



THE IMPACT OF WORKING CONDITION ON EMPLOYEES' TURNOVER.

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Abstract

The pillar of success for any organization is largely depends on the quality of its workforce. Retaining this competent and dedicated staff have been the battle an organization must fight and win. Therefore, the study focuses on the influence of working conditions on employees' turnover in Oyo State Health sector. The study used both primary and secondary data. Primary data was collected through the use of questionnaire while secondary data was obtained from the publications of the State Ministry of Health and Hospital Management Board. 110 questionnaires were distributed using purposive sampling method. The data collected was analyzed using descriptive and inferential statistics. The findings revealed that job autonomy had a positive influence on the turnover of public health sector workers in Oyo State, with ($\beta=16.16844$, with $p < 0.05$). Availability of equipment also had positive influence on public health sector employees' turnover in the state with ($\beta=2.157566$, with $p < 0.05$). Furthermore working environment had positive influence of public health workers turnover in Oyo State with ($\beta=2.459705$, with $p < 0.10$). The study further revealed that job autonomy, availability of equipment and working environment had positive influence on employees' decision to seek new job. it was established that 49% of the respondents indicated their intension to leave the service of the state government if given opportunity elsewhere. The study suggested that to retain health workers in the employment of Oyo State government, the State government should allow health workers to be part of decision making process on matters that deal with their job related activities. Also provision of modern equipment should be given priority in the face of scarce resources being faced by the State. Lastly, working environment of the workers should be improved so as to retain the best brain in health sector of the State.

Keywords: turnover, health-workers, retention, working-condition

INTRODUCTION

Every organization is set out for the achievement of certain goals or objectives, but this can only be made possible when the work force are well motivated and willing to remain with the organization, otherwise the employee may decide to leave. According to Willis (2001), compensation is one of the important factors, as far as attracting and keeping talent in organisations is concerned. Pattni (2018) agreed that employee turnover plays an important role in an organizations success he went further to state that good strategies and business plans ensures that organizational goals and objectives are met through availability of skilled workers. The fundamental hypothesis is that, money induces employee behaviour through shaping their attitudes (Parker & Wright, 2001). The provision of a lucrative remuneration package is one of the widely discussed factors of retention. Rewards not only fulfill financial and material needs but they also provide a social status and position of power within an organization. In their study, Allen, Shore and Griffeth (2003) asserted that employers have to differentiate themselves from others through their compensation strategy in order to attract and retain quality employees. According to them, an organization's compensation strategy should be able to attract the right quality of employees, retain suitable employees and also to maintain fairness between the employees.

One method through which employers can retain the workforce is through offering a good compensation package. An organisation can only succeed in its retention strategy if it offers competitive, market-related pay and benefits because this motivates employees to become committed to the organisation (Lockwood and Walton, 2008). Mercer (2003) maintained that employees will stay in an organisation, if they are rewarded and also they may leave if they are inadequately rewarded. Employees are likely to remain in organisations where they believe that their capabilities, contributions and efforts are appreciated (Davies, 2001). Gomez-Mejia, Balkin and Cardy (2004) also declared that internal equity and external equity should be observed in terms of remuneration if the compensation package is to be employed as a retention strategy.

Also Pillay (2009), identified that monetary and non-monetary rewards are important in order to raise employee retention. Monetary rewards reported to have considerably increase employee retention included performance bonuses, reasonable salaries, and remuneration for scarce skills. Non-monetary rewards consist of promotions, child care facilities, extended, leave and recreation facilities. It was also reported that nurses view salary as the main source of dissatisfaction which often resulted to high employee turnover (Pillay, 2009). South

African professional nurses who migrated abroad also mentioned financial reason as key motives that influenced their decision to leave South Africa (Oosthuizen, 2005).

However, in spite of many studies reporting that financial incentive to be poor motivating factors, remuneration packages still remain as a method employed by many organisations to enhance employee commitment (Mitchell, Holtom & Lee, 2001). Horwitz, Heng and Quazi (2003) also asserted that compensation practices is still one of the most popular retention strategy. According to Teseema and Soeters (2006) there is a positive relationship between compensation practices and employee retention, hence their explanation that voluntary turnover is high among those employees who value high financial rewards as part of their compensation package.

