

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

**THE RELATIONSHIP BETWEEN LABOUR TURNOVER AND ORGANISATIONAL
PERFORMANCE IN THE HEALTH SECTOR: A CASE STUDY OF SALLY MUGABE
CENTRAL HOSPITAL**

BY

B190730B

**THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF COMMERCE (HONOURS) DEGREE IN
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RELEASE FORM

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DEDICATION

I dedicate this work to my father (Mr A. Mukarakate), my mother (Mrs T. Mukarakate) and my siblings (Elizabeth and Eunstencia) in appreciation of all the effort they made to ensure that I maintained my studies.

ABSTRACT

This study examined the relationship between labour turnover and organisational performance in the health sector using Sally Mugabe Central Hospital as a case study. A survey research design was used and a quantitative method was adopted for this study. A sample of 13 human resources personnel was used which was selected using cluster sampling. Data was gathered using a Likert scale questionnaire. Data was presented using tables, charts, and histograms. Data was analysed using ANOVA and multiple regression analysis. Findings from this study revealed that the types of labour turnover being experienced at SMCH are voluntary turnover and involuntary turnover with voluntary turnover the most prevalent type of turnover at SMCH, the causes of labour turnover at SMCH are unfair remuneration; poor working conditions; stress; influence of colleagues; and low levels of career commitment. Also, the study found that labour turnover had consequences on SMCH's performance and the consequences were found to be mainly negative. The negative consequences are loss of valuable knowledge and experience; reduced employee morale; loss of belief in team's competencies and ability to perform; identified bad corporate image; and financial losses. The study found that there was a significant statistical relationship between labour turnover and performance at SMCH. The following recommendations were suggested to reduce labour turnover and improve performance at SMCH: recruitment processes should be designed in a way that ensures the selection of employees whose values, interests and goals align with those of the organisation; human resource management department should find ways of improving employee remuneration; the organisation must put in place measures aimed at keeping employees motivated; the human resources department should put in place measures such as increased salaries, providing recognition, and individual growth opportunities to employees to discourage them from exiting the organisation; and that further study must be done on the influence of employment policies and practices on labour turnover at SMCH.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

A brief overview of the background of the study is presented here, along with a description of how the problem developed and was recognized. As part of this process, the researcher formulates the research problem, which is then translated into the problem statement outlined in this chapter. Specifically, this chapter will outline the objectives of addressing the problem through the formulation of research questions. Additionally, the study's purpose and scope are described along with a definition of terms. Finally, a summary is provided, outlining the study significance and study limitations.

1.2 BACKGROUND TO THE STUDY

Across all economic sectors, labour turnover has become a major concern for human resource managers as companies are experiencing deteriorated performance. In accordance with the US Bureau of Labour Statistics (2022), at least 5.9 million people have gone through total separations, which include quits, layoffs, discharges, and other involuntary turnover. The number of employees quitting their jobs in December 2019 was 3.5 million yet in July 2022, 4.2 million people quit their jobs. This shows an increase in labour turnover of over 20% compared to the labour turnover rate before the outbreak of the pandemic.

In recent years, the health sector has been confronted with challenges such as nurses, doctors, pharmacists, among others, moving to other countries (Sikosana, 2021). Herald Online (2021), said that as of November 30, 2021, a total of 2,246 medical professionals had left the service, more than double the 993 leavers. 767 employees left the industry in 2019 while 756 employees left the industry in 2018.

Sally Mugabe Central Hospital (SMCH), also known as Harare Hospital and commonly referred to as "Gomo", is one of the health sector organizations and one of the largest hospitals in Zimbabwe. On 2 May 1958 SMCH opened its doors to Harare residents. SMCH is situated in Southerton, Harare, Zimbabwe. Currently, SMCH has 5 facilities: Main Hospital, Psychiatric Ward, Patient Ward, Maternity and Pediatric Area. SMCH operates under the Ministry of Health and Child Care and according to Moyo (2023), "several global organizations involved in the provision of health care are keen to cooperate with Zimbabwe with the aim of purpose of stimulating the industry".

Armstrong (2014) argued that employee turnover, the rate at which people leave a company, can be disruptive and costly. Price (2001) emphasized that turnover rate is usually used to explain the decline in the number of employees within an organization. According to Daft (2000), organizational performance refers to the optimal utilization of resources by an organisation to achieve its goals. It is important to account for employee turnover by calculating its costs so that its impact to organisational performance can be fully understood. Staff turnover is currently affecting the performance of SMCH. However, this study focuses primarily on the healthcare sector and seeks to identify links between turnover and organizational performance.

Previous research on this subject has been conducted, for example, by Nyaga (2015), where researchers focused on assessing the impact of employee turnover on organizational efficiency in Nairobi, Kenya. This researcher used a descriptive survey design to solicit both quantitative and qualitative data describing the nature and characteristics of the effect of employee turnover on organizational efficiency. The survey found that the company has a high employee turnover rate and most respondents said the lack of a retention strategy had a significant impact on the company's productivity. Ovie Reuben (2018) used a cross-sectional survey design to investigate the impact of employee turnover on the performance of the banking subsector in Nigeria. The study found that attrition factors such as staff reductions, poor pay structures and job instability negatively impacted the organizational performance of Nigerian banks. Farah (2018) conducted a cross-sectional study design study to examine the relationship between worker turnover and organizational performance in the Mogadishu telecommunications industry. This study found that both voluntary and involuntary turnover impacted organisational performance significantly.

Building from previous studies there is need to cover the gaps that were left and partly to ratify/confirm if their results also cut across the field of healthcare. Available literature mainly focused on other sectors of the economy and not on healthcare institutions using differing approaches and analysis methodologies. The focus of this study is to evaluate the relationship between employee turnover and organizational performance in the health sector using the SMCH example. The researcher will adopt a quantitative approach and use a survey to allow for the results obtained to be extrapolated to the population under study.

1.3 STATEMENT OF PROBLEM

SMCH is the second largest hospital in Zimbabwe where many patients are referred for advanced treatment from other small hospitals. Over the past few years SMCH has been experiencing a large rate of labour turnover of skilled workers such as nurses, doctors, pharmacy technicians, laboratory technicians, midwives, radiographers among others who can assist the referred patients, posing a threat to the quality of service offered to these patients by the organisation. Most of the skilled workers are leaving the organisation for other organisations in the same industry. According to records from SMCH (2022), following the covid-19 pandemic outbreak, 53 health professionals left the organisation in 2020, in 2021 the number stood at 95 and in 2022 the number moved to 120 professionals who had left the institution. Masum et al. (2016) argued that employee turnover and staffing gaps come with a huge cost. While attempting to maintain continuity of care, healthcare institutions are bedevilled by costs of training and retraining potential replacements. Therefore, this study was primarily focused on examining whether there is an association between employee turnover and organizational performance.

1.4 PURPOSE OF THE STUDY

The purpose of this study is to assess the relationship between labour turnover and organisational performance at SMCH.

1.5 OBJECTIVES OF THE STUDY

- To examine the types of labour turnover that is being experienced at SMCH.
- To identify the causes of labour turnover among employees at SMCH.
- To evaluate the consequences of labour turnover at SMCH.
- To assess the statistical significance of labour turnover and organisational performance at SMCH.

1.6 RESEARCH QUESTIONS

1. What are the types of labour turnover being experienced at SMCH?
2. What are the causes of labour turnover among the employees at SMCH?
3. What consequences has labour turnover caused at SMCH?
4. What are the statistical significance of labour turnover and organisational performance?

1.7 SIGNIFICANCE OF THE STUDY

1.7.1 Significance of the study to the organisation (Sally Mugabe Central Hospital)

This study was important in the sense that it provides light on the causes, types and effects of labour turnover and also ascertains the existence of a relationship between employee turnover and organisational performance. This investigation also proffers strategies put in place by SMCH to manage labour turnover thereby being of help to the organisation (SMCH) on how the management can be able to retain its skilled workers.

1.7.2 Significance of the study to the community

Also it was of great importance to the community at large given that if the organisation is able to retain its workers then patients are able to receive the quality help they seek from the organisation in terms of medications.

1.7.3 Significance of the study to the researcher

The researcher herself also gained more knowledge during the investigation since the department of human resource management has not given much emphasis on staff turnover, which warrants this study rather than for the researcher to focus only on completion of the degree.

1.7.4 Significance of the study to the University (Bindura University of Science Education)

This research was important to the University in the sense that the institution gained more material related to staff turnover and organisational performance for the future generations and also the study played as an alert to the institution (Bindura University) to educate students more on staff turnover as it is a major issue of concern.

1.8 ASSUMPTIONS

The researcher assumed that:

- I. The information provided by respondents holds truthfulness and honesty.
- II. The senior management would permit the researcher to gather the necessary data for the study.
- III. The population being studied was knowledgeable about the subject.

1.9 DELIMITATIONS OF THE STUDY

The study was conducted at SMCH, Southerton, Harare, Zimbabwe. This study included qualified hospital staff such as senior nurses, physicians, pharmacy technicians, midwives and accountants. Furthermore, research was limited to the relationship between employee turnover and organizational performance.

1.10 LIMITATIONS

Some employees hesitated to provide correct information because of mistrusting the researcher, but the researcher assured them that their information was safe because of one of the research ethics consideration of confidentiality that binds every researcher. Another challenge that the researcher faced is that some of the employees could not return their questionnaires because of lack of time to fill in information as they were attending to the hospital patients. The researcher resorted to constant reminders to ensure questionnaires were filled and returned. The researcher faced some financial challenges for transport during her study but in order to gain the actual facts, the researcher obtained a letter from the hospital to use the Public Service Commission (PSC) bus which is much cheaper than other means of transportation.

1.11 DEFINITION OF TERMS

1.11.1 Labour turnover

According to Anjali (2019), labour is “the overall change in the number of people employed in a business entity during a particular period and it takes into consideration the number of existing personnel, new joiners and the total number of workers as listed in the payroll at the end of given period.” Also Townsend et al (as cited in Nel et al.2014, p. 78), argued that, “turnover represents an outward movement of employees and takes place for various reasons.”

1.11.2 Organisational performance

“Organisational performance is the ability of an organisation to reach its goals and optimize results or can be defined as a company’s ability to achieve goals in a state of constant change” as postulated by Miles (2022).

1.12 ORGANISATION OF THE STUDY

1.12.1 Chapter 1: Introduction

Chapter 1 introduces the research investigation and presents the background, proposed problems, objectives, research questions, limitations, boundaries and assumptions.

1.12.2 Chapter 2: Literature Review

This section presents literature review which examines previous published works that are related to the study. Chapter two contains two major parts which are theoretical literature and the empirical literature.

1.12.3 Chapter 3: Research Methodology

This section describes how the research was conducted, what methods were used, what tools were used, where the data were collected, and the type and method of data collection. It includes aspects such as introduction, study design, research tools, data collection procedures and summary.

1.12.4 Chapter 4: Data Presentation, Analysis and Discussion

This part deals with data presentation, analysis and discussion by providing a concise summary of a wealth of knowledge to address the research questions and evaluate the hypothesis.

1.12.5 Chapter 5: Summary, Conclusions and Recommendations

This section presents an overview of the overall study and the researchers' findings, conclusions, and recommendations regarding the study.

1.13 CHAPTER SUMMARY

This chapter provides an overview of the research: its background, problems, goals, research questions, limits and limitations. Therefore, in the next chapter, we review the literature relevant to this study and other previous theoretical frameworks on labour turnover.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This section attempts to evaluate the relevant resources on labour turnover and organisational performance to improve understanding of these two concepts in relation to the goals of the study and the subject under investigation. The literature is reviewed under subheadings. These include: conceptual framework, theoretical framework, types of turnover, causes of turnover, consequences of turnover, relationships between labour turnover and organisational performance, empirical literature, gap analysis and chapter summary.

