turnover, reasons for employee turnover and approaches to minimize employee self-possessed turnover.

### **Problem statement**

Since 2001 the Institute has been recruiting employees and the last recruitment drive was in 2012 when 29 new employees both teaching and non-teaching were recruited followed by nine (9) security guards recruited in 2013 (out of which 2 never reported at all) leading to a total UICT workforce of 79 staffs out of 107 institute establishment. However, since 2012, the Institute has been experiencing both voluntary and involuntary turnover to an extent that today the total workforce is just 54 employees as detailed below;

**Table 1:** Labour turnover rates and summary from 2012 to date

Year	Out	Left	Average	LTO Rate
2012	1	75	76.5	1.3
2013	2	73	74	2.7
2014	6	68	71	8.5
2015	7	61	65	10.7
2016	7	54	58	12.07

### Reflections

- For the last 2 years, UICT LTO<sup>1</sup> rate has been between 8% - 12%, which is higher compared to 3%-5% considered normal and advantageous but a high labour turnover like in this case is always detrimental to the organization.
- From 2015 to date the turnover rate at the Institute has been over 10%, which is not good for an institution in the process of starting to build a Centre of Excellence.
- Some never showed up for appointment, some left immediately when they were still on probation and others left after one year and above voluntarily. Only two employees left non-voluntarily because of gross misconduct and death.

### Literature Review

The notion of employee turnover is one of the most researched concepts in the field of organizational behavior over the last few decades. However, the idea remains highly vibrant as coordinated by the altering place of work and its ecology in the 21st century (Drucker, 1988, 2007; Duxbury & Armstrong, 1982; Ellickson & Logsdon, 2002; Shajahan, 2007). Numerous researchers and academics have thus established abundant descriptions of the 'staff turnover' concept. According to the CIPD (2017) 'staff turnover means the fraction of employees who leave an organization over a set of period (usually on 1-year basis), articulated as percentage of the total labor force numbers'. Correspondingly Hendry (2012) deliberates staff turnover as the degree at which workforces leave and are substituted by others within an organization. Staff turnover can either be voluntary or involuntary (Eseme Gberevbie, 2010; Hom & Griffeth, 1995; McElroy, Morrow, & Rude, 2001; Shaw, Delery, Jenkins, & Gupta, 1998; Siegler, 1968).

There are two general types of turnover are; voluntary and involuntary. Voluntary turnover is when the employee chooses to leave for whatever reason (Lee & Mitchell, 1994). Involuntary turnover is caused by layoffs and similar actions where the decision for an employee to leave is made by the company and not the employee. As a general rule, voluntary turnover is the measure used to discuss and compare employers. It is the type most directly affected by the front line supervisors (Dess & Shaw, 2001). Involuntary turnover, caused by layoffs, can be a long-term result of high levels of voluntary turnover (Avner, Guastello, & Aderman, 1982; Currivan, 2000; Donoghue & Castle, 2007; Monks & Pizer, 1998; Reh, 2017; Sexton, McMurtrey, Michalopoulos, & Smith, 2005; Singh, Goolsby, & Rhoads, 1994). Companies should ensure high performance to avoid "unexpected" problems that results into layoffs ensure good working relations between supervisors and supervisees and it's in their best interests to keep the turnover low since it reduces to wastage of time and money of new hiring to replace the employees who quit (Armstrong & Taylor, 2014; Brooks, 2009; Ivancevich & Glueck, 1989; Reh, 2017). Higher institutions of learning around the world have been affected by staff turnover and some of the causes include but not limited to; poor working conditions, short term contracts, understaffing, undefined job descriptions, lack of job security, low bargaining power, no legal institution to help solve their work related challenges, poor recruitment policies, poor motivation of lecturers, management policies are not social and lack of academic promotion (Jo, 2008; Netswera & Rankhumise, 2005; Noor, 2011; Owence, Pinagase, & Mercy, 2014; Takawira, Coetzee, & Schreuder, 2014).

