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Effect of retention strategies on labour turnover in University of Gadau Bauchi State

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Abstract

This paper examined the effect of retention strategy in managing labour turnover, using a panel of data generated from a survey in Bauchi State University Gadau. As the main objective of the paper, effort was made to highlight the important role which retention strategies play in managing labour turnover in organisations from a survey result which shows that the labour turnover posed no threat to productivity due its level of occurrences in the organisations of the study. The research design used in this study was survey, which allowed for the use of structured questionnaires for data collection, the study also used the existing records and information obtained from the human resource department of the institutions to complement the survey data. The targeted study populations are academic and nonacademic staff of Bauchi State University Gadau; the sample size of 263 members of staff was generated and distributed proportionately according to the population weight of each of the institution and sub groups. The collected was presented in frequency table with correspondences percentages while data was analyzed using ANOVA and Multiple Linear regression Analysis. Finding from the study showed that, Conducive and decent working environment, reward for good work, payment of bonus and allowance and staff development have significant influence on labour turnover in Bauchi State University Gadau. The study recommends that, retention strategies identified from the study analyzed should be maintained and improve upon to ensure control on the level of turnover and to avoid disruption and cost.

Keywords: Retention Strategies, Managing, Labour turnover, Low level turnover

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Introduction

Understanding the incidences of labour turnover helps leaders of organisations to see the practical direction and level of turnover in various situations, managing staff mobility is critical in both Human capital and the Social capital Investments. Due to relativity of the concept of labour turnover, it was described in various terms, for example, Barbara[1] described it as staff movements, Siebert[2] referred to it as Separation and Hires, Smith, Elger, and Donna[3] described the concept as Staff Mobility. In more technical terms the concept was mostly described as staff loss, staff transfers or quit. However, what appears to be central in all the description is that labour turnover is about "the Work force, changing position" moving from one place of work to another. While it is important for managers and organisational leaders to make efforts in knowing about the labour turnover situations, equally it is to know about the retention strategies, hence the most desired situation is when organisation recorded low level of turnover. However, Price[4] noted that low turnover rates present special challenges. The first is to resist over investing in prevention programmes. Another, is avoiding the lead indicators to spot turnover problems before they become serious issues.

Siebert[5] opines that Human Resource Management has traditionally viewed labour turnover in a negative light. The Human Capital theories of labour turnover point to the loss of firm specific human and social capital[6]. The challenges of labour turnover mostly arise from the demographic and personal characteristics which is inimical to the functions of organisations. Cotton and Tuttle[7] opines that some demographic factors were found to have a stable relationship with turnover, these factors includes age, tenure, level of education, job category, gender and level of income. Negative relationship was

[1] Barbara, D. Impact of Staff turnover on organizational performance: A case study of Beitbridge town council. 2015. Word Press .com weblog.
[2]Siebert, Stanley, Nick Zubanov, Arnaud Chevalier, and Tarja K. Viitanen. "Labour turnover and labour productivity in a retail organization." (2006).
[3]Smith, Chris, Maria Daskalaki, Tony Elger, and Donna Brown. "Labour turnover and management retention strategies in new manufacturing plants." The International Journal of Human Resource Management 15, no. 2 (2004): 371-396.
[4] Price, J.L. and C.W. Muller..Absenteeism and Turnover of Hospital Employees. Greenwich, London Jai Press, 1986.
[5]Siebert, Stanley, Nick Zubanov, Arnaud Chevalier, and Tarja K. Viitanen, ibid, 324
[6]Dess, G., J. Shaw. Voluntary turnover, social capital, and organisational Performance. Acad. Management J. 47(2001)(2).
[7]Cotton J.L. and J. M.Tuttle, Employee turnover. A Meta-analysis and review with implications for research. *Academy of management Review.* New York, Academy Press, 1986.

reported between tenure and age, tenure and income level. Bergy[8] posits that the amount of education on the other hand is found to be positively associated with turnover, suggesting that the more educated employee quit more often.