2.2 CONCEPTUAL FRAMEWORK

This study addresses the relationship between employee turnover and organizational performance. Below is a conceptual framework that describes the variables that affect organizational performance. Independent variables include: reward management, motivation and career growth. Dependent variables include: revenue, quality of service and customer satisfaction.

Independent Variable

Dependent Variable

Employee Turnover

Organisational Performance

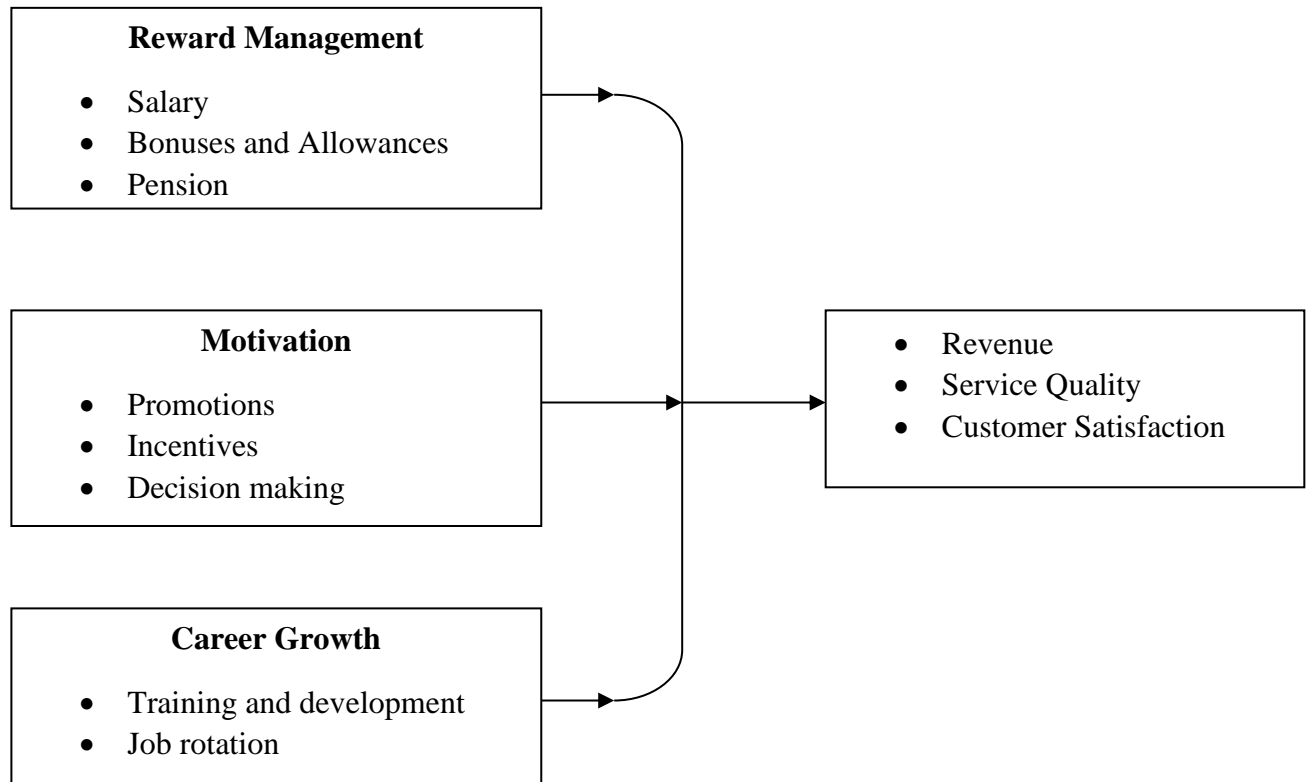


Figure 2.1: Conceptual Framework

Source: Researcher (2023)

2.2.1 CONCEPT OF LABOUR TURNOVER

Saridakis & Cooper (2016, p. 112) define 'turnover' as the number of workers who depart from the organisation divided by the average number of employees who remain in the organisation in a specified time period. Bangi and Mgeni (2022, p. 81) stipulated that employee turnover refers to the frequency with which employees depart from a company and that most of the time it can be expensive and harmful. In a larger sense, it includes everyone who leaves an organisation due

to redundancy, retirement, retrenchment, promotion, demotion, new job or resignation. Saridakis and Cooper (2016, p. 112), emphasises that staff turnover is crucial and crucial to every organisation because every organisation need a supply of labour to operate and that labour turnover can be detrimental to an organisation if the departing workers are those who the organisation wants to keep.

According to Armstrong (2014, p. 250) it is important to evaluate staff turnover and estimate its cost in order to determine the causes why there is an increase in employee turnover and also to forecast future losses for planning purposes. Armstrong (2014, p.250) argued that the method of calculating labour turnover is:

Number of employees departing x 100

Average number of employees

Therefore, labour turnover is the movement of workers from one organisation to another due to various reasons and it can be either voluntary or involuntary turnover and managers should be able to measure and determine the causes as it brings various impacts to the organisation.

2.2.2 CONCEPT OF ORGANISATIONAL PERFORMANCE

According to Adesubomi (2018, p.7) each and every organisation has got established objectives, goals or targets that it hopes to meet over the long term or within a given time frame and when there are signs that the objectives are not being met or may not be met based on the available information, it is clear that the organisation is not operating successfully and this requires different strategies to be done to change the situation. Luo et al. (2012, p. 143) argued that organisational performance must be evaluated in both financial and practical terms thus economic and operational performance where economic performance is measured by financial and market results that evaluates other financial metrics, sales, profits and returns on investment and operational performance focuses on indicators such as the firm's competitive advantage, social capital and customer's satisfaction. According to Armstrong (2014), organisational performance is therefore, an analysis of a company's performance measured against its stated goals and objectives.

2.3 TYPES OF LABOUR TURNOVER

Labour turnover is in 4 different types which are: voluntary, dysfunctional and functional turnover.

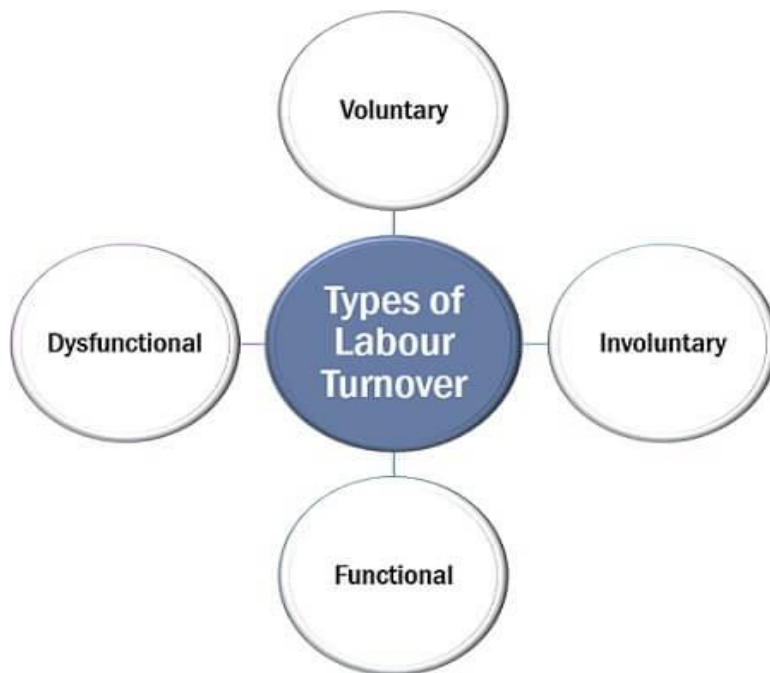


Figure 2.2: Types of labour turnover.

Source: Anjali (2019).

2.3.1 Involuntary turnover

Involuntary turnover is usually a result of factors independent of employees. For example, when an organization experiences adverse operational failures and feel the need to regulate costs, and reorganize, or reduce the operational scale, involuntary turnover will occur. This includes situations such as unfavourable organisational performance levels, economic recessions, employee disability or even death, as envisioned by Nel and Werner (2014, p. 78). Involuntary turnover occurs when an employee leaves on the employer's initiative according to Lam et al.

(2003, p. 160-177). According to Noe et al. (2014, p. 305), involuntary turnover refers to that turnover initiated by the employer for instance laying an employee during a down turn. Therefore, involuntary turnover refers to the forced termination of employee's contract by the employer because of various reasons such as natural disasters for example when Covid-19 hit the whole world, other employee's contracts were terminated to respond to the forced closures and to minimize losses (Andra.rotar, 2022).

2.3.2 Voluntary turnover

Nel and Werner (2014, p. 78) define voluntary turnover as an employee's voluntary departure from the organisation. Voluntary turnover therefore, generates costs that can potentially be contained through proper human resource management and the provision of opportunities, professional training and rewards. Albattat and Som (2013, p. 62) argued that when an employee chooses to leave the company on their own free will it is referred to as voluntary turnover. Hence, in simple terms, voluntary turnover is the willingness of the employee to leave the institution.

2.3.3 Functional turnover

According to Torrington et al. (2011, pp. 209-210), job turnover includes all retirements welcomed by both employees and employers. These are due to aspects such as poor individual job performance and lack of integration into organizational or departmental culture.

2.3.4 Dysfunctional turnover

Anjali (2019) hypothesized that when highly efficient and skilled staff leave the workplace, dysfunctional turnover occurs, thereby affecting the overall functioning of the organization. In other words this type of turnover occurs when competent and effective staff members quit their jobs, impeding the organization's ability to operate as a whole.

2.4 THEORETICAL FRAMEWORK

Different process and content theories brought about an understanding as to why there is high rate of employees leaving their institutions (staff turnover).

2.4.1 McClelland's Acquired Needs Motivation Theory

McClelland (as cited in Nel et al 2008, p.339) argued that employees are motivated by different circumstances in which he categorized them into 3 namely the desire for affiliation, desire for achievement and desire for power. According to McClelland (1962), employees with a strong desire for belonging use their behaviour to promote interpersonal relationships, whereas employees with a desire for power seek to influence their behaviour. He categorized the need for power into two types: personal power and social power. Those with social power seek to inspire and influence others to achieve their goals, whereas those with personal power seek control over others to exploit them. Employees who desire achievement often perform well in organisations as postulated by McClelland (as cited in Nel et al 2008, p.339), he argued that they frequently show characteristics such as target challenging goals but attainable. These employees often desire timely feedback at regular intervals as well as being risk takers who seek autonomy and freedom. To them, money is a symbol of success.

McClelland (cited in Nel et al. 2008, p. 340), asserts that for senior management to be able to motivate other employees, they need must have an affinity for power and a regulated need for affiliation and there should be no great need for achievement. Therefore, in order for an employer to reduce labour turnover, they must first identify the needs of each employee and find a way to meet that need.

2.4.2 Herzberg's Two-Factor Motivation Theory

Another useful model to support staff turnover was that of Herzberg two factor theories. Herzberg (as cited in Nel et al 2014, p. 270), adopted the critical incident technique in identifying factors which led employees to feel exceptionally good or bad about their jobs and he

noted two factors that influence motivation and job satisfaction and called them hygiene factors and motivators. Hygiene factors relate to the working environment which include organisational policy and administration, equipment, salary, status, working conditions, working security, interpersonal relationships with colleagues, superiors and subordinates as attributed by Herzberg's model.