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<sup>1</sup> Labour turn over

### **Causes of Labour Turnover**

Many companies do not pay attention to the causes of employee turnover. Many organizations don't pay attention to what happened than why it happened? Well as there are many causes of employee turnover as there are managers and employees, more attention should focus on the four causes of preventable talent loss need more care; i didn't know, we never talked about it, i need a change and it was an emotional decision (Clarke, 2015; Mobley, 1982). According to Efron (2013) he discovered six causes of staff turnover; no vision, no connection to a bigger picture, no empathy, no (effective) motivation and no fun. Marcum (2017) argued that there are four causes of employees inspired by higher pay, not involved, feel tired and ill accomplished of personal goals. According to Zone (2014) they identified six reasons that cause employee turnover such as lack of vision, salary scale, work environment, paucity of motivation, growth policies and lack of employee engagement. In view of Jacoby (2015) employee turnover is caused by employer has no vision, poor management or supervision of employees, no flexibility, little opportunity for promotion or job enrichment, employees required to work long hours and minimal benefits for employees. In media houses in East African region the causes of high employee turnover have been attributed to poor pay and poor working conditions in the newsrooms, media houses are no longer attractive since they delay to pay staff, the culture of reading a newspaper died during the turmoil of the 1970s and 1980s, less focus on journalism and more focus on making money, journalists are frustrated, they have decided to move to public relations of powerful private companies or resorted to rearing ducks and too much mediocrity that affects quality (Mwesige, 2010).

### **Effects of Employee Turnover**

There are many negative effects of high turnover rate in organizations such as; revenue drops, lower morale, deteriorating product or service quality and reduction in marketing return on investment (Koys, 2001; Markovich, 2011; Mobley, 1982). According to Dozier (2015) she identified four positive impacts to staff turnover; financial performance, productivity and efficiency, quality attributes and customer satisfaction and product development and innovation. In line with Jacoby (2015) he argues that employee turnover comes with associated with separation costs, lost value of departing employee's knowledge, lost productivity of that position, overload on team during recruitment period, lower workplace morale and productivity and increase in recruiting, hiring and training costs.

### **Strategies to Reduce Employee Turnover**

Employee retention is among the most difficult aspects facing human resource departments and literature discusses twelve factors that can help reduce employee turnover these include but not limited to; hire the right people, fire people who don't fit, keep compensation and benefits current, encourage generosity and gratitude, recognize and reward employees, offer flexibility, pay attention to engagement, prioritize employee happiness, make opportunities for development and growth, clean up performance reviews, provide an inclusive vision and demonstrate and cultivate respect (Jacobsen, 2015). According to Waldmann (2017) he identified five ways that can help reduce employee turnover in organizations around the world, create flexible working hours, be consistent, offer training, incentivize results and communicate. In media houses the strategy is benchmarking from organizations that have retained their staff to find out how well and what approaches are used and addressing pay and working conditions, newsroom managers must figure out ways of making their journalism more intellectually rewarding and satisfying for the journalists (Mwesige, 2010; Taylor, 2002). According to Mike (2013) she identified various ways to control high turnover and she insists that it's not just about money but setting up clear guide (employee manual), having performance rewards, good morale and working conditions and treating staff with respect are crucial to success. Its effects are beyond your bottom line but effects extend to your current staff as well (Ingham, 1970).

Agreeing to Heathfield (2017) there are eighteen ways to reduce employee turnover. The environment should support employees to achieve their goals and dreams, select the right people, don't neglect to hire people with the innate talent, offer an attractive, competitive package,

provide opportunities for staff to have a sense of belonging through mentoring, coaching and training, employees need respect at all times, listen more than you speak, offer performance feedback and applaud good efforts and results, recognition of employee contributions, workers want to enjoy their work, support employees to balance work and life, Involve employees in decisions making, recognize excellent performance, provide bonuses, recognize and celebrate success, allow over time for those who want it but advise staff who wear themselves out, nurture and celebrate organization's tradition moments, provide opportunities for growth and development, support promotions, provide the opportunity for career and personal growth, communicate goals, roles, and responsibilities clearly and encourage staff to have good best friends. In the opinion of Jacoby (2015) if the institution is tired of losing employees on a weekly basis, they should try strategies like, job applicant assessments, career training, predictive HRMs<sup>2</sup> software and employee some takeaway tools that will support you manage the business successfully. The degree at which workers are swapping jobs, is making it tougher for companies to invest in them (Ssekamatte, 2010). Human resource audit is a strategic tool for organizational performance. The way forward is for companies to work towards better staff retention and add value to their organizations. Indeed happiness of the employees is key for the success of the organization. It is true happiness at work drives business objectives. According to Oswald (1997) happy employees are more profitable, more customer-oriented and more productive. Happy workers are 22% more productive than unhappy workers (Blanchflower & Oswald, 2011; Di Tella, MacCulloch, & Oswald, 2003).