The challenges of maintaining staff in the organisation began to increase, there by prompted the leaders to develop retention strategies which includes all possible ways which managers of organisation adopted to maintain the presence of staff and to continue to participate in the organisation, it is the hall mark of all efforts in organisation to ensure that the investment made in both human capital and social assets at organisational level yielded result. Retention strategies play an important role in managing labour turnover in University system. The presentation comprises four aspects, first is the methodology of analysis, second part deals with the concept and theoretical basis, while the third part is an analysis of the result obtained from the survey, finally, conclusion and recommendations.

The main objective of the paper is to highlight the important role which retention strategies play in managing labour turnover in organisations from a survey result which shows that labour turnover posed no threat to productivity due its level of occurrences in the organisations of the study. The following hypothesis was formulated to guide the study

i. There is no significant relationship between reward for good work and labour turnover in Bauchi State University Gadau
ii.There is no significant relationship between Conducive working environment and labour turnover in Bauchi State University Gadau
iii.There is no significant relationship between Staff development and labour turnover in Bauchi State University Gadau

Conceptual Issues

The concept of labour turnover

Mobley's process model of labour turnover is one of the most stimulating construct that was theorized since 1979, the model explain the process by which a dissatisfied employee arrives at a decision to leave the organization. It was generated in volumes; the main component of the model is the employee evaluation of the existing job, the result of which is job satisfaction or job dissatisfaction. Mobley suggested several instances that might explain how dissatisfaction arises, but he favoured no particular satisfaction model. Dissatisfaction however, creates and stimulates thoughts of quitting which in turn results in an evaluation of the expected utility of searching for alternatives

[8]Bergy, T. R. (1991): The importance of equity perception and job satisfaction in predicting employee intent to stay at Television stations. Group and Organisational studies, London, Jai Press.

(and the cost of quitting). If dissatisfied employee believes that an acceptable alternative can be found and perceives that the cost of quitting is not prohibitive, the employee then decides to look elsewhere for work. If that search succeeds the job seeker then evaluates the available the employment alternative and compares them with the present job. If the comparison favours an alternative, the employee decides to resign and eventually leave the job.

Hom and Griffeth[9] acknowledged that the version of the model was tested by Horner and Hollingsworth (1978). Their abbreviated version hypothesized job satisfaction to influence thoughts of quitting, intention to search and intention to quit. Thought of quitting was predicted to directly affect intention to quit; hence validity for this reduced model, although probability of finding an acceptable alternative had no direct effects on search and quitting intentions.

Retention Strategies

Employees' retention

According to Musa[10], the term "employee retention" defines an organization's ability to keep its workers for a specific period after they have joined the organization as employees. It assesses an employer's capacity to maintain high levels of employee engagement, satisfaction, and commitment to the organization, with the ultimate goal of lowering staff turnover rates. The retention of employees is a crucial component of effective human resource management, and it is necessary for the sustained prosperity and stability of an organization over the long term.

When there is a high employee retention rate, it shows that employees are happy with their jobs, the environment in which they work, and their entire experience as an employee. On the other hand, low staff retention rates may be an indication of problems such as bad management, a lack of acceptable employee development opportunities, insufficient compensation, a lack of work-life balance, or unsupportive workplace culture[11].

Initiatives that attempt to promote job satisfaction, employee engagement, and career progression prospects are frequently funded by organizations that place a premium on the retention of their employees. These efforts may include providing competitive salaries and benefits, offering opportunities for skill development and advancement, developing a positive and inclusive work culture, recognizing and rewarding employee contributions, and maintaining open lines of communication between management and staff members.

[9]Hom, Peter.W, Rodger. Griffeth, Employees' turnover. South-Western Publishing, Cincinnati O.H. 1991
[10] Musa Zakari. An Introduction to Public Policy Analysis and Administration. Mauritius. LAP Lamberd Academic Publishing, 2020.
[11] Musa ibid, 214