Herzberg (as cited in Nel et al 2014, p. 270), argued that these hygienic factors does not motivate employees but rather cause dissatisfaction at the workplace when they are absent, he goes on to say that if these hygienic factors are adequately met the employee is neither dissatisfied nor satisfied but rather feels good about his or her job. Herzberg's model illustrate that the other set which he called motivators are linked to the nature and content of the work done, which according to Herzberg (as cited in Nel et al 2014, p. 270), includes achievement (successful execution of tasks), recognition of what has been achieved, responsibility and feedback. According to Herzberg, the motivators result in employee job satisfaction and motivation.

Nel et al (2014, p. 271), argued that Herzberg's model can be related to that of Maslow's given that the hygienic factors are similar to lower level needs in the hierarchy and the motivators are similar to the higher level needs. Hence, Herzberg and Maslow's model are crucial for this study in sense that they identify what causes staff turnover at an organisation.

2.4.3 Adams' Equity Theory

The theory claims that motivation is influenced by the amount of compensation employees receive in comparison to how much they believe they have contributed. The theory takes into account the ideas of fairness and equity, as well as the significance of comparing other employees who are in the same industry with them. According to Adams (as cited in Armstrong 2014, p. 176), employees favour equitable distribution of inputs and outputs. Inputs are things that are contributed by the employees to achieve organisational objectives for example effort, time, determination, hard work and willingness to follow leaders just to mention a few and outputs are what the employees expect from the organisation after they had contributed their inputs for example salary, security, praise, recognition, education and development to mention a few. In other words, employees desire the benefits (rewards) from their job to appear fair in comparison to the inputs (contribution) that they make to the organisation. In a same vein, they

desire that the compensation others receive for their efforts to be comparable to the compensation they themselves would be entitled to for a comparable degree of commitment.

Hellriegel et al. (2008, p. 276) stipulated that employees who are dissatisfied can act in a manner that is detrimental to the organisation and also that the corporation can lose its productive talent and its ability to attract and retain high achievers when they depart the organisation. If unsatisfied workers continue to work there, they may respond by putting in less effort to limit productivity or degrade quality or they may start purposeful equipment sabotage and a competitive disadvantage for the organisation may result from this.

2.5 CAUSES OF LABOUR TURNOVER

Various researchers have outlined different views as to why employees choose to leave their occupations causing high labour turnover at an organisation and the findings have consistently shown that variety of circumstances lead people leaving their occupations.

2.5.1 Push and pull factors

Torrington et al. (2011, p. 210), postulated that the reasons for employee turnover can be categorized into two factors namely push and pull factors. They argued that push factors are related to boredom, ineffective supervision, poor levels of employee involvement and straightforward personality clashes and that these push factor's problem is dissatisfaction with work which will then lead to unwanted turnover. Pull factors are motivating causes that attract a person to move from one place, organisation or to another. They fall into many categories such as: economic, social, political and environmental. High income and greater quality of life are the main motivations behind movement with health and safety playing a major role also (Safeopedia, 2021). According to Torrington et al. (2011, p. 210), pull factors are related to higher income, better working conditions and facilities, educational opportunities, higher living standards, and better public services and because of that employees leave in order to improve their living standards thus they wish to move into new areas of work for which there are better opportunities. Hence, push and pull factors are major reasons why different organisations such as SMCH are

experiencing an increase in labour turnover and that management need to take note of these factors to increase the retention of workers.

2.5.2 Influence of colleagues

Colleagues' intentions can have a big impact on whether someone stays in the company or leaves. It has been discovered that colleagues who would have planned to leave the organisation have a significant influence on other employees' decision to do the same. When unsatisfied employees depart from an organisation, they will probably talk to their friends about leaving their jobs. The majority of workers leave the organisation nevertheless, for economic reasons, which can be used to predict employee turnover as postulated by Chandra and Anjaiah (2019, p. 394-423). Therefore, the influence of peers is a major cause to the increase of labour turnover as they influence their colleagues to resign from their duties since they would have also resigned from the company leading to increase in labour turnover. On another note, Bakker et al. (2003) cited in Adeghe & Chukwu (2019) believe that the relationship between colleagues gives a feeling of energy, enthusiasm and when employees enjoy a high working relationship, they will stay with the organization. They also claim that co-worker relationships help employees achieve their socio-emotional needs, such as bonding, but without this, workers will face a desire to leave. Similarly, Recognition (2022) notes that the absence of good/healthy co-worker relationships can create painful and unhealthy arguments and competitions in the workplace, which can lead to staff feel unwelcome and betrayed negatively affecting the performance, efficiency and productivity of workers, ultimately leading to them quitting.

2.5.3 Low levels of career commitment

Mendis (2017, p. 67-72) argued that employee turnover intentions are well predicted by their occupational commitment. Workers that are really dedicated to their organisation are less likely to leave the company but those who are less dedicated are more likely to leave the company because their commitment to their career will be low since maybe some of them would have joined the organisation in order to raise funds to pursue their career and if they get what they

want (funds) they will eventually leave thereby increasing labour turnover to that certain company. Similarly, according to Recognize (2022), organizational commitment refers to the psychological attachment of employees to the organization. Higher organizational commitment indicates employees' willingness to continue working in the workplace. This promotes morale and commitment. Baker et al. (2003) found a significant positive correlation between organizational commitment and work autonomy, and found that employees were less likely to leave their jobs if they were committed to the organization.

2.5.4 Stress

Staff turnover is as a result of pressures and it might be because expectations and methods for meeting them are not aligned (Mustafa, 2016). If employees are expecting to be rewarded with cash and then the management decides to reward them with groceries without consulting the employees first then high levels of stress will result to employees leaving them with non-other than the opinion of leaving the organisation and find somewhere where their expectations are met. Also according to Hussain and Xian (2019), organisational politics which are inevitable at an organisation causes conflicts to rise which also causes stress to other employees thereby increasing staff turnover at the organisation because no employee is comfortable working at an environment where he or she is exposed to high levels of stress.

2.5.5 Unfair remuneration

Echtelt (2020) pointed out that everyone wants to be fairly compensated for their work. Unfair compensation is a common cause of high labour turnover. Echtelt (2020) further states that remuneration considers not only monetary rewards, but also all kinds of other incentives such as holiday regulations, comfortable working conditions, career prospects or training opportunities. A combination of high performance bonuses and pay raises and substantial side benefits is definitely a way to combat compensation-related turnover (Echtelt, 2020). According to Ezeuduji and Mbane (2017), argued that staff turnover in organisations can be boosted by unfair remuneration, when an employee's receives reward that is inequitably low compared to the

sector wage level for the job they hold, or when they receive remuneration that is viewed as unjust in light of the duties of the employee, this is known as unfair remuneration. Furthermore, Kushivan (2003) postulated that conflicts between employers and their employees frequently result from an unfair allocation of remuneration, which is one of the major causes of staff turnover. Therefore, remuneration is one of the causes that stimulate labour turnover in organisation if the management of that particular company does not handle it well as employees needs to be appreciated according to what they would have contributed to the company.

2.5.6 High labour demand

Nel et al (2006), argued that when there is a high demand for labour in a certain industry, the possibility of switching careers within that sector increases. The increase of private clinics opening right now is one of the major reasons why they are high staff turnover in big hospitals. This is because doctors and nurses are now moving from the public hospitals to the private hospitals to operate there, leaving vacancies in public hospitals.

2.5.7 Low motivation

When in organisations, employees must feel engaged, that they are learning and growing in their job and that their work is valued or they will seek that fulfilment elsewhere. Leaders must realise that to keep employees, they have to give them reasons to stay and the smartest leaders have to know that compensation, while important, is not the only factor. Other actions and elements that can improve employee motivation and retention include: celebration, recognition, autonomy and ownership, and a healthy workplace (Maryville University, 2023). Holston-Okae and Mushi (2018, p.218-248) argued that various factors stimulate an employee to leave the organisation (employee turnover) for instance low motivation. Every employer needs to be motivated at an organisation and if the employee perceive that his or her efforts to the company are not well recognised, the employee will look for job somewhere were his or her efforts are well appreciated, thereby increasing staff turnover at an organisation.

2.6 CONSEQUENCES OF LABOUR TURNOVER

According to Klotz and Bolino (2016), employment turnover can be emotionally taxing for some workers and has a variety of negative effects. This is because when one moves from the job, he or she is faced with financial constraints between the time he or she leaves the job until the time he or she finds another job. Those who leave organisations run the danger of losing touch with previous co-workers since there will be less communication between them and also those who leave the organisation run the danger of losing perks like health insurance. This is because no employee benefits from the company he or she is no longer offering his labour (Vardaman et al., 2011).

For all organisations, high labour turnover is quite expensive, according to Amour (2011). The costs include both direct and indirect costs which are expenses made for posting job openings, conducting interviews, hiring and training new hires. When an organisation loses workers thus increases in labour turnover, it is obvious that the organisation replaces or fills the vacancies for the smooth running of the business and to get replacements, conducting interviews, hiring and training of new hires requires finance to meet all that which then becomes very costly for the organisation.

Amour (2011) also recognizes that there are additional unexplained costs associated with employee turnover. Rather than investing significant amounts of time and money trying to replace disengaged employees, organisations are more effective if they invest those resources and time in activities that help them achieve their goals. If companies spend more time solving employee turnover problems and more time and money replenishing unmotivated employees, they will in turn lose time to increase productivity and improve customer satisfaction leading to reduced organizational productivity.

2.7 FACTORS AFFECTING ORGANISATIONAL PERFORMANCE

Organisational performance is an organisation's ability to achieve its goals and optimize results (Hussain et. al, 2023). Hussain et al. (2023) found that performance in organizations is influenced by external environment, working conditions, culture, assets, HR management, structure, politics, economics, technology, and leadership. Mabai & Hove (2020) found that factors such as stakeholder engagement, intellectual capital, human resource management, personal factors, employee age and gender, organization characteristics, creativity, and innovation impact performance.

2.7.1. Human Resources Management

Mabai & Hove (2020) state that human resources management involves managing employees and assigning them tasks that best utilize their talents, which has been widely discussed in literature. Ukanwah & Ndaguba (2015) found that an organization's competitiveness depends on its employees' ability to apply knowledge. Cania (2014) stresses the crucial importance of efficient human resource management.

2.7.2. Organisational Assets

Mabai & Hove (2020) argue that efficiently managing an organization's assets is crucial for employee productivity and achieving strategic goals. Non-compliance could have detrimental effects. Hastings (2010) says asset management provides resources for physical asset acquisition and liquidation.

2.7.3. Organisational Culture

Mabai & Hove (2020) suggest that a supportive organizational culture is key to driving performance and indicating success or failure. Understanding an organization's culture, as noted by Ahmed & Shafiq (2014), helps employees comprehend its history and values. Commitment boosts control and steers employees towards positive behavior (Mabai & Hove, 2020).

2.7.4. Leadership

Leadership is crucial in organizational performance and success, according to Mabai & Hove (2020) and McLuggan et al. (2013). According to Hurduzeu (2015), cited in Mabai & Hove (2020), leaders can enhance organizational performance by promoting creativity, innovation, and encouraging subordinates to challenge their own values. Randeree & Chaudhry (2012) support Hurduzeu's (2015) belief that deliberative and consensual leadership improve organizational performance. Leadership is essential for organizational success (Mabai & Hove, 2020).

2.7.5. Working Environment

Mabai and Hove (2020) found supportive work environments boost employee performance, while unsupportive ones threaten employees. Vashdi et al. (2012) cited in Mabai and Hove (2020) explored the link between organization culture, policies, and public institution performance. It identified four distinct climatic zones. Innovative leadership and service impact performance and outcomes. Tiawo & Idunnu (2010) stress the significance of a collaborative workplace for knowledge sharing in an organization.