Many companies are experiencing staff turnover an example of KCCA<sup>3</sup>, 58 KCCA workers were sacked ever since the renewal of the Executive Director of KCCA's tenure in office and in less than one month a good number of staff were sacked. According to the Minister for Kampala Betty Namisango Kamyia said, *"It can't be that all of them are incompetent"*. She further stated that, *"Whenever there is a high staff turnover in an organization, just know there is a problem with management. The main role of a manager is to create a conducive/favourable working environment for your workers. That's when you can get the best out of them,"* (Lule, 2017). Uganda Revenue Authority high turnover was attributed to private companies that pay higher salaries compared to those of government (Reporter, 2013; URA, 2014), many case have been cited in several public universities over staff welfare including discrepancy in salaries among science and arts lecturers hence Aggrieved and feeling marginalized hence lobbying for harmonization of salaries (Admin, 2016; Okoth, 2016; Ssenyonga, 2017). Cases of violation of their rights have been cited in secondary schools (V. Reporter, 2017). At Makerere University MISR<sup>4</sup> and allegations of no clear institutional research portfolio, stifled promotion for some lecturers who refused 50:50 teaching and research, too much too intimidation, lack of feedback and failure to address the issues (Kakaire, 2016). In Sweden nurses have reduced their working hours from six hours to four hours per day in order to reduce levels of depression and exhaustion among care staff which will enhance both staff wellbeing and the quality of care given, and generally reduce staff turnover (Ellis-Petersen, 2017). Literature has also reviled high staff turnover in African countries especially media houses in countries like South Sudan, Burundi, Rwanda and Uganda (Mwesige, 2010). In teaching practice head teachers and vice chancellors insist that staff turnover is normal for a school or university to lose up to the tune of 23-29 members of staff although this affects them when the demand exceeds supply (Duggan, 2016). There will always be turnover, replacing low productive employees or employees with a bad attitude, the key is to avoid high turnover, by retaining valued and productive performers (Mike, 2013). Mike (2013) further put together a list of Staff Retention Techniques he gathered over the years given his level of experience employee manual, annual performance reviews, have systems

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<sup>2</sup> Human Resource Managers

<sup>3</sup> Kampala Capital City Authority (KCCA) is responsible for the operations of the Capital City of Kampala in Uganda. It replaced the former Kampala City Council (KCC) following the 2010 KCCA, KCCA is a government arm that currently is in charge of Kampala.

<sup>4</sup> The Makerere Institute of Social Research (MISR) has had a proud existence since its establishment in 1948. The secret of this pride has been its ability to change with the times, at times to muster the courage to defy scholarly convention, often to be at the cutting edge of change at Makerere.

in place, Set aside time and money for staff training, weekly staff meetings, good working environment, smile a lot, happy bosses breed happy workforce, be nice, show respect, show appreciation, please and thank you are one of the top motivators, allow creativity, avoid 'cliques', have fun and laugh, provide Benefits, give credit where credit is due, get rid of 'poor employees'.

### **Theoretical Underpinning**

Goal-setting theory asserts that that people will be motivated to the extent to which they accept specific, challenging goals and receive feedback that indicates their progress toward goal achievement (Hommel & Tosti, 1971; Locke, Shaw, Saari, & Latham, 1981; Tubbs & Ekeberg, 1991). Self-motivated goal accomplishment and specific goals are set immediately an employee starts working in the organization (Deci, 1992). Once years pass by and the employee seems not to achieve the goals set say may be a car, a house, expensive weeding and good life they to become dissatisfied and either switch off or indirectly resigns from the job while still working in other wards they portray an attitude of I don't care (Erez & Judge, 2001; Gagné & Deci, 2005; Locke, 1996; Locke & Latham, 2002, 2006; Pervin, 2015). Self-regulated achievement affects their seeming self-efficacy for goal achievement, which in turn predisposes the life goals they set for themselves and their final goal achievement. Well as Henry Fayor concentrated on focusing on organizational objectives first before individual focus, with the growing trend of self-efficacy, there is need to strike a balance (Schunk, 1990; Zimmerman, Bandura, & Martinez-Pons, 1992).