Organizations can construct a stable and informed workforce, decrease the expenses associated with recruitment and training, boost productivity, and establish a more positive reputation in the job market as an employer of choice when they successfully retain brilliant and qualified people[12]. Initiatives that attempt to promote job satisfaction, employee engagement, and career progression prospects are frequently funded by organisations that place a premium on the retention of their employees. These efforts may include providing competitive salaries and benefits, offering opportunities for skill development and advancement, developing a positive and inclusive work culture, recognizing and rewarding employee contributions, and maintaining open lines of communication between management and staff members. Retention Strategies are those underlying values, beliefs and principles that serve as a foundation for an organization's management system as well as the practices and behaviors that both exemplify and reinforce employees[13]"

According to Wikipedia, Employee Retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome Shanghvi[14] identity the following Retention Strategies in an organization;1)Increase responsibility and work control:

a. Control of work motivates.
b. Clear delegation of work empowers.
c. Enable employees to handle tasks and deliver as per expectations.
d. Make work enjoyable and fun
e. Salary is a crucial.
f. Underpayment infers low value
g. Frequent salary reviews are also good.
h. Provide incremental increases over time
i. Competitive base pay
j. A good benefits package.
k. Meaningful rewards.

2). Offer training to upgrade skills in the work:
a. Training is crucial

[12]Musa Zakari. An Introduction to Public Policy Analysis and Administration. Mauritius. LAP Lamberd Academic Publishing, 2020
[13]VisionomicsWhat are Workplace Culture and Why Does it Matter? 2011. Retrieved on 7th March 2012 from http://www.visionomics.com/.
[14]Shanghvi , I. Student Research Assistant. Rural Development Institute.Brandon University London. 2012. Retrieved from https://www.brandonu.ca/rdi/files/2015/09/Employee_Retention_Strategies

b. An investment and not a cost.
c. Theoretical and practical knowledge and skills to excel.
d. Clarity of expectations is key
e. Paid for continuing education and re-certification requirements, tuition reimbursement, educational leaves, etc.

3). Offer career development opportunities
a. Exposure and career expansion opportunities.
b. Training to learn new job skills or tuition reimbursement.
c. Overseas work opportunities

The challenges of labour turnover

Any organisation, whatever of its structure, is likely to confront the difficulties associated with employee turnover. This may be the result of people leaving the organisation voluntarily or engaging in specific behaviours that are detrimental to its operations. These obstacles have a direct impact on overall productivity, and sometimes employees purposefully perform below the level of performance expected by management in order to invite for reconsideration of particular benefits or perhaps the entire remuneration package[15].
According to Carroll[16] the challenges of employees' turnover focus on the following:
1 Quality and consistency

The first major challenge is lowering the quality of production, in so many instances; employees' productivity is being affected by giving out lower quality products, the turnover creates instances of losing those that are:
(a) Accustomed to routines task.
(b) Familiar with the job, which minimizes stress.
(c) Performing well with consistency in the job protocol.
(d) Used to handling procedures and very cautious of bad practices In view of the foregoing, Carroll suggested the following:
i. Establish employee training programme to maintain quality standard and consistency.
ii. Invest in employee performance review to know the tasks done well, not necessarily formal, give praise and reinforce or correct performance that do not meet the managerial expectations.
iii. Observe standard operating procedure.
iv. Hold regular meeting with the employees with open communication about the goals of the organization.

2 Influx of new people.
The continuous influx of new people in to an organization with a starting career is another challenge of employees' turnover; this is likely to create mediocrity in

[15] Musa Zakari (2020). An Introduction to Public Policy Analysis and Administration. Mauritius. LAP Lamberd Academic Publishing, ISBN: 978-3-659-76087-7
[16] Carroll, B..Challenges of Employee Turnover, Contact Zilla. 2014. www.Contactzilla .com

the service delivery. Career starters are basic learners on the job. This brings about substitution problems in several instances.

3 Seniority of leavers.

Another challenge is, employee turnover distort seniority in organizations and to the leavers as well, there is need to control seniority of employees for supervisory roll and maintenance of balanced pay on the bases of expertise.