2.7.6. Organisational Structure

Mabai and Hove (2020) noted that organisational structure should align with goals. They identified formalization, hierarchy, integration, authority and communication as key components.

Organisational structure directs work division and coordination towards goals (Maduenyi et al. 2015 cited in Mabai and Hove, 2020). A good structure boosts performance (Mabai & Hove, 2020).

2.7.7. Environmental Factors

Mabai and Hove (2020) suggest that analysing both internal and external environmental factors is crucial for organisational performance. To achieve this, organisations should conduct SWOT and PESTEL analyses to determine potential threats and opportunities. This information informs decision-making processes. Environmental analysis is conducted to assess the level of threat or opportunity that the organisation should be aware of to influence the decision-making process (Mabai & Hove, 2020).

2.8 THE RELATIONSHIP BETWEEN LABOUR TURNOVER AND ORGANISATIONAL PERFORMANCE

Zulu et al. (2017) argued that staff turnover costs the business money because it requires money to replace each terminated employee. This covers the time and resources used for processing termination papers, hiring a replacement, conducting job interviews, processing paperwork for prospective hires and granting existing employees and the new hire time to get to know one another and also for the new worker to adjust to the new environment. Which then negatively affects the organisational performance since the organisation requires money to run its day to day business.

Mohr et al. (2011) noted that companies who experience labour turnover lose the tacit knowledge in their workforce which poses a challenge in meeting or suiting the needs of their customers. In some instances organisations may have to customize their services to meet the specific needs of their users which require the organisation to tap into the experience and knowledge of its established workers. Without these experienced workers, the organisation will

fail in this endeavour. The performance of the organisation will be negatively impacted by lack of knowledge the new workers often have, which makes them more likely to make mistakes or delay in obtaining information. This is because it takes time for new employees to learn the ropes in the organisation. With high turnover rate, the problem of conveying tacit knowledge is that much more difficult.

Also there are two perspectives that can highlight the relationship between labour turnover and organisational performance which are the Human capital theory and the social capital theory (Mabai & Hove, 2020). These two theories outline both positive and negative relationship between the two variables. According to Ployhart et al. (2014), human capital perspective suggest that turnover has a detrimental impact on organisational performance because it destroys organisation memory and strips away the information, skills and talents that employees would have acquired through training and experience. The social theory anticipates that high turnover rates will damage co-workers trust in one another and destroy social bonds which will then negatively affect organisational performance.

However, the two perspectives (human capital theory and social theory) also outlined the positive relationship of turnover and organisational performance. Hancock et al. (2013), new hires bring fresh perspectives that question long-standing conventions and routines which then show that turnover can actually boost human capital. Also rather for human capital being depleted as turnover eliminates the weakest performers, it is strengthened. Employees may also use staff mobility as a chance to find a position that better aligns their professional goals, skills and organisation. Social capital theory suggests that increased worker mobility may help to promote collaboration across various groups, departments or organisations. Work mobility may disrupt ingrained group thinking tendencies and that personal networks of a mobile workforce may supplement formal contact between firms, enhancing the social capital of the latter with extra-organisational networks, hence boosting organisational performance, (Moynihan and Pandey, 2008).

According to Adesubomi (2018, p. 12), argued that the organisation may profit from employee turnover if a new, higher performing employee steps in to replace a departing worker who was considerably underperforming and that the costs will be swiftly made up for by the new employee. Adesubomi (2018, p. 12) opined that removing subpar performers can act as a signal

to others to improve performance and serve as a source of fresh concepts for reform and innovation.

Therefore, labour turnover can hinder performance of the organisation because new hires lack the necessary knowledge, it brings unbudgeted cost and that it alters the social network composition, which weakens the sources of tacit knowledge that are already available. However, labour turnover also boost organisational performance through the knowledge and experience of new hires.

2.9 EMPIRICAL LITERATURE

2.9.1 Types of labour turnover

Odunayo (2022) conducted a study on the impact of employee turnover on organizational performance in the Nigerian telecommunications industry. This study used the full enumeration method and a Likert questionnaire with 6 items for primary data collection. 235 questionnaires were distributed. The study observed that the main forms of turnover experienced in the telecommunication industry in Nigeria were voluntary and dysfunctional turn over. Warden et al. (2018) conducted a study addressing the problems, causes and prevention of employee turnover in micro retail in South Africa with a view of learning from the tourism industry. A quantitative research strategy was used. This article solicits feedback from a small retailer in Cape Town, South Africa, and maps seven common retail drivers to his three theoretical models: universal sales theory, modal theory, and sub-population theory. The study highlights that the main types of turnover in South Africa's micro-retail sector are voluntary turnover and dysfunctional turnover.

Similarly, Asimah (2018) investigated factors influencing turnover desire in the Ghanaian hospitality industry. A cross-sectional descriptive survey was conducted with 80 specially selected hospitality workers in Ho City. The study found that the top turnover rates in Ghana's hospitality industry were voluntary turnover and dysfunctional turnover.

2.9.2 Causes of labour turnover among employees

A study conducted by Ibrahim et al. (2021) examined the causes, importance, and retention strategies for employee turnover. Studying the causes and strategies of employee turnover in an organization was the goal. The research suggests that employees leave their workplaces for a variety of reasons, including job stress, job satisfaction, job security, work environment, motivation, wages, and rewards. According to Asimah (2018), there are a number of factors that affect labour turnover intentions in the Ghanaian hospitality industry. A descriptive cross-sectional survey was conducted with 80 deliberately chosen hospitality sector workers in Ho. Logistic regression was employed to determine the variables influencing employee turnover in the hotel industry. The findings indicated that better employment opportunities, poor working conditions, job uncertainty, stress, job dissatisfaction, and inadequate organizational commitment tended to cause labour turnover in Ghana's hospitality industry.

Anzazi (2018) investigated the effects of staff turnover on organizational effectiveness in the Kenyan telecommunications sector. The study's goals were to determine the impact of management of employee rewards, management of employee professional development, employee health and safety, and employee inspiration on the performance of Telkom Kenya Limited in Nairobi County. According to research, the biggest factors contributing to employee turnover in Kenya's telecommunications sector were reward management, professional growth management, employee health and safety, and staff motivation.

Using the instance of Airtel Kenya Limited, Pattni (2018) performed research on the factors that influence employee turnover and how it affects organizational performance. The study used a case study technique with a quantitative methodology. Out of a total of 135 employees, 54 participants were chosen using stratified sampling. The tool for gathering data was a questionnaire. According to the findings, staff turnover at Airtel Kenya Limited was significantly influenced by management practices, the work environment, and reward systems.

Momanyi and Kaimenyi (2015) performed a research in Kenya utilizing PCEA Chogoria Medical Facility as a case study to examine the factors contributing to high nurse turnover in mission hospitals. The study's goals included figuring out whether supervisory factors contribute to nurse turnover, establishing the impact of nurse promotion practices on turnover, evaluating

the effectiveness of workers' development programs on nurse fulfillment, and figuring out whether nurse payment or benefit practices had an impact on nurse turnover. Findings showed that the primary reasons for nurse turnover at PCEA Chogoria Medical Facility were inadequate supervision, a lack of opportunities for advancement, and a lack of human development programs.

2.9.3 Consequences of labour turnover

Momanyi and Kaimenyi (2015) performed a research in Kenya utilizing PCEA Chogoria Medical Facility as a case study to examine the factors contributing to high nurse turnover in mission hospitals. The study's goals included figuring out whether supervisory factors contribute to nurse turnover, establishing the impact of nurse promotion practices on turnover, evaluating the effectiveness of workers' development programs on nurse fulfillment, and figuring out whether nurse payment or benefit practices had an impact on nurse turnover. Findings indicated that there are both positive and negative consequences of labour turnover. Positive consequences include: movement of underperforming individuals, flexibility and adaptableness whereas negative consequences include: training and development costs, low productivity, recruitment and selection costs, and disruption of teams.

Rehman (2012) performed an empirical research on staff retention and turnover tactics in Pakistan's public sector organizations. An empirical descriptive research based on a survey was employed in the study. A questionnaire that was given to 568 workers and designed after a thorough literature study was used to gather the data. According to the study's findings, turnover may have both beneficial and negative effects on both the organizational and individual levels. The significance of individual, organizational, and environmental factors was predicted by Booth and Hamer's (2007) research on labour turnover in the retail sector. In this study, a case study of a significant store was employed. The primary data sources were an annual employee survey, internal labour turnover information for each retailer's UK business, and an index of labour market and competitive local characteristics. Stepwise regression was the analysis technique employed, and this strategy finds the important correlations that forecast labour turnover. The study came to the conclusion that there are both good and bad effects of labour turnover. Costs

associated with recruiting and selection, training and development, low productivity, moral impact, missed opportunities for strategic gain, disruption of social and communication patterns, dissolution of teams, and distraction from work performance are examples of negative effects. Positive effects include the removal of a bad performance, improvement, adaptability, flexibility, the ability to resolve disagreements, and a decrease in other withdrawal behaviours.

2.9.4 Statistical significance of labour turnover and organisational performance

The impact of personnel turnover on organizational effectiveness in Nigeria's telecom sector was studied by Odunayo (2022). Primary data were gathered for the study using a 6-point Likert scale questionnaire and the total enumeration technique. There were distributed 235 questionnaires. To evaluate the statistical significance of employee turnover and organizational performance, Analysis of Variance (ANOVA) was used. A significance level of 0.031 indicated that there was a statistically significant association between labor turnover and performance, indicating that the data was suitable for drawing a conclusion because the p-value for significance was less than 0.05.

Omino et al. (2020) conducted a study on the association between management practices and staff turnover rates in private schools in Rongai Territory, Nakuru Province, Kenya. The subjects of the descriptive study based on the survey plan were 680 staff members of 34 private elementary schools in the survey area. 204 employees were randomly selected as a random sample. Questionnaires were employed in the collection numerical data and interviews were employed in the collection of qualitative information from teachers. The statistical relevance of employee turnover and organizational performance was examined using Pearson's correlation. A correlation coefficient of 0.79 was measured, indicating a strong relationship between employee turnover and organizational performance.

Asimah (2018) looked at the variables affecting turnover intentions in the hotel sector in Ghana. With the participation of 80 carefully chosen hospitality workers in Ho City, a cross-sectional descriptive survey was undertaken. ANOVA was used to assess the statistical significance of employee turnover and organizational performance. The results showed a significant statistical

association between turnover and performance, demonstrated at the significance level of 0.042. Given that the significance value (p-value) is less than 0.05, it can be said that the data are unquestionably excellent.

In a research addressing the issues, causes, and prevention of staff turnover in micro retail in South Africa, Warden et al. (2018) provided lessons for the travel and tourist sector. The research was quantitative in nature. In order to connect seven typical retail drives to his three theoretical models—universal sales theory, modal theory, and sub-population theory—this article sought input from a small shop in Cape Town, South Africa. The statistical relevance of employee turnover and organizational performance was evaluated using ANOVA. The data are unquestionably accurate since the results demonstrate a statistically significant relationship between labor turnover and performance, which is revealed at the significance level of 0.041 and with a significance value (p-value) less than 0.05.

Booth and Hamer (2007) conducted research on retail turnover and made predictions about the roles that people, organizations, and the environment will play. For this study, a case study of a significant store was employed. The statistical relevance of employee turnover and organizational performance was evaluated using ANOVA. At a significance level of 0.053, the findings revealed no statistically significant relationship between organizational success and employee turnover. As the significance value (p-value) is more than 0.05, this suggests that the data are not suitable for drawing inferences.