### **Equity Theory**

This theory is apprehended with the peoples' insights about how they are managed as associated to others. The theory suggests that a person's inspiration is grounded on what he or she reflects to be rational (just) as equated to others (Carrell & Ditttrich, 1978; Ditttrich & Carrell, 1979; Huseman, Hatfield, & Miles, 1987; Mowday, 1991; Ramlall, 2004; Redmond, 2010). As observed by Gogia (2010) its applicability to the workstation, the theory concentrates on employee's effort to lessen any sense of injustice as well as employee's work-compensation relationship. Human beings desire to be compensated equitably for their contributions. A person's perception in view of what is rational and what is not can entirely affect his enthusiasm, attitude, performance and conduct. Employees who feel that there is injustice in the way they are treated may be forced to seek for better opportunities elsewhere.

### **Expectancy Theory**

Expectancy theory, offers clarification of why personalities select one behavioural choice over others. The elementary indication behind is that individuals will be motivated because they trust that their choice will lead to their anticipated effect (Currivan, 2000; Porter & Steers, 1973; Ramlall, 2004; Redmond, 2010; Rhodes & Doering, 1983; Van Eerde & Thierry, 1996). The theory recommends that, duty motivation is reliant upon the perceived relationship between performance and effects and individuals adjust their behaviour grounded on their intention of anticipated consequences (Chen & Fang, 2008; Hackman & Porter, 1968; Heneman & Schwab, 1972; E. E. Lawler & Suttle, 1973; Lawler III, 1973; Oliver, 1974). It is constructed upon the feeling that stimulus comes from an individual trusting that they will achieve what they want in the method of rewards and performance. The gist is that employees have diverse sets of objectives and can be inspired if they believe that:

- a) There is an optimistic relationship between efforts and performance.
- b) Satisfactory performance will result in a required reward.
- c) The reward will fulfill a significant need.

The wish to please the need is robust enough to create the energy worthy to perform the job (Chiang & Jang, 2008; Isaac, Zerbe, & Pitt, 2001; E. Lawler, 2010). Consequently, workers who get an impression that their prospects are not being achieved may be obliged to seek for enhanced chances anywhere, where they sense their prospects would be met.

### ***Herzberg Two Factor Theory***

According to Boundless (2018) they claim that this theory has two types of factors that inspire motivation and satisfaction amongst persons, mainly those in the employment sector. The theory declares certain factors in the work place that cause job satisfaction and dissatisfaction (Boundless, 2018). It is serious to underline that this is not a lined correlation: the reasons that influence satisfaction do not unavoidably contradict those that lead to dissatisfaction; one does not automatically increase closely as the other decreases. Conferring to (DeShields Jr, Kara, & Kaynak, 2005; House & Wigdor, 1967; King, 1970; Marsh, Craven, Hinkley, & Debus, 2003) in 1959, Herzberg directed a study in which he projected a two-factor method when trying to comprehend motivation between workers. The two-factor theory comprises of two forms of causes that affect how motivated or satisfied an employee is at work. They included motivator factors and hygiene factors. Hygiene factors to be addressed by the industry to avoid employee's unpleasant experiences and feelings at workplaces (Guha, 2010). The satisfaction of hygiene factors motivates employees in their work. The hygiene factors are:

- a) Wages, salaries and other financial remuneration
- b) Company policy and administration
- c) Quality of interpersonal relations
- d) Working conditions
- e) Feelings of job security and
- f) Quality of supervision

Motivator causes arise from the necessity of a person to achieve personal growth. Job satisfaction results from the existence of motivator features. Additionally, effective motivator issues do not only influence job satisfaction, but then again brings better performance. The motivator factors identified by (Guha, 2010) are:

- a) Challenging or stimulating work
- b) Status
- c) Opportunity for advancement
- d) Responsibility
- e) Sense of personal growth/job achievement
- f) Acquiring recognition

## Findings

The voluntary and involuntary turnover at UICT since 2012;