Strategies for Managing and Control of Labour Turnover

According to Lodha[17], the following strategies for managing and control of labour turnover can be applied:

i. A suitable personnel policy should be framed for employing the right man for the right job and giving a fair and equal treatment to all workers.

ii. Good working conditions which may be conducive to health and efficiency should be provided. iii. Fair rates of pay and allowances and other monetary benefits should be introduced. iv. Maximum non-monetary benefits (i.e. fringe benefits) should be introduced.

v. Distinction should be made between efficient and inefficient workers by introducing incentive plans where by efficient workers may be rewarded more as compared to inefficient workers.

vi. An employee suggestion box scheme should be introduced whereby workers who suggest improvements in the method of production should be suitably rewarded.

vii. Men – management relationship should be improved by encouraging labour participation in management. While summarizing the submission, Lodha[18] posits that "the personnel department should prepare periodical reports on the Labour Turnover, listing out the various reasons due to which workers have left the organization, the report should be sent to the management with the necessary recommendations so that correction measure may be taken to reduce Labour Turnover.

Empirical Review

Sajjad[19] in his article titled "Impact of Best HRM Practices on Retaining the Best Employees: A Study on Selected Bangladeshi Firms, he tried to study the

[17]Lodha, Sudarshan, M. Ramachandran, and SVKM'S.MPSTME. "Need of multi criteria decision making in vendor selection for the automobile industry." International Journal of Applied Engineering Research 10, no. 11 (2015): 10301-4..

[18]Lodha, 265

[19]Sajjad, H. (2016) "Impact of Best HRM Practices on Retaining the Best Employees: A Study on Selected Bangladeshi Firms", Asian Journal of Social Science and Management Studies. Vol 3, No. 2, ISSN: 2313-7401, pp 108-114. 5.

influences of various HR practices in retaining the employees. The objective of the study was to identify the sources of job satisfaction and their influence on employee retention. A Judgmental sample of 314 was considered for the study at various levels of organizations both in private and public corporate. The study showed a positive result, but an insignificant relationship between employee retention and factors like job analysis, adequacy of information, management-employee relationship and participation in decision making. He identified that job training, compensation, benefits and supervisory treatment have a strong negative relationship with employee retention, where as other factors of Rto R are play neutral role in retaining employees.

Kaari, Simon & Kubaison[20] in their article "Factors Influencing Employee Retention" in the field of education sector at Meru University of Science and Technology studied the various factors that influence the employee's retention at Meru University. The objectives of the study relate to training and development, performance appraisal, welfare benefits and career advancement programs will influence employee retention. They have taken a sample size 104 member and applied stratified random sampling technique. They analyzed the date by applying SPSS found that welfare benefits had the greatest impact on the employee retention, followed by career growth, than the training and development while performance appraisal had the least impact in the employee retention which is a must.

Bidyut & Barua[21] in their article titled "Factors Affecting Employee's Retention" in Automobile Service Workshops of Assam an Empirical Study, studied the various factors affecting the employee retention. The objective of the study is to know which factor the respondents consider their long tenure in the organization. Those are Job security, Job satisfaction, work life balance, Compensation and they studied the inter relationships an above listed factors. A sample size of 100 respondents from various departments was surveyed and applied Pearson correlation, ANOVAs Test, HSD. The study revealed that employee retention in a job is based on job security and employee retention was above average in selected organization.

Mehta, Kurbett & Dhankhar[22] in their article titled "Study on Employee Retention and Commitment" explained that Today employee commitment and retention has become an important strategic aspect of the organization. The objective was to identify the best practices and methods adopted by the various

[20]Kaari, J.M. Mutiria, Simon, R. &Kubaison, T. "Factors Influencing Employee Retention at Meru University of Science and Technology ", IOSR Journal of Business and Management (IOSRJBM), Vol 17, Issue 11, Version 11, ISSN (P): 2319-7668, (2015) 75-82. 3.
[21]BidyutBijoyaNeog& Dr. MukuleshBarua (2015) "Factors Affecting Employee's Retention in Automobile Service Workshops of Assam: An Empirical Study", The SIJ transactions on Industrial, Financial and Business Management (IFBM), Volume 3, No. 1, ISSN: 2321-242X, pp 9-18 2
[22] Mehta, Aarti Kurbett & Ravneeta Dhankhar "Study on Employee Retention and Commitment" International Journal of Advance Research in Computer Science and Management Studies, Vol 2, No 2, (2014) 154 – 164. 4

businesses across industries to help enhancement and commitment in employee retention. They found that no significant and relevant policies which keep employees committed to the organization, because employers lay different emphasis on different variables that suit their organizations than employee benefits and the real task was to retain the committed workforce. They also found that few of them were building strategies by keeping the employee perspective in and suggested to pay attention on career advancement and development path, performance appraisal perk and flextime, leadership, work-life balance and compensation and induction program to retain the employees.