2.10 GAP ANALYSIS

Previous studies by different researchers on the labour turnover rate mainly focused on the factors that cause the labour turnover rate in different industries, with little attention being paid to the relationship between the labor turnover rate and the labour turnover ratio. Labor turnover and organizational performance, as well as labour turnover in industries such as retail and hospitality, have been assessed, but no results have been evaluated in the health sector. Therefore, it prompted this study to further identify the relationship between workforce turnover

and organizational performance in the healthcare sector using a case study from Sally Mugabe Central Hospital.

2.11 CHAPTER SUMMARY

Analysis of the literature in this chapter has pointed out the types of labour turnover such as voluntary, involuntary, functional and dysfunctional labor turnover, it shows the main causes leading to employee turnover, consequences of labor turnover and mainly the relationship between labour turnover and organizational performance. All of this suggests that if workers are not satisfied, they often switch to greener pastures. Therefore, the next chapter explains the methodology adopted by this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter provides an overview of how the research was conducted, outlining the methodological steps taken to obtain data, and describing the measures used for independent and dependent variables. This chapter provides a methodology that shall guide in the collection of data from a sample of human resources personnel at SMCH so as to support the arguments from chapter 1 and 2, thus allowing the building of the ground for successive chapters which shall analyse data and draw conclusions. This chapter is organized as follows: study design, study strategy, population and sampling, sampling methods, data collection tools, data collection methods, data presentation and analysis methods, reliability and validity, research ethics, and overview.

3.2 RESEARCH DESIGN

According to Creswell (2013), a research design is a comprehensive explanation of the methods used in data collection, analysis, interpretation, and reporting in research projects. Due to its affordability, dependability, and adaptability, the survey methodology utilized in this study was deemed appropriate (Creswell, 2018). The researcher noted that some of the sample members would be hard to physically reach and resorted to using social media which helped in cutting transport costs. Creswell (2018) emphasized that survey designs describe population trends, attitudes, or opinions quantitatively or numerically by examining a sample of the population. Fowler (2008) claims that a survey design might be cross-sectional or longitudinal, employing questionnaires and structured interviews to gather information with the intention of extrapolating from the sample to the population. Furthermore, Fowler (2008) emphasizes that there are advantages to collecting the opinions of as many people as possible, and that surveys

are the best method for this because they can generate large amounts of quantitative data from a large number of respondents. However, the shortcomings of the survey design were its low flexibility and lack of potential depth. These drawbacks did not necessarily the strengths of a survey design.

3.3 RESEARCH METHOD

In this study, quantitative research techniques were employed. This approach was relevant for this study since it sought to determine how employee turnover and organizational success in SMCH related. A quantitative technique, according to Creswell (2018), is a strategy for testing objective ideas by looking at the correlations between variables that are measured by an instrument and analyzed using statistical methods. The reason the researcher used quantitative research methods was so that she could verify the accuracy and dependability of the findings before drawing any conclusions. To achieve research goals and provide answers to research questions, the optimal research methodology has to be chosen.

3.4 POPULATION OF THE STUDY

According to Wani (2023), a population is a collection of distinct groupings of human or non-human elements, such as things, institutions of higher learning, moments in time, wheat prices, and incomes derived from people. The target population consists of all employees at SMCH to whom the study findings will be generalised. The study population consists of all human resources personnel at SMCH and the study will focus on the study population. There are a total of 13 human resources personnel at SMCH (SMCH Human Resources Register, 2023). The reason for choosing human resources is that they are the ones who deal directly with human resources issues and as such are in a better position to give informed and valuable responses adding to the fulfilment of the research assignment. There are various human resources sections at SMCH which include: recruitment and selection, salaries, establishment control, and labour

relations. The researcher was formerly attached to SMCH as an intern and this allowed the researcher to easily distribute questionnaires at the institution.

3.5 SAMPLE

Wani (2023) defined a sample as any part of the fully defined population. Sampling helps the researcher to make inferences about a population without having to examine the entire population (Creswell, 2008). The sampling frame comprised of human resources personnel from recruitment and selection, salaries, establishment control, and labour relations. This was essential in eliminating bias hence the reason of considering all human resources personnel from all the human resources sections. A sample of 13 respondents was chosen using the census approach.

3.6 SAMPLING PROCEDURE

The researcher put the target population into 4 clusters. These clusters were determined by departments in the institution which are: operations department; finance department; clinical department; and human resources department. From these 4 clusters the researcher chose to work with the human resources cluster and adopted a census sampling approach in selecting the study sample. Cantwell (2008) defined a census a way of listing all elements in a group and measuring one or more characteristics of the listed elements. A census was suitable because the population was too small and could be studied effectively. One of the reasons why a census was chosen is that, it provided detailed information on all the elements of the population (Cantwell, 2008). The researcher considered that the total population was small enough to be effectively studied and as such chose a census of all the respondents.

3.7 RESEARCH INSTRUMENTS

Research instruments are tools for collecting, measuring and analyzing data in research (Creswell, 2018). The researcher used a questionnaire (see appendix A) as the research instrument in this study.

3.7.1 Questionnaire

A quantitative research instrument in the form of a questionnaire was used in this study. Written lists of questions with spaces for respondents' responses make up questionnaires (Kumar, 2005). Questionnaires were a very simple and effective tool to administer and obtain the required information as they were less costly. Questionnaires were distributed to the participants via emails as a way of minimising costs. Creswell (2018) emphasized that surveys are low cost in both time and money, have fast data flow, and come from many people. Questionnaires allowed the researcher to gather a lot of data in a short period of time.

The questionnaire was designed using closed and open questions, checkboxes and a Likert scale. Rating scales were effective for this study since it is quantitative and the rating scales produced quantitative data. Closed ended questions were also ideal for the study because they could be easily quantified using statistical means. To meet the fourth objective, a Likert scale questionnaire aimed at assessing the statistical significance of employee turnover and organizational performance in the SMCH was used. This was ideal for this study as it is a standard measure employed by other researchers to understand the relationship between employee turnover and organizational performance. Table 3.1 below illustrates the 5-point Likert scale used in this study.

Table 3.1: 5-point Likert Scale

Strongly Disagree (SD)	Disagree (D)	Undecided (UD)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

The questionnaire constituted of five sections: Section (A) containing demographic information; Section (B) containing questions relating to the types of labour turnover that is being experienced at SMCH; Section (C) containing information relating to the causes of labour turnover among employees at SMCH; Section D containing information relating to the consequences of labour turnover at SMCH and lastly, Section (E) comprising of questions relating to the assessment of the statistical significance of labour turnover and organisational performance at SMCH.

Likert scale surveys, according to Fowler (2008), provide a variety of benefits. First, information may be gathered from a large number of responders quite fast. Second, they can offer incredibly accurate assessments of a person's skills. Third, there are several techniques to prove the accuracy of the conclusions drawn from the presented data. Fourth, using qualitative data gathering methods like open-ended questions, participant observations, and interviews, the information they give may be examined, contrasted, and integrated to good effect. The primary disadvantage of Likert scales is that they only offer ordinal data and respondents frequently select neutral or ambiguous answers.

3.8 DATA COLLECTION PROCEDURES

The researcher requested and received permission from SMCH management to carry out research at their institution. Once approval was obtained (see Appendix B), the researcher contacted respondents, explained the purpose of the study, and asked for voluntary participation. Once respondents consented to take part in the study, questionnaires were emailed to them. Study participants were afforded more time for completing the questionnaires, which aided in getting all of the answers from the respondents, who were more open and gave in-depth responses to the items.

3.9 DATA PRESENTATION AND ANALYSIS

Mills and Huberman (1994) define data presentation and analysis as any method of presenting acquired data in charts, images, or visual formats to show what the data mean. Responses obtained from the questionnaires were coded accordingly then statistically analysed. Since each response was given a case number and sorted numerically, legitimate responses were validated using a Microsoft Excel data file. Microsoft Excel was ideal for this study because it was cost effective and it was user friendly as it is not complex like the SPSS that required a lot of time to get to know how it functions for the researcher. Also, Microsoft Excel was readily available for use in all computers unlike the SPSS which was is commercial software. All forms of data collected that include categorical, ordinal, median and or ratio was dealt with accordingly by these statistical means of analysis.

Data was presented through tables, charts, and histograms. Histograms were ideal for data presentation in this study because they allowed the researcher to detect outliers and be able to use the measures of central tendency as well as determining the skewedness of data to test for normality of the distribution which assisted in employing descriptive statistics.

Multiple regression analysis and ANOVA were used for inferential statistical analysis and it was ideal in this study since the study intended to assess the statistical significance of labour turnover and organisational performance at SMCH, thus there was a need to determine whether or not the data obtained deviated from the normal pattern. The program supplied descriptive statistics utilizing measures of central tendency like the mean and measures of variation like the standard deviation. The reason behind the use of various statistical techniques of analysis was to ensure that the results obtained addressed all objectives effectively and it was to ensure thoroughness.

3.10 RESEARCH ETHICS

When carrying out research, researchers are supposed to be benevolent. Benevolence requires integrity on the part of researchers. The purpose is to uphold the rights of the human subjects taking part in the research endeavour. Therefore, to make research ethical, anonymity and confidentiality must be maintained throughout research (Lichtman, 2013).

3.10.1 Confidentiality

The researcher emphasised on confidentiality of participants which motivated all the respondents to openly participate and they knew that their identities would be protected and that their names were not going to be published after the research project was done. Lichtman (2013) emphasized that it is the responsibility of researchers to ensure that participants are not harmed, that their privacy is preserved, and that they have given their informed consent.

3.10.2 Informed consent

Babbie (2012) defined informed consent as the consent of a potential subject to voluntarily participate in research, which is achieved after ingesting material information about the research. The researcher ensured that all study participants participated in this study voluntarily and had a clear understanding of the purpose for which the study was conducted. To do this, the researcher gave the respondents a thorough explanation of the study's goals and urged them to volunteer for participation. All participants received an informed consent form, which was signed and returned prior to completing the questionnaire (see Appendix C).

3.10.3 Beneficence

Babbie (2012) spoke of the importance of beneficence in research. According to Babbie (2012), this focuses on protecting participants from the risks associated with the project, that is, socially or psychologically. To ensure beneficence, the researcher made sure that all data obtained from the study participants in this research was handled confidentiality to avoid harming respondents

emotionally. This was done so that all the respondents would feel secure during the research. Upholding beneficence allowed for all respondents to freely participate and open up providing honest responses.

3.10.4 Respect of persons

According to Babbie (2012), every researcher has a responsibility to respect the participants irrespective of their nationality, tribe, gender, orientation among other characteristics. The researcher ensured that all study participants were treated with dignity, regardless of qualifications.

3.11 VALIDITY

The data collected should be valid such that users of the data can make use of authenticated data that is accurate. Data that is accurate is the one that really address the research questions and it can be easily traced with minimal difficulties (Creswell, 2018). Pallant (2007) emphasized that validity is how well a scale defines a concept. In other words, validity is concerned with establishing whether the instrument measures what was intended to be measured. There are three different kinds of validity, according to Pallant (2007): content validity, criteria validity, and construct validity. The scale's relationship to how well the targeted topic area is sampled is examined for content validity. According to criterion validity, the test should have a strong correlation with other measurements of the same theoretical idea. Examining connections with additional pertinent or irrelevant elements is a component of construct validity (Pallant, 2007). To make sure the instrument included every aspect of the construct being studied, the researcher examined the questionnaire for content validity.

Therefore, in this study to ensure content validity the project supervisor reviewed the research instrument before it was distributed to verify if it covered all the aspects of the research. This allowed the researcher to refine and rephrase the questionnaire, as well as correct grammar to make questionnaires more effective, compact, and easier for participants to understand.