**Table 2: Voluntary Labour Turnover**

	Name	Position	Starting Date	Resignation Date	Period Worked	Given Reason
<b>Top Management Staff</b>						
1	Name withdrawn (Participant 1)	Principal	1/1/2015	31/3/2015	3 months	Better offer
2	Name withdrawn (Participant 2)	Deputy Principal	2/1/2015	31/5/2015	5 months	Better offer
3	Name withdrawn (Participant 3)	Bursar	1/11/2005	27/2/2016	10yrs and 4 months	Better offer
<b>Teaching Staff</b>						
4	Name withdrawn (Participant 4)	Assistant Lecturer	1/10/2012	2014	2yrs	Better offer
5	Name withdrawn (Participant 5)	Senior Lecturer		2014	12yrs	Better offer
6	Name withdrawn (Participant 6)	Principal Lecturer	1/10/2002	30/9/2016	14yrs and 9 months	Better offer
7	Name withdrawn (Participant 7)	Lecturer	1/8/2009	1/11/2016	7yrs and 2 months	Personal reason
<b>Administrative Staff</b>						
8	Name withdrawn (Participant 8)	Estates Officer	1/10/2012	Dec. 2012	2 months	Further studies
9	Name withdrawn (Participant 9)	Security Officer	27/12/2013	26/3/2014	3 months	Not known
10	Name withdrawn (Participant 10)	Procurement Officer	6/5/2013	31/12/2014	1½yrs	Better offer
11	Name withdrawn (Participant 11)	Assistant Librarian	1/9/2009	3/7/2015	5yrs 10 months	Better offer
12	Name withdrawn (Participant 12)	Admin. Officer HR	14/9/2009	30/9/2015	6yrs	Better offer
13	Name withdrawn (Participant 13)	Admin. Off. ICT	1/10/2012	22/11/16	4yrs	Better offer
14	Name withdrawn (Participant 14)	Custodian	15/2/2000	31/10/2015	15yrs 8 months	Better offer
<b>Support Staff</b>						
15	Name withdrawn (Participant 15)	Security Guard	24/1/2014	15/10/2014	8 months	Family problems
16	Name withdrawn (Participant 16)	Office Attendant	1/9/2001	31/7/2015	14yrs	Personal business
17	Name withdrawn (Participant 17)	Library Assistant	1/10/2012	30/9/2016	4yrs	Better offer
18	Name withdrawn (Participant 18)	Administrative Assistant	2/5/2000	30/9/2016	16yrs	Personal business
<b>Involuntary LTO</b>						
19	Name withdrawn (Participant 19)	Principal	15/5/2003	1/4/2013	10yrs	Retirement
20	Name withdrawn (Participant 20)	Institute Secretary	15/2/2000	30/11/2015	15yrs and 9 months	Retirement
21	Name withdrawn (Participant 21)	Receptionist	1/12/2012	7/5/2013	5 months	Death
22	Name withdrawn (Participant 22)	Security guard	27/1/2014	18/3/2014	2 months	Absconded
23	Name withdrawn (Participant 23)	Records Assistant	1/12/2012	11/3/2016	3yrs and 5 months	Dismissal

**Table 3: Employees recruited but did not report for work**

**(a) October 2012**

	Name	Position
24	Mr. Baryamwisi Felix	Assistant Lecturer ICT Department
25	Mr. Sentongo Eric	Assistant Lecturer Management Department
26	Ms. Kisembo Rosemary	Receptionist

**(b) December, 2013**

	Name	Position
27	Mr. Ojok Alexander	Security Guard
28	Mr. Otimong John	Security Guard

Majorly the causes of labour turnover at UICT have been the avoidable ones such as;

### **Low Pay**

Low salary rates with no any increment since 2011 yet the cost of living has been on the rise. One of the senior staff who left alleged that, *“the pay was too low for a senior position given the nature of duties expected of him to perform hence using UICT as ladders to position himself for another lucrative job.”* The findings of this study are in line with many past studies (Clarke, 2015; Efron, 2013; Jacoby, 2015; Michaels & Spector, 1982; Mowday, Porter, & Steers, 2013) that also agreed that one of the major causes of high labour turnover is low wages.

### **Organizational Instability**

Organizational instability seen in the pending HR study, 5 year contract renewal freeze, and only 1 year contract extensions instead, which all staffs consider as lack of security of employment. There was an HR study but it has taken too long to share its findings and implications of employees' performance and job security is affecting the performance of the staff both academic and non-academic. The findings of this study are in line with many past studies (Abbasi & Hollman, 2000; Holtom, Mitchell, Lee, & Inderrieden, 2005; Porter & Steers, 1973) that also agreed that one of the major causes of high labour is lack of stability of the organizations.

### **Promotional Procedures**

*Lack of proper promotion methods with internal recruitments being on a halt, there is lack of a promotional policy for examples number of years served and publications produced in terms of books and journal articles have no impact on academic staff promotions. This demoralizes staff and affects their performance hence productivity.* The findings of this study are in line with many past studies (Fleischer, 1985; Glebbeek & Bax, 2004; Holtom et al., 2005; Ingersoll, 2001) that are in agreement that, *“one of the major causes of high labour turnover is failure to streamline promotions”*.