According to Orji (2009), labour turnover is defined as "the movement of employee into and out of the an organisation" and this may determined by recording movements out of the firm on the assumption that a leaver will finally be replaced by a new worker". Porter and Steers (1973) in their contribution to the subject explain that unfulfilled expectations were central to the individual's decision to leave an organization, stating that individual employee has his own set of expectations upon which he/she was attracted to an organization. If the anticipated expectations are not met, the individual feels dissatisfied and may decide to leave. Furthermore, a negative evaluation of someone's job leads to job discontent, thoughts of quitting, hence employee turnover is the movement of employees around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi et al. 2000). Price (1977) provides a quantitative approach to the subject matter, stating that turnover "is the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period". Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new worker must be employed and trained, this process is known as turnover (Woods, 1995).

Objective of the study;

- (a) The objective of the study is to determine the influence of working conditions on employees' turnover in Oyo State Public health sector.
- (b) To ascertain the readiness of Oyo State health employees to remain in the service of Oyo State Government.

Theoretical Framework

Herzberg's two-factor theory of motivation draws on the model and theory of Maslow. In his research on motivation, Herzberg identified two factors that influenced motivation and job satisfaction, particularly hygiene and motivational factors (Herzberg, 1968). These factors are seen to be effective in motivating the individual towards a better work effort and retention.

Herzberg defined hygiene factors (also known as dissatisfiers) as those factors directly related to the working environment and they include (Herzberg, 1968):

- Company Policy
- Quality of Supervision
- Relations with others
- Personal Life
- Rate of Pay
- Job Security
- Working Conditions

Herzberg believed that hygiene factors do not motivate employees. Herzberg's theory proposes that if hygiene factors are present in the lower level needs of physiology and safety, referred to in Maslow's Theory of Motivation, these needs are likely to be met. These factors are perceived to be acting as motivation for individuals to reach greater performance and effort. If the hygiene factors are ineffectively met, they cause dissatisfaction, on the other hand, if effectively met, the employee is neither dissatisfied nor satisfied. The employee is thus not dissatisfied but not motivated.

It is clearly important that organisations address the hygiene factors before they initiate motivation into the employee's job. Examples of motivational factors in Herzberg's theory are (Herzberg, 1968):

- Achievement
- Job Interest
- Personal Growth
- Recognition
- Career Advancement
- Responsibility

Motivational factors (also known as satisfiers) lays emphasis on the work itself by providing opportunities for the satisfaction of higher order needs or growth needs as referred

to in Maslow's Theory of Motivation. Also, motivational factors predominantly refer to the environment and help to avert job frustration, while not having a notable influence on positive attitudes.

Herzberg establishes that, some characteristics inclined to be regularly related to job satisfaction. Factors such as accomplishment, acknowledgment, accountability, progression, and development appeared to be connected to job satisfaction. Steyn (2002) opines that this theory speculates that it is not extrinsic factors (for example salary, organisation benefits, working conditions, and job security) which motivate employees, but intrinsic factors (for example achievement, recognition, responsibility).

Herzberg reasoned that the opposite of satisfaction was not dissatisfaction. He realised that removing dissatisfying features from a job does not certainly make the job satisfying. Motivators are factors which produce actual satisfaction. According to Schulze & Steyn (2003), although hygiene factors are not motivators, they are a precondition for motivation (Schulze & Steyn, 2003).

Herzberg's Two-Factor theory suggests that organisations' focus must be centred on safeguarding the suitability of the hygiene factors to elude employee dissatisfaction (Herzberg, 1968). Furthermore, organisations must ensure that the job roles are engaging, exciting and fulfilling so that employees are motivated to work. According to Nel et al. (2001), it is important that an organisation gives priority to hygiene factors before presenting motivators. According to the theory, hygiene factors are factors which are significant for the existence of motivation in any organisation (Herzberg, 1968). These however, do not lead to positive satisfaction over the long-term. However if these factors are lacking, they then lead to employee dissatisfaction.

Organisations must not only offer hygiene factors to avoid employee demotivation, but also must offer factors essential to the work itself for employees to be satisfied with their jobs. Implications of this in the workplace suggest that the job role should have adequate challenge to utilise the full capability of the employee. Employees who display growing levels of strong capability should be given more responsibility.