3.12 RELIABILITY

Reliability builds on the fact that the results obtained should show accuracy and consistency throughout the whole study. Alshenqeeti (2014) defined reliability as the degree to which a research tool produces the same results through repeated trials. Creswell (2009) noted that this process can contribute to research credibility when topics are formulated based on convergence of perspectives from multiple data sources and participants. To determine the validity of the survey instrument, the researcher used Cronbach's alpha. According to Pallant (2007), Cronbach's alpha offers a statistic illuminating the commonality of all the scale's components. Test statistics have values between 0 and 1, with larger numbers suggesting higher levels of confidence. Although 0.60 is acceptable in some circumstances, 0.70 is the commonly accepted lower bound for Cronbach's alpha coefficient (Pallant, 2007).

3.13 Chapter Summary

In summary, this chapter provided an overview of the research methodology applied in the study, where the study design is quantitative and the research strategy used is survey. The population of the study comprises of all human resources personnel in the various human resources sections where the researcher used a census sampling technique. Questionnaires were found as ideal for gathering data. Data will be presented using tables, charts, histograms and scatter diagrams. Data were analyzed using Microsoft Excel, and measures of central tendency and measures of variation were used in descriptive statistics. Multiple regression analysis and ANOVA were used for inferential statistical analysis so as to meet the objective that seeks to assess the statistical significance of labour turnover and organisational performance at SMCH. Therefore, the next chapter will cover data presentation, analysis, and discussion.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter describes the data analysis method and its presentation. Its purpose is to present the data in an understandable and interpretable format to identify trends and relationships that align with research goals. This was important to ensure that the results formed the basis for the conclusions and implications of the study as a whole. Tables, charts, histograms and descriptions were used to present the data. Data collected through questionnaires were combined according to research objectives and presented to answer research questions.

4.2 RESPONSE RATE

Thirteen (13) questionnaires were administered to SMCH human resources personnel. Thirteen (13) questionnaires, three (3) to the recruitment and selection staff, four (4) to the salaries staff, three (3) to the establishment control staff, and three (3) to the labour relations staff were all completed and returned to make 100% responses. According to Babbie (2009) a response rate above 60% is reliable.

4.3 INSTRUMENT RELIABILITY AND VALIDITY

To ensure that the questionnaire covered the right content the research supervisor assessed it and approved it first before it was used for data collection. In terms of reliability, the Cronbach's Alpha was used which showed an Alpha (α) value of 0.81. This shows that the research instrument was reliable as the Alpha (α) value was above 0.70 which an acceptable value.

4.3.1 Cronbach's Alpha

Using the Cronbach's Alpha (α) formula in excel, that is,

$$\alpha = K / (K-1) * (1 - \sum \sigma_i^2 / \sigma_t^2)$$

$$\alpha = 13 / (13-1) * (1 - 4.547 / 18.1)$$

$$\alpha = 0.81$$

The questionnaire had an acceptable reliability as shown by an Alpha (α) value of 0.81

4.4 GENERAL INFORMATION

4.4.1 Gender of Respondents

Finding out the gender of research participants was the study's main goal. Accordingly, the study discovered that 61.5% of the respondents were men and 38.5% were women. Figure 4.1 below shows the results of the respondents' gender.

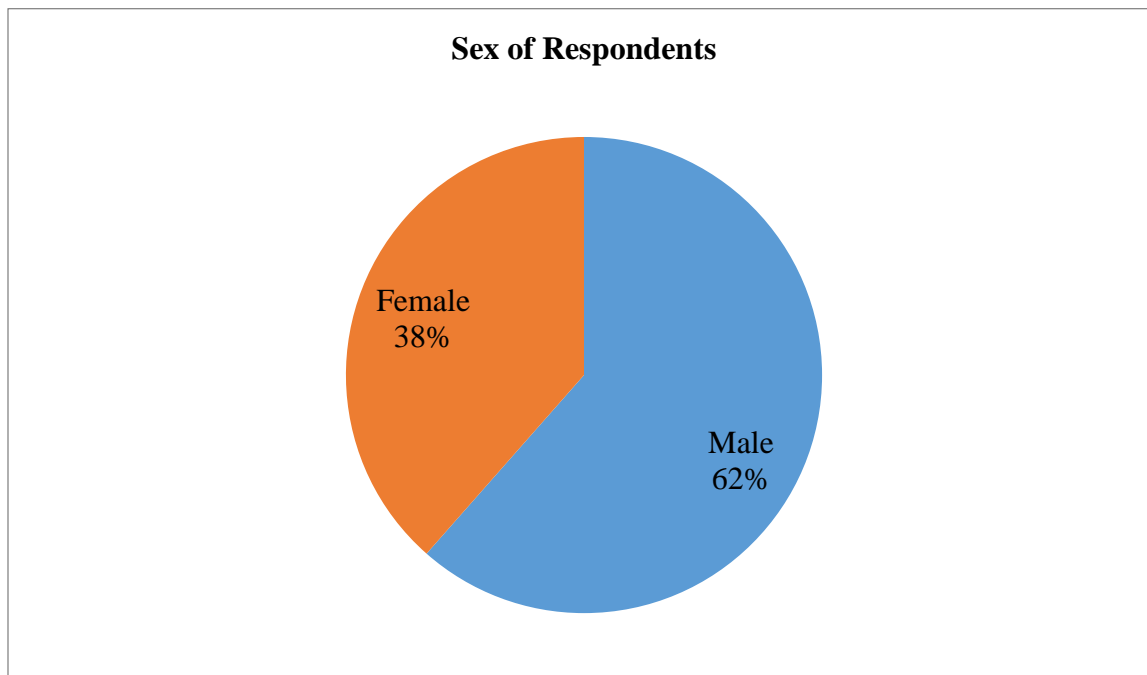


Figure 4.1: Sex of respondents

Source: Researcher (2023)

4.4.2 Working Experience of Respondents

The purpose of this study was to determine the professional experience of study participants. The results show that 69.2% of the respondents have 0-5 years of work experience and the rest (30.8%) have 6-10 years of work experience. Table 4.1 below shows these results.

Table 4.1: Working Experience of Respondents

Experience	Frequency	Percentage
0-5 years	9	69.2%
6-10 years	4	30.8%
Above 10 years	0	0
TOTAL	13	100%

Source: Researcher (2023)

4.4.3 Length of Service at SMCH

The study sought to determine the time respondents have been in the employee of SMCH, findings indicate that 38.5% of the respondents were in the organisation for 3 years, 23.1% of the respondents were in the organisation for 2 years, 15.4% were in the organisation for 1 year, 15.4% have been in the organisation for 4 years, and the remainder which is 7.6% were in the organisation for 6 years. Table 4.2 below illustrates the above findings.

Table 4.2: Length of Service at SMCH

Length of Service	Frequency	Percentage
1 year	2	15.4%
2 years	3	23.1%
3 years	5	38.5%
4 years	2	15.4%
6 years	1	7.6%
TOTAL	13	100%

Source: Researcher (2023)

4.5 Types of labour turnover

The aim of the study was to identify the types of labour turnover at SMCH, findings indicate that voluntary turnover was the most common type of turnover with 69.2% and involuntary turnover with 29.7%. This shows that the most prevalent type of turnover at SMCH is voluntary turnover.

Figure 4.2 below demonstrates the above findings.

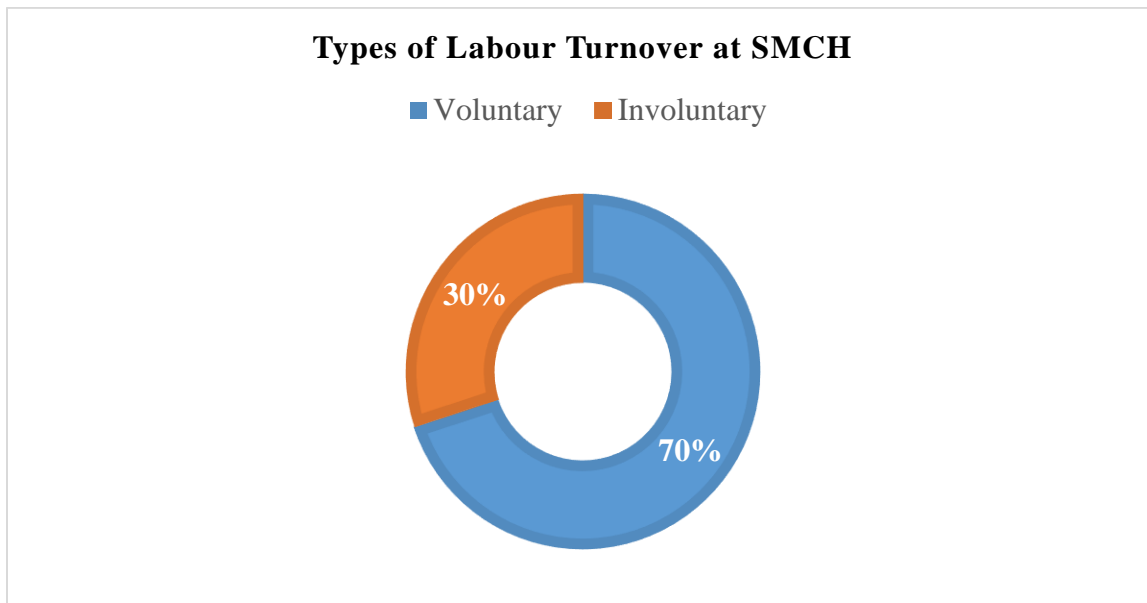


Figure 4.2: Types of labour turnover at SMCH

Source: Researcher (2023)

4.6 Causes of labour turnover among employees at SMCH

This study also aimed to establish the causes of turnover at SMCH, 46.2% identified unfair remuneration; 23.1% identified poor working conditions and stress; 23.1% identified influence of colleagues; and the remainder which is 7.6% identified low levels of career commitment as the causes of labour turnover at SMCH. Figure 4.3 below illustrates the above findings.

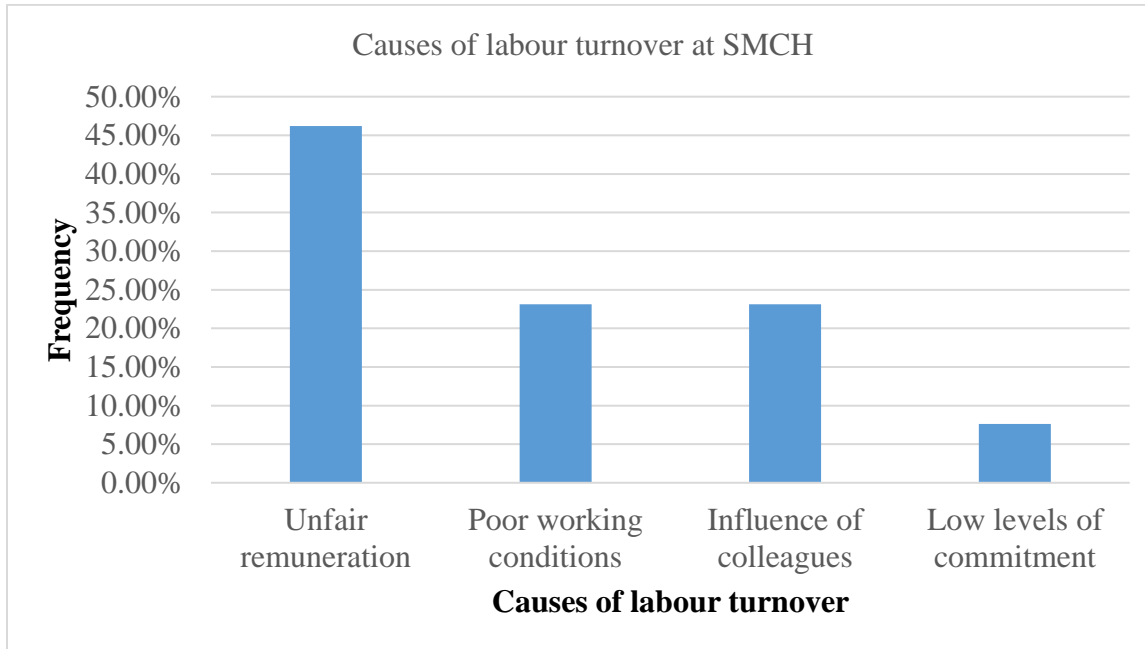


Figure 4.3: Causes of labour turnover among employees at SMCH

Source: Researcher (2023)

4.6.1 The most prevalent cause of labour turnover at SMCH

The purpose of this study was also to establish the most prevalent causes of employee turnover at SMCH; findings show that unfair remuneration was the most prevalent cause of labour turnover at SMCH with 100% of the respondents pointing to it.