### **Staff Development**

“There is high spending on staff growth which is outshined by the level of staff attrition. This situation can be attributed on essential faintness within sections which certainly have not been altered notwithstanding the transformed dispensation in most organizations”. “The outdated roles of management employees' recruitments leaves and employment contracts, has been surpassed by the necessity to handgrip performance training, employee retention and career management”.

“This is a universal tendency. It is important for human resource managers to review themselves and appreciate if they are up to era, efficient, well-organized, and effective in order to place the HR section at a higher standard”. The prerequisite to put employees in the right positions was recognized as one of the customs to enhance staff retention. “By placing people with talent in the corresponding stations, you retain them and increase their output at both individual and organization level since it is individuals who think for organizations.” “Well as employees are required to inform the employer about intentions to leave the job three months to enable the procedures and bureaucracy be followed for replacement, the HR section is identical with firing and hiring, which reduces employee loyalty the section and their employer. This has enhanced short cuts in recruitment processes with recruitment agencies hence increasing expenditures on training with the view to remain them”. The findings of this study agrees with many past studies (Jovanovic, 1979; Mitchell, Holtom, Lee, Sablynski, & Erez, 2001; Simon & Johnson, 2015) that also appreciate that one of the major cause of high labour turnover is failure to streamline staff development policies.

### **Regrettable Loss**

One senior personnel argued that, *“talent will always be lost but what is acute to the organization is ‘unfortunate gift/talent loss’ when HR is unsuccessful in addressing ‘star employee’ demands which are within the company’s reach.”* “If organizations do what talent holders wanted because

*there are the star performers, they would have retained them. Nevertheless some person left due to other reasons, and that is okay."*

A respondent at middle level of management argued that, *"they needed to undertake value and assessment surveys and organizational surveys by putting questions before the staff to know which persons are about to leave, who are entirely engaged and persons who are completely disconnected this will help the organization perform a job improvement through inducements. He further said that, the organizational surveys highlights the idea of the number of people willing to remain in the organization in the next number of years, those who are uncertain but can be retained and those to let to go through an analysis of their bio data and level of efficiency."*

A lecturer in management department argued that, *"companies need to hold exit interviews and generate a databank in order to comprehend why employees leave their organization. There is need to try a stay interview, which are unpremeditated interviews to investigate into the employee insights about their current jobs, are periodical while the workers are still in energetic in service so as to get to understand the difficulties upsetting the employee which would be addressed so as to maintain them if they are talented."* *"The proactive tactic is most appropriate and most importantly the feedback is positive since the employee is genuine"*.

A senior lecturer in management department further argued that, *"the interviewing consultant should put on the spot the companies to effect the alterations the employee feel should be addressed. HR managers should also take on a proactive role in the activities of the organization to make use of media to publish issues affecting employees and employers at work places to enhance exchange of ideas and find lasting solutions"*. The findings of this study are in line with many past studies (Carley, 1992; Hom & Kinicki, 2001; Lee & Mitchell, 1994; Loquercio, 2006; Netswera & Rankhumise, 2005; Pettman, 1973; Porter & Steers, 1973) confirmed that one of the major causes of high labour turnover is failure to reorganize talented employees who are most of the time irreplaceable.

### **Implications**

- a) Most positions especially senior positions of the institute are held in acting capacities (table 4 on the staffing status of UICT as October 2016).
- b) Hiring part-time lecturers, temporary and relief staffs who may not give undivided commitment to Institute's goals. This creates job insecurity which impacts negatively on staff performance.
- c) Several staff serving in acting capacity for more than six months and without seeing the possibility of being confirmed into the positions demotivates them hence resignation. This is also against the standard employment terms.
- d) Employees concentrate on reading newspapers since they are sure that they will find job advertisements for application to enable them leave UICT for better placement and value and recognition.
- e) Job insecurity, employees don't know what's going on or what they should be doing. This is not only causing frustration leading to confusion and inefficiencies but also resignations to find job security in stable workplaces.
- f) Heavy work load and long working hours as a result of holding two positions one substantive and the other in Acting capacity.
- g) Some face economic hardship not only as a result of low pay but also inability to access some funding like salary loans because of lack sufficient contract period.
- h) Work-life imbalance as organizations continue to demand that one person does the work of two or more people after number of people have left resulting in longer hours and weekend work.