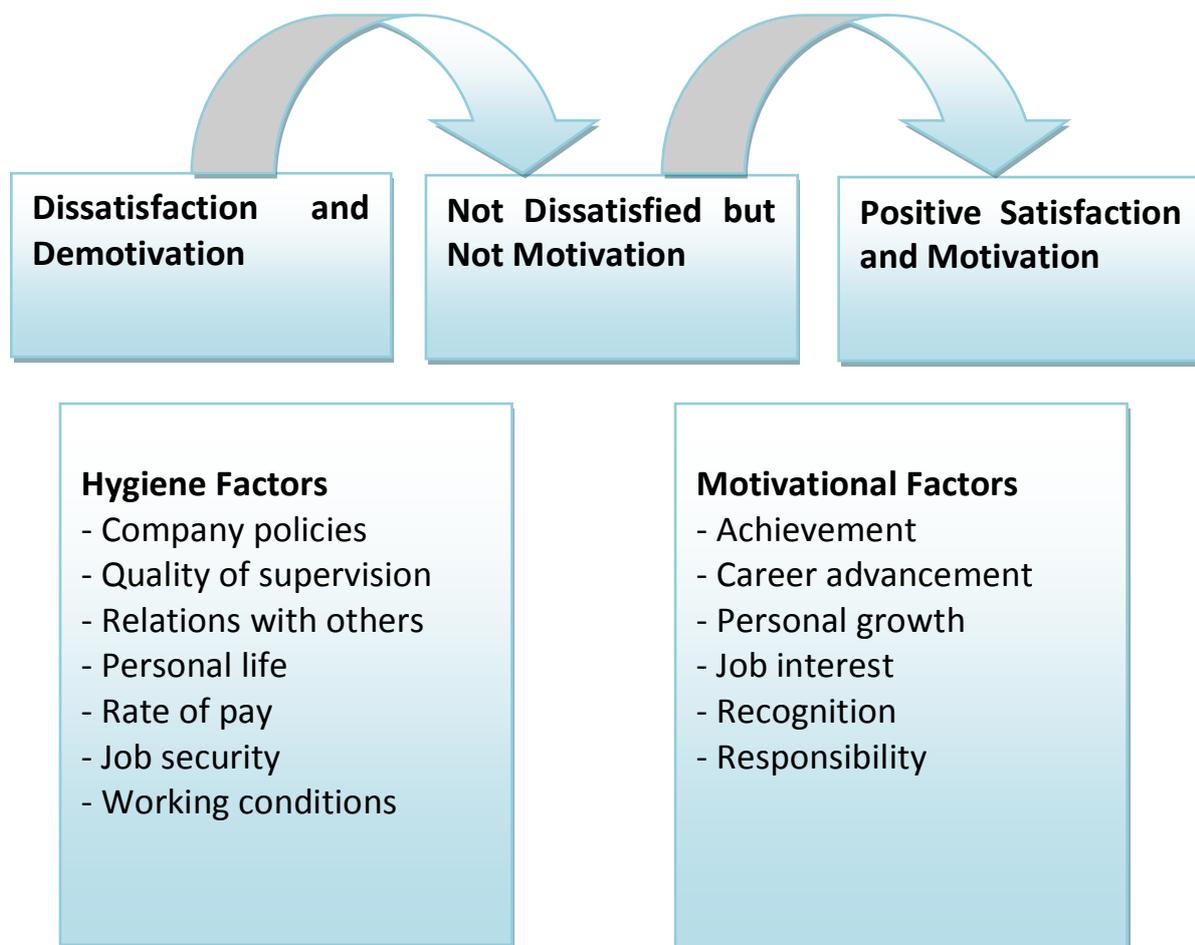


Fig 2: Herzberg's Two-Factor Theory of Motivation (Herzberg, 1968)

Source: Grobler et al. (2006) Human Resource Management in South Africa (3rd ed.). London: Thomson Learning. Pp 28