4.7 Consequences of labour turnover at SMCH

The study sought to establish if there were any consequences of labour turnover at SMCH, findings show that all the respondents (100%) agreed that there were consequences of labour turnover at SMCH. Furthermore, the study sought to identify the consequences of labour turnover. Findings show that, all the respondents which are 100% indicated that; labour turnover had positives which are opportunities for innovation, growth and improved organisational performance as non-performers leave the organisation. Pertaining to negatives, 76.9% identified loss of valuable knowledge and experience; reduced employee morale; reduced belief in team competence, while 23.1% of the respondents identified bad corporate image and financial losses as the negative consequences of labour turnover at SMCH.

4.8 Extent of agreement on the following statements relating to the statistical significance of labour turnover and organisational performance at SMCH

Table 4.3: extent of agreement on the following statements relating to the statistical significance of labour turnover and organisational performance at SMCH

		Min	Max	Mean	Std. Dev.
Reward Management					
1.	Our salaries at SMCH are highly competitive	1	4	2	1.2
2.	We receive favourable bonuses and allowances	1	3	1.5	0.7
3.	Our pension packages at SMCH are lucrative	1	3	1.5	0.7
4.	We receive regular salary reviews at SMCH	1	3	1.5	0.7
Motivation					
1.	We are equally considered for promotions at SMCH	1	2	1.2	0.4
2.	We all receive fair incentives at SMCH	1	3	1.3	0.6
3.	We are always involved in the decision making processes at SMCH	1	3	1.3	0.6
Career Growth					
1.	We all receive training and development	1	2	1.2	0.4

	opportunities at SMCH				
2.	We all receive study leave at SMCH as a way of promoting individual growth	1	2	1.2	0.4
3.	We all go through regular job rotation at SMCH	1	3	1.3	0.6
Performance					
1.	SMCH is generating sufficient revenue	1	2	1	0
2.	The quality of service offered at SMCH is high	1	4	1	0
3.	SMCH customers are satisfied with the quality of service offered	1	3	1.2	0.4

Source: Researcher (2023)

4.8.1 Reward Management

This survey aimed to determine the extent to which respondents agree or disagree with the above statements regarding reward management. Findings indicate the majority of the respondents strongly disagreed that their salaries were highly competitive as illustrated by a mean (μ) of 2 as well as a standard deviation of 1.2; they receive favourable bonuses and allowances as illustrated by a mean (μ) of 1.5 as well as a standard deviation of 0.7; their pension packages at SMCH are lucrative as illustrated by a mean (μ) of 1.5 as well as a standard deviation of 0.7; and that they receive regular salary reviews at SMCH as illustrated by a mean (μ) of 1.5 as well as a standard deviation of 0.7.

4.8.2 Motivation

This study aimed to determine the extent to which respondents agreed or disagreed with the above statements about motivation. Findings indicate the majority of the respondents strongly disagreed that they are equally considered for promotions at SMCH as illustrated by a mean (μ) of 1.2 as well as a standard deviation of 0.4; they all receive fair incentives at SMCH as illustrated by a mean (μ) of 1.3 as well as a standard deviation of 0.6; and that they are always

involved in the decision making processes at SMCH as illustrated by a mean (μ) of 1.3 as well as a standard deviation of 0.6.

4.8.3 Career Growth

The goal of the study was to ascertain whether or not the respondents concurred with the aforementioned claims about career advancement. Findings indicate the majority of the respondents strongly disagreed that they all receive training and development opportunities at SMCH as illustrated by a mean (μ) of 1.2 as well as a standard deviation of 0.4; they all receive study leave at SMCH as a way of promoting individual growth as illustrated by a mean (μ) of 1.2 as well as a standard deviation of 0.4; and that they all go through regular job rotation at SMCH as illustrated by a mean (μ) of 1.3 as well as a standard deviation of 0.6.

4.8.4 Performance

The purpose of this survey was to determine the extent to which respondents agree or disagree with the above statements regarding performance. Findings indicate the majority of the respondents strongly disagreed that SMCH is generating sufficient revenue as illustrated by a mean (μ) of 1 as well as a standard deviation of 0; the quality of service offered at SMCH is high as illustrated by a mean (μ) of 1 as well as a standard deviation of 0; and that SMCH customers are satisfied with the quality of service offered as illustrated by a mean (μ) of 1.2 as well as a standard deviation of 0.4.

4.9 Multiple Regression Analysis

4.9.1 Multiple Regression Analysis Model Summary

Table 4.4: Multiple Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988(a)	.976	.968	.078

Source: Researcher (2023)

The coefficient of determination known as the adjusted R-square shows the variation in the dependent variable as a result of changes in the independent variable. The results in the table above show an adjusted R-squared value of 0.968, indicating a 96.8% variation in SMCH performance due to changes in reward management, motivation, and career growth with 95% confidence intervals. This indicates that 96.8% of SMCH performance change is due to reward management, motivation, and career growth. This is indicated by an R-squared of 0.976. The correlation coefficient, or R, shows how closely the research variables are related to one another. The research variables have a very strong positive association, as demonstrated by 0.988, according to the findings in the table above.

4.9.2 Analysis of Variance

Table 4.5: Analysis of Variance Statistics

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	2.252918939	0.750973	123.3949461	0.042513
Residual	9	0.054773368	0.006086		
Total	12	2.307692308			

Source: Researcher (2023)

The treated data, or the significance level for the population parameter, as determined by the ANOVA statistics in Table 4.4 above, is 0.043, which is suitable for making inferences about the population parameter since a significant value (p-value) is less than 0.05. The computed values are higher than the critical value, showing that SMCH performance is considerably impacted by reward management, motivation, and career advancement. The statistical significance of the model was indicated by the significance value being less than 0.05.

4.8.2 Multiple Regression Model Analysis

Table 4.6 Multiple Regression Analysis

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	2.09298	0.0784	26.688	7.0407	1.9156	2.2704
Reward Management	0.23813	0.0104	-0.228	0.4247	-0.0260	0.0212
Motivation	0.01656	0.0229	0.720	0.4898	-0.0354	0.0684
Career Growth	0.28919	0.0162	17.828	0.4459	0.2525	0.3259

Source: Researcher (2023)

The regression equation from the data in the table above was $Y = 2.093 + 0.238X_1 + 0.017X_2 + 0.289X_3$. From the regression equation above, if reward management, motivation, and career growth were held constant at zero, SMCH's performance would be 2.093. A 1-unit increase in

reward management increases SMCH performance by 0.238-fold, a 1-unit increase in motivation increases SMCH performance by 0.017-fold, and a 1-unit increase in career growth also increases SMCH performance by 0.238-fold. The study also found all p-values to be less than 0.05, suggesting that all variables had a statistically significant effect on SMCH performance.

4.9 Discussion of Results

One of the aspects that this study addressed was the sex of the respondents at SMCH. It was found that all sexes were represented in the study. This finding was similar to the findings of Asimah (2018) who also found that all sexes were represented in the study.

Also, the study looked at the working experience of study respondents at SMCH. Findings showed that most of the respondents were fairly new to the industry as the majority of the respondents were in the range of 0-5 years of experience with only a small number having experience in the range of 6-10 years and no one in the above 10 years range.

The study found that there is varied experience in the workforce at SMCH but the respondents have been in the organisation long enough to clear understand and be able to articulate what the organisation is going through with regards the subject under study. This increases the credibility of the findings of this study. This finding agree with the findings of Odunayo (2022) who also found that respondents had varied levels of experience but had sufficient experience to clear understand and be able to articulate what the organisation is going through with regards the subject under study.

The study sought to examine the types of labour turnover that are being experienced at SMCH. Findings showed that the types of labour turnover being experienced at SMCH are voluntary turnover and involuntary turnover. Of these two, voluntary turnover was highlighted to be the most prevalent type of labour turnover at SMCH. These findings partly agree with the findings of other researchers (Asimah, 2018; Odunayo, 2022; Warden et al., 2018) who found that voluntary and dysfunctional turnover were the types of turnover experienced mostly by organisations.

The study also aimed to identify the causes of SMCH employee turnover. Findings pointed to variety of causes to labour turnover at SMCH. The identified causes include: unfair

remuneration; poor working conditions; stress; influence of colleagues; and low levels of career commitment. These findings align with findings of other researchers (Anzazi, 2018; Asimah, 2018; Ibrahim et al., 2021; Pattni, 2018) who also identified unfair remuneration, poor working conditions, stress, influence of colleagues and low levels of career commitment among others as the major causes of labour turnover in organisations. These findings differed from those by Momanyi and Kaimenyi (2015) who found that poor supervision, lack of promotion prospects and insufficient human development programs were the major causes of nurse turnover at PCEA Chogoria Medical Facility.

In addition to the above, the study also sought to identify the consequences of labour turnover at SMCH. Results indicated that labour turnover had consequences on SMCH's performance and the consequences were found to be mainly negative. Even though, findings pointed to the consequences being mainly negative some positive consequences were identified. Positive consequences were identified to include: opportunities for innovation; growth; and improved organisational performance as non-performers leave the organisation. Negative consequences were identified as including: loss of valuable knowledge and experience; reduced employee morale; reduced belief in team competence; identified bad corporate image; and financial losses. These findings also align with findings made by other researchers (Booth and Hamer, 2007; Momanyi and Kaimenyi, 2015; Rehman, 2012) who also found the existence of both positive and negative consequences of labour turnover to organisations. Their findings highlighted positive consequences to include loss idle and unproductive workforce and improved organisational performance whilst negative consequences were identified as including: loss of valuable knowledge and experience; reduced employee morale; bad cooperate image; and financial losses.

Finally, the purpose of this study was to assess the statistical significance of turnover and organisational performance in SMCH. The processed data, the population parameter, has a significance level of 0.043 with a significance value (p-value) of less than 0.05, indicating that this data is ideal for drawing conclusions about the population parameter. Results showed that reward management, motivation, and career growth significantly influenced SMCH performance. Strong positive correlations between the study variables were also found. SMCH performance had a 96.8% variability with a 95% confidence interval due to changes in reward

management, motivation, and career growth. This indicates that 96.8% of SMCH performance change is due to reward management, motivation, and career growth. The regression model was found to have a strong predictive power. These findings align with the findings of other researchers (Asimah, 2018; Odunayo, 2022; Omino et al., 2020; Booth and Hamer, 2007; Warden et al., 2018) who also found a significant relationship between the independent and dependent variables.