**Table 4:** Summary of the Staffing Status as at 1st October 2016

No.	Job Title	Scale	Holder	Capacity	Substantive	Approved Positions	In Place	Vacant
1	Principal	01(a)		ACTING		1	0	1
2	Deputy Principal	01(b)		ACTING		1	0	1
3	Academic Registrar	02				1	1	0
4	Institute Secretary	02		ACTING		1	0	1
5	Principal Lecturer	03				3	1	2
6	Bursar	03		ACTING		1	0	1
7	Librarian	04		ACTING		1	0	1
8	A/Academic Registrar	04				1	1	0
9	Coordinator BDC	04		ACTING		1	0	1
10	Systems Administrator	04		ACTING		1	0	1
11	Senior Lecturer	04				4	2	2
12	Internal Auditor	04				1	0	1
13	Lecturer	05				10	8	2
14	Assistant Bursar	05				1	1	0
15	Assistant Lecturer	06				14	8	6
16	Administrative Officer	06				5	2	3
17	Estates Officer	06		ACTING		1	0	1
18	Security Officer	06		ACTING		1	0	1
19	Procurement Officer	06		ACTING		1	0	1
20	Chief Technician	06				1	0	1
21	Personal Secretary	06				1	1	0
22	Assistant Librarian	06		ACTING		1	0	1
23	Laboratory Technician	07				6	5	1
24	IT Technicians	07				2	2	0
25	Maintenance Technician	07				1	1	0
26	Store Keeper	08				1	1	0
27	Nurse/Custodian	08		ACTING		1	0	1
28	Secretary	08				6	4	2
29	Accounts Assistant	08				2	1	1
30	Senior Library Assistants	08				2	2	0
31	Receptionist/Assistant Custodian	09				4	1	3
32	Library Assistant	09				2	1	1
33	Laboratory Assistants	09				4	0	4
34	Handyman	09		ACTING		1	0	1
35	Security Guards	09				7	5	2
36	Head Office Attendant	09				1	0	1
37	Records Assistant	09				2	1	1
38	Office Assistant	10				2	0	1
39	Office Attendants	11				10	5	5
						<b>107</b>	<b>54</b>	<b>53</b>

### Recommendations

- a) Fast track the recruitment of the Principal and Deputy Principal.
- b) Reconsider the halting of internal recruitment so that some position can be filled in substantive capacities.
- c) Reconsider the 1 year contract extension and reinstate the 5 year contract period because;
  - i. Whenever the HR study advises otherwise, this may not have much financial implications since our HR Manual (sec 9.3) don't provide for terminal benefits apart from gratuity, which is paid at the end of every year completed.
  - ii. Inconsistent contract periods-some with still four, three to two years running and yet others are given one year. This totally demoralized most staffs and others see it as unfair.
  - iii. NCHE guidelines of the ratio permanent (full time) to Part-time staffs which is now falling below the standard ratio as result of 1 year contract.

- iv. Staffs need also to be able to access salary loans, which is not possible with 1 year contract.
- d) There is need to consider some form of salary increment or benefit to all staff at all levels in the organization.
- e) The study is in line with the theoretical underpinning of goal setting theory were many employees set their goals and once they are not achieved they start nursing leaving the organization.

### Conclusion

The normal labour turnover is advantageous because it allows injection of fresh blood into the organization. But excessive labour turnover is not desirable because it shows that labour force is not contented and leads to low performance. This also becomes attrition because when employees leave the gaps are not filled and the remaining employees handle their work concurrently with the work of those who left. Therefore, every effort should be made by the Institute to address the avoidable causes which give rise to excessive labour turnover. Organizations should focus on goal achievement of their employees and redirect salary and bonuses to meet goal accomplishment of individual staff if organizations are to increase productivity and retain their best talents.

The findings of this study are in line with the theoretical underpinnings identified in many ways;

- a) Employees are complaining of low salaries emphasizing that self-motivated goal accomplishment and specific goals are set immediately an employee starts working in the organization which is goal setting theory.
- b) They compare how much they are paid while performing similar tasks hence a person's inspiration is grounded on what he or she reflects to be rational (just) as equated to others which is in line with equity theory.
- c) Employees have a feeling that stimulus comes from an individual trusting that they will achieve what they want such as wages and other financial remunerations, working conditions and job security hence in line with Herzberg Two Factor Theory.

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