REASONS FOR LABOUR TURNOVER

Several authors had adduced different factors leading to people leaving one organisation to another or why people quit an organisation. Zuber (2001) opened that there are signals that employees are more likely to stay when there is a stable work environment and vice versa. If an organization is experiencing high level of inefficiency there may also be a high level of labour turnover (Alexander et al. 1994). Therefore, in situations where organizations are not stable employees tend to quit and look for stable organisations because with stable organisation they would expect career advancement. Furthermore the adoption of quantitative approach to managing the employees may lead to disenchantment of workers, which may ultimately leads to labour turnover. Therefore management should not use quantitative approach in managing its employees. All these approaches should be avoided if managers

want to minimize employees' turnover, and increase organisational competitiveness in this environment of globalization. Magner et al. (1996).suggested that, one of the major strategy of retaining is to be involved in decision making in an organization, this make them feel comfortable and have a sense of belonging, therefore desire to stay longer. Allowing employees to fully understand and participate on issues that affect their working atmosphere will bring about job satisfaction. On the other hand absence openness' in sharing information and employee empowerment limit the chances of continuity of employees in an organisation.

Effects of employee turnover

Ogbonnia (2012), concluded that high labour turnover has an adverse effect on organization success. That the remote and immediate causes of high labour turnover are wages reduction, greener pasture seeking, and job dissatisfaction with company approach on layoffs, lack of incentives, training and hiring and firing. Employee turnover is expensive from the view of the organisation. The replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, and formal and informal training of the substitute until the necessary skills is acquired or the attainment of performance levels equal to the individual who quit (John 2000). Furthermore, Akinyomi (2016) asserts that some reasons for employees turnover includes; poor working environment and poor remuneration package. He went further to itemize the cost of turnover of an employee to an organization: cost of advertising for vacant position, interview, recruitment and training of the new staff among others. Apart from these replacement costs, during the process of hiring a new employee, output would suffer or it would be maintained at the expense of overtime payment. This is why attention has been paid to the issue of turnover because turnover has some far-reaching effects on organizational success, (Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992). The issue of turnover had exerted much impact on health sector in Nigeria in general and Oyo State in particular.

Apart from this, decentralization of the Nigerian health sector is another factor; this allows each State and Local Government the freedom to hire its own health workers. With this freedom, couple with inadequate budget provision, to pay salaries of the doctors and other health workers, many vacant positions were not being filled at the secondary and primary levels of health service delivery, despite the fact that there are growing number of unemployed doctors who are consequently forced out of the country in search of jobs. The revelation is alarming that each year about 700 Nigerian doctors emigrate to Europe (mostly the UK), North America, Australia, West Indies and South Africa in search of better working

conditions. (Omoluabi 2014). The challenge of health migration does not limited to emigration of qualified health workers out of the country, but even within country from rural to urban areas; within regions from poorer to better-off countries and across continents. A better life and means livelihood are at the root of decision to migrate. Nigeria health practitioners were discontent with such factors as “lack of promotion prospects, poor management, heavy workload, lack of facilities, a declining health service, inadequate living conditions and high levels of violence and crime are among the push factors for migration”. Prospects for better remuneration, upgrading qualifications, gaining experience, a safer environment and family-related matters are among the pull factors that prompted health workers in Nigeria to move (Awases 2004);

METHODOLOGY

Population of the study

The population of this study consists of core medical staffs of State hospitals in Oyo State. These hospitals were established in the four major cities in the State; Ibadan, Ogbomoso, Oyo and Saki, the hospitals were chosen because they play a central role in provision of health service to Oyo State indigenes, apart from this, they also serve as a referral hospitals to other general hospitals in the State.

Sampling procedure and Sample size

Although Oyo State is blessed with various types of health institutions ranging from Tertiary health sector managed by University of Ibadan i.e. University Teaching Hospital (UCH) and Ladoke Akintola University of Technology Ogbomoso, Teaching Hospital Located in Ogbomoso. Apart from this, the State established four State hospitals at Ibadan, Ogbomosho, Oyo and Saki which is the reference point for this research. Furthermore, in order to make health services closer to the her citizens, the State establish general hospitals in all other local government of the state and with some specialized hospitals.