Saleem & Affandi[23] in their article titled "HR Practices and Employees Retention, an empirical analysis of the Pharmaceutical sector of Pakistan" studied the impact of Human Resources practices on Employee Retention, considering Perceived Organizational Support as a mediating variable. The researchers used Convenience sampling of 100 sizes and used most of the secondary sources to gather the information. The results showed that growth opportunities were significantly associated with perceived organizational support. The researchers found that Growth and Fairness of rewards were negatively associated with employee turnover and Perceived organizational support was positively and significantly related to the Fairness of rewards and growth opportunities, as well as with employee retention. So, the authors concluded that to retain skillful employees there must be opportunities for growth and fairness in reward system.

Zachariah and Rupa[24] in their article titled "A Study on Employee Retention Factors influencing IT Indian companies & Multinational Companies in India". The Objective of their study was to examine the factors that influencing the retention of IT professionals of Indian and Multinational Companies. Purposive sampling technique was adopted to conduct the study with 30 IT national and Multination Organizations. The study showed that there was no significant difference in response among IT Professionals of Indian IT companies and Multinational Companies in India. Therefore, they conclude that the Indian IT Companies were on par with Multinational Companies in various aspects, along with a retention strategy would help Organizations in attracting and retaining top talent.

Samuel & Chipunza (2009) in their article titled "Employee retention and turnover using motivational variables as a panacea" have studied the various motivational variables for retention of employees at both private and public-sector organizations in South Africa. The objective of the study was to

[23]Saleem, M. &Affandi, H. "HR Practices and Employees Retention, an empirical analysis of Pharmaceutical sector of Pakistan", IOSR Journal of Business and Management (IOSR JBM), Vol 16, Issue 6, Version 1, ISSN (P): 2319- 7668, (2014) 111-116

[24] Zachariah, M. &Rupa, T.N "A Study on Employee Retention Factors Influencing IT Professionals of Indian IT Companies and Multinational Companies in India", Interdisciplinary Journal of Contemporary Research Business, Vol 4, No.7, (2012). 449-466. 7

determine the extent to which the identified intrinsic and extrinsic motivational variables are influencing employee retention and employee turnover in the selected organizations. The cross-sectional survey study design and tested through chi square test with a sample size of 1800 respondents They found that employees of select organizations to a large extent are influenced by intrinsic and extrinsic motivational factors and resorted to have significantly influenced employee retention through training and development, challenging/interesting work, freedom for innovative thinking, and job security

Theoretical Considerations

This study adopted equity theory for theoretical analysis, John Stacey Adams[25] propounded the theory in 1963, and the theory holds that employees become de-motivated when they perceive the existence of unfair treatment in the workplace. Adams based his equity theory on elements of Maslow's Hierarchy of Needs[26] and Herzberg's Two Factor Theory[27].

Adam's Equity Theory holds that worker motivation is influenced by employees' perception of the existence of fair treatment in the workplace. This typically consists of such factors as fairness in the selection of employees, evaluation of performance and distribution of rewards and compensation. The use of equity theory in the workplace allows managers to examine worker relationships and manage employees in a fair and equitable manner that encourages performance and improve productivity.

Equity theory proposes that individuals who perceive themselves as either under-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. It focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratios of contributions and benefits of each person within the relationship.