4.10 Chapter Summary

In line with research objectives, this chapter presented data collected through questionnaires from SMCH to answer the research questions presented in Chapter 1. Findings indicated that reward management, motivation and career growth significantly influenced the performance of SMCH. Strong positive correlations were established between study variables at SMCH. The next chapter provides an overview of the research findings, conclusions and recommendations.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY OF RESULTS

The study revealed that the types of labour turnover being experienced at SMCH are voluntary turnover and involuntary turnover. Of these two, voluntary turnover was highlighted to be the most prevalent type of labour turnover at SMCH.

The study established that there are a variety of causes to labour turnover at SMCH. The identified causes include: unfair remuneration; poor working conditions; stress; influence of colleagues; and low levels of career commitment.

The study revealed that labour turnover had consequences on SMCH's performance and the consequences were found to be mainly negative. Even though, findings pointed to the consequences being mainly negative some positive consequences were identified. Positive consequences were identified to include: opportunities for innovation; growth; and improved organisational performance as non-performers leave the organisation. Negative consequences were identified as including: loss of valuable knowledge and experience; reduced employee morale; reduced belief in team competence; identified bad corporate image; and financial losses.

The study found strong statistical significance between turnover and business performance. The significance level for the treated data, or population parameter, was 0.043. This indicates that the data are ideal for drawing conclusions about population parameters, as the significance value (p-value) is less than 0.05. The study also found that reward management, motivation, and career growth significantly influenced her SMCH performance. Findings pointed to strong positive correlations between the study variables. SMCH performance had a 96.8% variability with a 95% confidence interval due to changes in compensation management, motivation, and career growth. This indicates that 96.8% of SMCH performance change is due to compensation management, motivation, and career growth. The regression model was found to have a strong predictive power.

5.2 CONCLUSIONS

5.2.1 Types of labour turnover at SMCH

Regarding the types of labour turnover experienced at SMCH, the study concluded that the types of labour turnover experienced at SMCH are voluntary and involuntary turnover. The study also concluded that voluntary turnover was the most prevalent type of turnover at SMCH. The implication is that pull factors are the major causes of labour turnover at SMCH.

5.2.2 Causes of labour turnover among employees at SMCH

Pertaining to major causes of labour turnover at SMCH, it was concluded that unfair remuneration; poor working conditions; stress; influence of colleagues; and low levels of career commitment. The implication of this is that SMCH human resources department has to pay urgent attention to the above noted issues if it is to curb labour turnover at the institution.

5.2.3 Consequences of labour turnover at SMCH

The study concluded that labour turnover at SMCH has negative consequences. However, there are also some positives derived from labour turnover at SMCH. The negative consequences are loss of valuable knowledge and experience; reduced employee morale; reduced belief in team competence; identified bad corporate image; and financial losses. The positive consequences are opportunities for innovation; growth; and improved organisational performance as non-performers leave the organisation. The implication of this is that the decline in the performance of SMCH is mainly due to labour turnover.

5.2.4 Statistical significance of labour turnover and organisational performance at SMCH

The study concluded that labour turnover has statistical significance on organisational performance. The processed data, the population parameter, has a significance level of 0.043 with a significance value (p-value) of less than 0.05, indicating that this data is ideal for drawing

conclusions about the population parameter. Compensation management, motivation and career growth have impacted SMCH's performance. Strong positive correlations existed between the study variables of reward management, motivation, career growth, and performance. This means that the findings of the study were relevant to the conclusion because they had an acceptable level of significance.

5.3 RECOMMENDATIONS

5.3.1 Recommendations for policy

Recruitment policies must be reviewed and designed in such a way that the institution will select employees whose values, interests and goals align with those of the institution. This will be instrumental in reducing the problem of high voluntary turnover rate because prospective employees who seek to use the organisation as a temporary launching pad towards other jobs will be identified and eliminated during recruitment. Management must pay particular importance to issues of remuneration to ensure that the aspect of voluntary labour turnover are tamed. This can be achieved through regular reviews on the salaries and remuneration policy by introducing medical, travelling, holiday, scholarship and pension benefits as a way of improving employee remuneration. There has to be a clearly spelt out employee reward and promotion policy to govern the way employees are rewarded and promoted.

5.3.2 Recommendations for practice

Human resources personnel must put in place measures such as increased salaries, providing recognition, and individual growth opportunities to employees to discourage them from exiting the organisation. The department must also put in place measures to draw information from employees leaving the organisation so that they can build a pool of valuable information on managing and retaining staff in the organisation. A variety of training and certification programs can be introduced to help employees to enhance their knowledge and skills. The department should also take a leading role in promoting career development of its employees through coaching and focusing employees on achieving their personal goals. Career development can be promoted through initiatives such as job rotation, cross-training, mentoring, internships,

coaching, and career strategy groups. Flexibility must be practiced in aligning work schedules of employees to eliminate frustrating employees. Lastly, the department should implement employee performance appraisals to openly and fairly evaluate the performance of employees. This is a key in aligning current performance to employee potential more objectively.

The organisation must make deliberate efforts to improve employee working conditions such as providing a safe and healthy working environment with modern and latest equipment and instruments. Recreational facilities such as sporting activities can be used to keep employees away from stress. Open communication channels must be created and employee rewards must be used to retain employees as a way of minimising the loss of essential and valuable staff. Open communication will foster loyalty in employees as they are always kept informed on key issues and most importantly, informed on how management appreciates their input. This will make employees feel important and they would always want to stay in such a positive environment. All these initiatives will reduce the movement of employees out of the organisation and as a result avoid costs of recruitment and selection which arise when the organisation is filling posts that would have been vacated through turnover. Employee counselling must also be used to deal with stressed employees. Lastly, the organisation should offer its employees professional growth opportunities through team building and delegation to promote commitment to the organisation as well as building strong bonds in the employees to reduce the influence of colleagues to leave the organisation.

5.3.3 Recommendations for research

The study's goal was to evaluate the connection between SMCH organizational effectiveness and employee attrition. The study's main goals were to examine the many kinds of employee turnover that take place at SMCH, as well as the reasons behind it, the effects it has on the organization, and the statistical correlation between turnover and performance. The employment rules and procedures of SMCH were purposefully left out of this investigation. Therefore, the researcher suggests doing a study on how employment practices and policies affect staff turnover at SMCH.

5.4 Chapter Summary

This chapter outlined the summary of results, conclusions and recommendations. It also recommended further study on the influence of employment policies and practices on labour turnover at SMCH.

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APPENDIX A: QUESTIONNAIRE

I, Leobah Mukarakate, am an undergraduate student at the Bindura University of Science Education (BUSE), in Zimbabwe. I am carrying out a study entitled *“The relationship between labour turnover and organisational performance in the health sector: a case study of Sally Mugabe Central Hospital”*. The research seeks to assess the relationship between labour turnover and organisational performance at Sally Mugabe Central Hospital (SMCH). To achieve this, I respectfully request for your participation in the study by completing this questionnaire as candidly as possible. Your input will be treated anonymously and will be used for academic purposes only. The study's findings will be used to improve employee retention strategies in hospitals. Your assistance is greatly appreciated.

For further details, please contact me on 0774 405 688

Section A: General Information

1. Sex

Male Female

2. Working experience

0-5 years 6-10 years above 10 years

3. How long have you been at SMCH?

4. State your department

Section B: Types of labour turnover

5. Indicate the types of labour turnover experienced at SMCH

Voluntary

Involuntary

Functional

Dysfunctional

6. Indicate the most prevalent form of labour turnover at SMCH

Section C: Causes of labour turnover among employees at SMCH

7. What are the causes of labour turnover among employees at SMCH?

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

8. Indicate the most prevalent cause of labour turnover at SMCH

Section D: Consequences of labour turnover at SMCH

9. Are there any consequences of labour turnover at SMCH?

YES NO

If the answer to the above question is Yes, indicate whether the consequences are positive or negative. If the consequences are both positive and negative, then tick both boxes

Positive Negative

10. State the consequences in the table below

Positive	Negative

Section E: Statistical significance of labour turnover and organisational performance at SMCH

11. What is your level of agreement on the following statements relating to the statistical significance of labour turnover and organisational performance at SMCH? Indicate by ticking in the most appropriate box. The following scale is used: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5).

		1	2	3	4	5
Reward Management						
1.	Our salaries at SMCH are highly competitive					
2.	We receive favourable bonuses and allowances					
3.	Our pension packages at SMCH are lucrative					
4.	We receive regular salary reviews at SMCH					
Motivation						
1.	We are equally considered for promotions at SMCH					
2.	We all receive fair incentives at SMCH					
3.	We are always involved in the decision making processes at SMCH					
Career Growth						
1.	We all receive training and development opportunities at SMCH					
2.	We all receive study leave at SMCH as a way of promoting individual growth					
3.	We all go through regular job rotation at SMCH					
Performance						
1.	SMCH is generating sufficient revenue					
2.	The quality of service offered at SMCH is high					
3.	SMCH customers are satisfied with the quality of service offered					

Thank you.

APPENDIX B: LETTER OF PERMISSION



BINDURA UNIVERSITY OF SCIENCE EDUCATION

Private Bag 1020
BINDURA, Zimbabwe
Tel: 0271 – 7531-6, 7615
Fax: 263 –271 – 7534

HUMAN RESOURCE MANAGEMENT

03 May 2023

The Human Resources Manager
Sally Mugabe Central Hospital
P.O Box ST 14
Southerton
HARARE

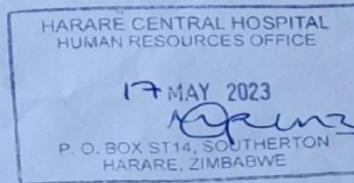
RE: REQUEST FOR DATA COLLECTION

Please may you assist our student Mukarakate Leobah B190730B carry her research in your organization on her topic on **“The relationship between labour turnover and organisational performance”**. She is our final year student at Bindura University of Science Education in the Department of Human Resource Management.

Your assistance to our student will be greatly appreciated.

Regards

O. Jakata
Chairperson



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MOBILE SCANNER

APPENDIX C: INFORMED CONSENT FORM

I voluntarily agree to participate in a research project led by Miss. L. Mukarakate titled **‘the relationship between labour turnover and organisational performance in the health sector: a case study of Sally Mugabe Central Hospital’**. The purpose of my participation as a respondent in this project has been clearly explained and guided by the following stipulations:

1. I have been given sufficient information about this project. The purpose of my participation as a respondent has been understood.
2. My participation as a respondent in this project is voluntary. There is neither explicit nor implicit coercion whatsoever to participate.
3. Participation involves providing responses through a questionnaire medium by the researcher. I allow the researcher to use the information I provide and I am at any time entitled to withdraw from participation.
4. I have the right to not answer any questions I am not comfortable with and to withdraw from this research for any reason which may bring me discomfort if I continue.
5. I have been given explicit guarantees that, the researcher will not identify me by name or function in any reports using information from this exercise and that my confidentiality as a participant in this research will remain secure. In all cases subsequent uses of records and data will be subject to standard data use policies at the Bindura University of Science Education, Zimbabwe.

Respondent’s Signature

P4 research student S1 2023

ORIGINALITY REPORT

10%	7%	2%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Midlands State University Student Paper	1%
2	Submitted to Mancosa Student Paper	1%
3	vital.seals.ac.za:8080 Internet Source	<1%
4	m.scirp.org Internet Source	<1%
5	Submitted to Westford School of Management Student Paper	<1%
6	repository.out.ac.tz Internet Source	<1%
7	Submitted to Kampala International University Student Paper	<1%
8	scholar.ufs.ac.za Internet Source	<1%
9	www.researchgate.net	