A total of 140 questionnaires were distributed to core medical staffs in these four State Hospitals in: Ibadan, Ogbomoso, Oyo and Saki in ratio of 40, 35, 35 and 30 respectively, using convenient sampling method to distribute the questionnaire. Out of this figure 110 were successively completed and returned.

Methods of Data Collection

The data employed for this research were both primary and secondary data. Structured questionnaire was distributed to the selected respondents to collect the primary data. The questionnaire contains both opened and closed-ended question that ensures the collection of required information that suits the purpose of the study, while secondary data uses the publication of Oyo State ministry of health and Hospital management board.

Methods of Data Analysis

The data collected was analyzed using descriptive statistics with the intention of understanding the characteristics of the sample groups. In addition to this, inferential statistics (OLS) was also employed in this research.

HYPOTHESIS

The following hypotheses are stated in null form:

H₀: Good working conditions had no significant relationship on employees' turnover.

From table 1 above 73% respondents agreed that their jobs are secured, while 27% says that their jobs are not secured, this implies that, the job of majority worker in the health sector are secured these should serve as motivation for health workers in the state to remain and committed to their jobs.

Table 2

WHETHER RESPONDENT HAS CONTROL OVER ALL ASPECTS OF JOB RELATED ACTIVITIES (x₂)			
		Frequency	Percent
Responses	YES	30	27.2
	NO	62	56.4
	UNCERTAIN	18	16.4
	Total	110	100.0

Source: Field Survey 2019

From table 1 above 56% of the respondents affirmed that they have no control over all aspects of their job related activities, while 27% of the respondents agreed that they have control over all jobs related activities, but 16% of them concluded that, they are uncertain. These implies that health worker do not have control over their job related activities, this may not motivate them to remain in the job.

Table 3

AVAILABILITY OF EQUIPMENT (x³)			
		Frequency	Percent
Responses	FULLY EQUIPED	10	9
	AVERAGELY EQUIPED	65	59
	LOWLY EQUIPED	35	32
	TOTAL	110	100

Source: Field Survey 2019

The table above indicates that 59% of the respondent affirmed that their hospitals were averagely equipped, 32% of the respondents affirmed that their hospitals where lowly

equipped, while only 9% concluded that their hospitals were fully equipped. This implies that hospitals in the state were not well equipped to meet modern challenge of health care provision. This may demoralize the zeal at which the health workers may like to deliver quality service to the State.

Table 4

WHETHER SALARY IS THE REASON FOR LEAVING THE SERVICE OF GOVERNMENT (x₄)			
		Frequency	Percent
Responses	YES	96	87.3
	NO	14	12.7
Total		110	100.0

Source: Field Survey 2019

The table 4 above shows that 87% of the respondents give inadequate salary for reason for leaving the service of the State Government if given opportunity elsewhere, but 13% gave other reasons other than salary for leaving the service of the State if given opportunity elsewhere.

The implication of this on health workers is that, majority of them are willing and ready to leave the service of the state if opportunity is made available elsewhere, the Oyo State Government should pay more attention to improved salary and other welfare benefits, so as to attract the best brain to the health sector of the State.

Table 5:

WHETHER LACK OF JOB SATISFACTION IS THE REASON FOR LEAVING THE SERVICE OF GOVERNMENT (x₅)			
		Frequency	Percent
Responses	YES	65	59.1
	NO	45	40.9
Total		110	100

Source: Field Survey 2019

Table 5 above revealed that, 59% of the respondents agreed that lack of job satisfaction is the main reason for leaving their job if given alternative opportunity elsewhere, while 41% say no to leaving government service. This implies that majority of public health workers in Oyo State are ready and willing to leave the service if the doors of employment opportunities are open elsewhere due to lack of job satisfaction.

Table 6:

WHETHER POOR WORKING CONDITION IS THE REASON FOR LEAVING THE SERVICE OF GOVERNMENT			
		Frequency	Percent
Responses	YES	84	76.4
	NO	26	23.6
Total		110	100

Source: Field Survey 2019

In table 6 above, 76% of the respondents affirmed that poor working condition is responsible for their determination to leave Oyo State Government service. While 24% say No, that working condition is not a factor that influence to leave the health sector in the State, this implies that working condition is given high premium as a factor to be considered in labour turnover in Oyo State health sector.