Partners do not have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contributions (such as investing the same amount of effort, time, and financial resources), as long as the ratio between these benefits and contributions is similar. Much like other prevalent theories of motivation, such as Maslow’s hierarchy of needs, equity theory acknowledges that subtle and variable individual factors affect each person’s assessment and perception of their relationship with their relational partners[28]. According to Adams[29], anger is induced by underpayment, inequity

[25] Adams, J. Stacy. "Equity theory."In Organizational Behavior 1, pp. 134-158.Routledge, 2015.
[26]Maslow, Abraham H. "Humanistic science and transcendent experiences." Journal of Humanistic Psychology 5, no. 2 (1965): 219-227.
[27]Herzberg, F. (1974). Motivation-hygiene profiles. Organizational Dynamics, 3(2), 18-29.
[28] Bennett-Guerrero, Elliott, Tim H. Veldman, Allan Doctor, Marilyn J. Telen, Thomas L. Ortel, T. Scott Reid, Melissa A. Mulherin et al. "Evolution of adverse changes in stored

and guilt is induced with overpayment equity (Spector 2008). Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases.

In any position, an employee wants to feel that their contributions and work performance are being rewarded with pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes.

The equity theory states that there is a direct relationship between how an employee thinks he is treated, and how motivated that employee is to work. For example, the most motivated employee would also think he is treated well and respected.

Inputs vs. Outputs

[30]Equity theory, as applied in the workplace, calls for a fair balance between the employee's inputs and outputs. Employees input consists of such factors as the employee's skills and Knowledge, Time, Effort, Loyalty, Hard Work, Commitment, Ability, Adaptability, Flexibility, Tolerance, Determination, Enthusiasm, Personal sacrifice, Trust in superiors, Support from co-workers and colleagues.

An output on the other hand is the level of frustrations the workers may tolerate without negative consequences. Outputs include all benefits the worker receives in exchange for those inputs. These outputs consist of factors such as pay, benefits, and intangible rewards Job security, Salary, Employee benefit, Expenses, Recognition, Reputation, Responsibility, Sense of achievement, Praise, thanks, and recognition. According to Adam's Equity Theory, it is essential that workers perceive that they are properly compensated for the amount of time and effort they put into their jobs in order for workers to achieve maximum efficiency[31].

The basic assumptions of this theory can be summarized as follows[32]:

i. Employees expect a fair return for what they contribute to their jobs, a concept referred to as the “equity norm”.

RBCs." Proceedings of the National Academy of Sciences 104, no. 43 (2007): 17063-17068.

[29] Adams, J. Stacy. "Inequity in social exchange."In Advances in experimental social psychology, vol. 2, pp. 267-299.Academic Press, 1965.

[30] Adams, 57

[31] Ibid, 126

[32] Ibid, 213

ii. Employees determine what their equitable return should be after comparing their inputs and outcomes with those of their co-workers. This concept is referred to as "social comparison".
iii. Employees who perceive themselves as being in an inequitable situation will seek to reduce the inequity either by distorting inputs and/or outcomes in their own minds ("cognitive distortion"), by directly altering inputs and/or outputs, or by leaving the organization. (Carrell and Dittrich, 1978)

Therefore, Employees perceive that members of management may be trusted to act in a fair and ethical manner have a significant impact on motivation. Perceptions of fair or unfair treatment in workplace procedures and compensation also influence job satisfaction, employee engagement and retention as well as organizational performance. Engaged employees are typically productive employees. Increased productivity and reduced turnover rates both improve the organization's performance. Thus, the effective application of equity theory in the workplace may have a significant positive impact on the organization's performance.

The management of Bauchi State University Gadau and other employers of labour can apply Adam's Equity Theory to their workers at all levels to predict and influence employee behaviors toward better performance. Organizations can apply equity theory in the workplace to analyze employee perceptions of fairness and improve work practices to boost workers morale and productivity. This may occur through the use of a variety of methods, including conducting surveys to gather data pertaining to employee perceptions. Organizational leaders may then use this data to develop policies and procedures designed to improve the perception of fair and equitable treatment throughout the organization.

Methodology

The study utilized survey and documentary research design. The study was carried out in Bauchi State, North East Nigeria. The population of this study are; academic and non- academic staff of Bauchi State University Gadau. Simple Random sampling technique was employed to select the sample population. The Total population of this study is 821 out of which 263 were used as sample size with application of Robert & Krejcie (1970) sample size determination technique. Both primary and secondary methods of data collection were utilized. The questionnaire were structured in 5-point Likert scale; SA (Strongly Agree) of weight 5, A (Agree) of weight 4, N (Neutral) of weight 3, D (Disagree) of weight 2, and SD (Strongly Disagree) of weight 1. Data collected were presented using frequency table and percentage while multiple linear regression analysis was used to analyzed the primary data. This total population was narrowed down to determine the sample size. Robert & Krejcie sample size determination formula is stated as:

:

$$n = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (.05).

$$n = \frac{3.84(821)(0.5)(1-0.5)}{0.0025(821-1) + 3.84(0.5)(1-0.5)}$$

$$= \frac{3.84(821)(0.5)(0.5)}{0.0025(820) + 3.84(0.5)(0.5)}$$

$$\frac{788}{3.0}$$

Sample size = 263

Result and Discussion of Finding

Out of two hundred and six three (263) questionnaire distributed to the Staff of Bauchi State University Gadau. Only two hundred and seventeen (217) were successfully completed and returned. The returned questionnaires were used for analysis.

Table 1: Respondent's view on the effect of Conducive working environment on labour turnover

	Frequency	Percent	Cumulative Percent
Strongly Agree	19	8.8	8.8
Agree	158	72.8	81.6
Undecided	8	3.7	85.3
Valid Disagree	26	12.0	97.2
Strongly Disagree Total	6	2.8	100.0
	217	100.0	

Source: Field Survey, 2023

The above table indicates that 19 respondents representing 9% strongly agreed that Conducive working environment have reduced the rate of labour turnover in Bauchi State University Gadau. 158 respondents representing 73% agreed that Conducive working environment have reduced the rate of labour turnover in Bauchi State University Gadau. 8 respondents representing 4% could not

ascertain whether Conducive working environment have reduced the rate of labour turnover in Bauchi State University Gadau. 26 respondents representing 12% disagreed; while, 6 respondent representing 3% strongly disagreed.

Table 2: Respondent's view on the effect of Reward for good work on labour turnover

	Frequency	Percent	Cumulative Percent
Strongly Agree	131	60.4	60.4
Agree	52	24.0	84.3
Undecided	4	1.8	86.2
Valid Disagree	26	12.0	98.2
Strongly Disagree	4	1.8	100.0
Total	217	100.0	

Source: Field Survey, 2023

The above table indicates that 131 respondents representing 60% strongly agreed that reward for good work have reduced the rate of labour turnover in Bauchi State University Gadau. 52 respondents representing 24% agreed that reward for good work have reduced the rate of labour turnover in Bauchi State University Gadau. 4 respondents representing 2% could not ascertain whether reward for good work have reduced the rate of labour turnover in Bauchi State University Gadau. 26 respondents representing 12% disagreed; while, 4 respondent representing 2% strongly disagreed.

Table 3: Respondent's view on the effect of Staff development on labour turnover

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	33	15.2	15	15.2
Agree	148	68.2	68	83.4
Undecided	4	1.8	2	85.3
Valid Disagree	28	12.9	13	98.2

Strongly Disagree	4	1.8	2	100.0
Total	217	100.0	100.0	

Source: Field Survey, 2023

The above table indicates that 33 respondents representing 15% strongly agreed that staff development have reduced the rate of labour turnover in Bauchi State University Gadau. 148 respondents representing 68% agreed that staff development have reduced the rate of labour turnover in Bauchi State University Gadau. 4 respondents representing 2% could not ascertain whether staff development have reduced the rate of labour turnover in Bauchi State University Gadau. 28 respondents representing 13% disagreed; while, 4 respondent representing 2% strongly disagreed.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965[a]	.932	.930	.28856

a. Predictors: (Constant), Staff development , Reward for good work, Conducive working environment Table above shows R figure at 0.97 we can say that, there is strong relationship between independent and dependent variable. This further indicates that, this model is fit to be used in this study.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	240.311	4	60.078	721.525	.000[b]
	Residual	17.652	212	.083		
Total		257.963	216			

a. Dependent Variable: Labour Turnover

b. Predictors: (Constant), Staff development , Reward for good work, Conducive working environment

The ANOVA Table above shows the overall significance relationship between the two variables under consideration.