Table 7:

WHETHER RESPONDENT WOULD REMAIN IN THE SERVICE OF GOVT IF GIVEN OPPORTUNITY ELSEWHERE			
		Frequency	Percent
Responses	YES	54	49.1
	NO	36	32.7
	UNCERTAIN	20	18.2
	Total	110	100.0

Source: Field Survey 2019

Table 7 above shows that 49% of the respondents say yes to leaving the state government employment if an opportunity is opened elsewhere, while 33% say no they are willing to

remain in the employment of the state government, but 18% of the respondents are uncertain whether to leave or to remain if opportunity is opened elsewhere.

Table 8: Results of inferential statistics

S/N	Variables	B	Stand Term	T	Pzt	Rem
	Constant	2.53973	180152	14.10	0.000	
X ¹	Job Security	1.228006	072648	1.69	0.094	NS
X ²	Job Autonomy	16.16844	0749726	2.16	0.033	S
X ³	Availability of equipment	2.157566	9257722	2.33	0.022	S
X ⁴	Salary	0.871362	1135949	0.77	0.445	NS
X ⁵	Job Satisfaction	-0.039392	0.75653	0.05	0.959	NS
X ⁶	Working Environment	2.459705	1286433	1.91	0.059	S

Source: Field Survey 2019

Hypothesis:

H₀: Good working conditions had no significant relationship on employees' turnover.

H₁: Good working conditions had significant relationship on employees' turnover.

RESULT:

From table 8 above, good working conditions had no significant relationship on employee's turnover. It was revealed from the study that job autonomy had a positive influence on public health sector employees turnover in Oyo State with ($\beta=1616844$, $P<0.05$), while availability of equipment also impacted positively on public hospital employees with ($\beta=2.157566$, $P<0.05$) furthermore, working environment is also positively influence public hospital employees with ($\beta=.2459705$, $P<0.10$).

The result further showed that three of the examined variables –job autonomy ($\beta=.1616844$), availability of equipment ($\beta=2.157566$) and working environment ($\beta=.2459705$), were significantly related to public hospital employees' turnover in Oyo State. From the result of the study, the alternative hypothesis is accepted; that there is significant relationship between public hospital employees' working condition and turnover rate.

The study further revealed that job autonomy, availability of equipment and working environment influenced the employees in seeking new job or quitting their jobs.

Discussion and Findings

The result of the analysis revealed that working condition impacted positively on employee turnover: job autonomy, availability of equipment and working environmental had positive influence on turnover of public health sector employees in Oyo State. The study is in conformity with Herzberg hygiene factors that, the presence of these hygiene factors do not motivate but are necessary in an organization, this factors according to the findings of the study is responsible for the willingness of the health workers in Oyo State to quit their jobs if given opportunity elsewhere. The finding was supported by Akinyomi (2016) who concluded that, poor working environment and poor remuneration package are some of the reasons for employees' turnover. Banarjee (2019) also asserted that healthy working conditions are important if an employee will remain in an organization.

Conclusion and Recommendation

Employees in an organization have been strategically placed for the achievement of goals and objectives of the organization, to ensure that this is achieved, every organization must first employ the required skills and right the quantity of employees needed by the organization. Not only these, required resources must be deployed to motivate them, so that they can give in their best and be retained in the organization. The study examines the influence of working conditions on labour turnover in Oyo State public health sector. The result showed that job autonomy, availability of equipment and working environment all had positive influence on labour turnover in public health sector of the state. Also from the study, it was ascertained that 49% of the respondents signified their intension to leave the service of the state government if given opportunity elsewhere. These calls for urgent attention from the state government to make working condition of the employees in the public sector of the State conducive so that they can give in their best and retain them in the service of the State.

The study further suggests that modern equipment which will facilitate good health service delivery should be purchased and distributed to all the State health institutions for effective service delivery. Also the state government should give the health workers greater autonomy in taking decisions that concerns all their job related activities, all these in the long run will minimize the level of turnover of health workers in the state because the sector generally in the developing countries like ours had been plagued with the exodus of qualified health professionals which in turn hampered the effective health service delivery in Oyo State.

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