The result of the statistical table above shows that, the value for f-factor regression models stood at 721.525. The value is greater the value of level of

significant which stood at 0.000. This means that, the model is fit for the variable under consideration. Goodness of fitness in the use of this (regression) model has 95% level of confidence interval.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.471	.067		-7.039	.000
Conducive working environment 1	.351	.074	.284	4.730	.000
Reward for good work	.516	.042	.364	12.259	.000
Staff development	.142	.074	.118	1.904	.058

a. Dependent Variable: Labour Turnover

The result from the analysis shows that (table 1), the calculated β is 0.35 while the level of significant is 0.000 which shows there is a relationship between Conducive working environment and reduction in the rate of labour turnover. This is because level of significant is 0.000 which is lower than the estimated value of X at 0.05. Since the calculated regression value is less than the estimated value of X. we will reject the null hypothesis which stated that; There is no significant relationship between Conducive working environment and labour turnover in Bauchi State University Gadau and accept the alternative hypothesis which stated that, There is significant relationship between Conducive working environment and labour turnover in Bauchi State University Gadau.

The result from the analysis shows that (table 2), the calculated β is 0.51 while the level of significant is 0.000 which shows there is a relationship between reward for good work and reduction in the rate of labour turnover. This is because level of significant is 0.000 which is lower than the estimated value of X at 0.05. Since the calculated regression value is less than the estimated value of X. we will reject the null hypothesis which stated that; There is no significant relationship between reward for good work and labour turnover in Bauchi State University Gadau and accept the alternative hypothesis which stated that, There is significant relationship between reward for good work and labour turnover in Bauchi State University Gadau.

The result from the analysis shows that (table 3) the calculated β is 0.14 while the level of significant is 0.06 which shows there is a relationship between staff development and reduction in the rate of labour turnover. This is because level of significant is 0.000 which is lower than the estimated value of X at 0.05. Since the calculated regression value is less than the estimated value of X. we will accept the null hypothesis which stated that; There is no significant relationship between Staff development and labour turnover in Bauchi State University Gadau and reject the alternative hypothesis which stated that, There is significant relationship between Staff development and labour turnover in Bauchi State University Gadau.

Discussion of findings

Based on the findings of the study that the level of turnover in the institutions does not posed much challenge to the management and that the institutions were in a desirable status in labour turnover situation, the retention strategies that were in place are considered to be very useful which maintained employees in the institutions, thus, ensured the stability of productivity in the institutions. The retention strategies found in the institutions that were capable of controlling rate of labour turnover are:

i. The study revealed that conducive working environment have play have significant effect on labour turnover in Bauchi State University Gadau.

ii. The study equally shows that reward for good work have significant effect on labour turnover in Bauchi State University Gadau. The most effect retention strategies for the management of labour turnover in the university is the reward for good job such as payment of allowances, earn academic allowances, extract work load, and offer for study leave with pay

iii. The study also revealed that Staff development has significant effect on labour turnover in Bauchi State University Gadau. The study found that training and development programme for staff has a greatest impact on the employee retention in Bauchi State University Gadau.

Conclusion and Recommendations

The analysis in the preceding paragraphs has brought to light the effect of retention strategies in the incidences of labour turnover, more importantly that it helps in controlling the level of turnover in Bauchi State University Gadau. For the purposes of recommendation the paper offers the following recommendations:

1. The retention strategies identified from the study analyzed should be maintained and improve upon to ensure control on the level of turnover and to avoid disruption and cost in Bauchi State University Gadau.
2. The decision makers and organisational leaders should keep the efforts towards maintaining the level of turnover at a low level to ensure that

the desired level of productivity is being maintained in Bauchi State University Gadau.

3. Workers shall be educated on the incidences of labour turnover to reduce anxiety among the employees in Bauchi State University Gadau.

4. The Human capital and Social capital assets of the University shall have a place in the integral circle of decision making and promoting group relation in Bauchi State University Gadau.

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