

Impact Of Employee Turnover On The Organisational Performance: An Evidence From Royal Salts Limited, Lagos, Nigeria

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Abstract

The study examined the impact of employee turnover on the performance of Royal Salt Limited, Lagos, Nigeria, with the specific objective to: assess the impact of voluntary employee turnover on organisational efficiency; and ascertain the impact of involuntary employee turnover on organisational effectiveness. The survey method was chosen as the research approach due to its simplicity and ability to reflect a population accurately. Taro Yamane's formula was deployed to determine a 304 sample size from the study's population. Validity and reliability of research instruments were conducted to ensure the item in the questions were suitable for the analysis. The study adopted a simple random sampling technique by administering a questionnaire. Subsequently, a regression analysis as the analytic data technique for testing the study's hypotheses was adopted with the aid of SPSS v25. The study's findings confirmed: a significant and positive impact of voluntary employee turnover on organisational efficiency; and a significant impact of involuntary employee turnover on organisational effectiveness. The study, therefore, recommended the offer of challenging, unambiguous tasks to the workers in an environment that is suitable for advancing their careers while equally providing them with adequate and just compensation.

Keywords: Organizational Efficiency; Organizational Effectiveness; Employees' Engagement; Organisational Performance; and Staff Turnover

Introduction

The workforce is the focal point of all organizational activities, as any organization's capacity to achieve its ultimate goals is directly dependent on the teamwork of its employees. As a result, organizations are ready to pay the costs of selection and screening in order to identify the best job-person and person-organization fit. As a result, organizations spend a lot of money attempting to locate the perfect employee who fits their culture and strategic goals. They invest in them by training them according to the organization's standards and requirements. As a result, limiting staff turnover becomes a primary goal for

these businesses. Nevertheless, turnover is defined as the ratio of the number of employees in an organization during a certain period to the total number of employees during that period. Hence, from a human resources standpoint, turnover explains the rate at which employees quit their employment, because a new employee must be employed to cover the position left vacant by a departing employee. As new people join organizations with fresh ideas that augment other organizational activities, some turnover is unavoidable because it may even be beneficial to the organization (Kathmandu, 2016).

Employee turnover is considered as one of the most persistent concerns in organizations., especially when it involves devoted workers with substantial expertise and a reputation for offering high-quality services (Urbancová & Linhartová, 2011). Workers are the most important and strategic of all organizational resources because they are the human people who come into the organization with diverse knowledge, experience, intelligence, skills, training, and attitude to execute certain jobs and activities in the workplace (Ugoani 2016; Chukwuezi, et al. 2021). As a result, the success of the organization depends on how these workforces are handled in terms of incentive and reward for greater performance. This is due to the fact that they are in charge of affecting how services are delivered, as either good or terrible services will undoubtedly have an impact on all of the organization's stakeholders (Abduraheem & Adebola, 2014)

Due to restructuring initiatives designed to address the nation's current economic issues, Nigeria's manufacturing sector has undergone revolutionary changes. These initiatives have forced all sectors, particularly the private ones, to face new challenges in order to increase efficiency and responsiveness to the needs of the Nigerian economy. This is due to how difficult the resulting changes are for management and its personnel. Given that they must now work harder to comply with strict guidelines and regulations, employees are now subject to more challenges and demands as a result of the rigid manpower planning and control processes adopted by the fewer well-stabilized organizations that have emerged as a result of the measure. Yet, this point in time of change is important since employees will ultimately be affected. As a result, businesses increasingly rely on the majority of their employees to gain a competitive advantage, which drives them to heavily engage in training their workforces to keep up with new information, skills, and abilities (Ajede, 2011).

As a result, it was argued that the mechanisms for lowering the workplace turnover rate resided on managers by managing, minimizing, and measuring employee separation by whatever means possible because humans were the only beings capable of driving any organization. On that note, there is a need to comprehend the challenges of personnel turnover in the Nigerian manufacturing sector and remove the impediments to the industry achieving a competitive advantage. This is because competitors can easily gain access to another organization's work expertise and talent through separation, and when this occurs, the individual in issue will need time to acclimate to the new role. Therefore, the customer's expectations may not be met, which will undoubtedly have an impact on the company's overall performance, as several factors, including insufficient training and development, job security, challenging work, lack of promotion, lack of recognition, managerial style, toxic atmosphere, and others, such as age and unreasonable expectations, the economy, and excessive workplace pressure, determine workers' separation from their organizations (Dwomoh & Korankye, 2012)

Organizational performance has the potential to provide a plethora of benefits to manufacturing establishments, including increased efficiencies from economies of scale, increased power, greater ability to withstand market fluctuations, increased survival rate, higher profits, and increased prestige for

organizational members (WeiBo et al., 2010). To determine whether an organization is successful, some performance indicators such as organizational efficiency and effectiveness should be examined. According to (Maxwell,2010), nearly 35% of workers from private sector firms have left in the last two years to join other workplaces. As a result, the high expense of employing and selecting new employees to replace the workforce void created by departing employees jeopardizes the efficacy and efficiency of many organizations (Premeaux, 2000). Yet, the advantages that Nigeria's private sector obtains from spending limited resources on hiring, selecting, training, and developing workers are outweighed by high employee turnover, particularly at Royal Salts Limited in Lagos. In order to prevent both voluntary and involuntary turnover, it is crucial that the organization properly engages, retains, and develops its skilled and seasoned personnel. Hence, this study set out to investigate the impact of personnel turnover on performance of Royal Salts Ltd in Lagos, Nigeria, based on the factors mentioned above.

Study's Purpose

The broad objective of the study was to examine the impact of employee turnover on the performance of Royal Salts Limited, Lagos, Nigeria, while the specific objectives were to:

- (i) assess the impact of voluntary employee turnover on organisational efficiency; and
- (ii) ascertain the impact of involuntary employee turnover on organisational effectiveness.

Research Questions

- (i) What is the impact of voluntary employee turnover on organisational efficiency?
- (ii) What is the impact of involuntary employee turnover on organisational effectiveness?

Literature Review

Concept of Employee Turnover

Although there has never been a universally accepted definition of employee turnover, various authors have provided varying descriptions of the idea. For instance, according to Tapaswini and Maitrayee (2020), turnover is the proportion of hierarchically placed workers who leave their jobs in the middle of a period because they are perceived as being alone by the other employees in the association at that particular time. Similar to this, (Dejene & Bamlaku,2020) defined employee turnover as the process through which employees depart the workplace, which refers to the degree of person movement within a social structure's membership border. Moreover, (Zerihun,2015) defined the term as the movement of workers within the labor market, between enterprises, occupations, and jobs, as well as between employment and unemployment. Similar to Page (2001), (Martha,2018) defined employee turnover as the complete departure of a member from an organization. Personnel changes including layoffs, firings, and promotions are included in this category.

Employee turnover, as defined by (Reib,2008), is the rate at which employees migrate within an organization. It is the proportion of employees who leave an organization due to attrition, removal from office, or resignation to the total number of employees on the payroll over the same time period (Saltanat, 2018). This is the frequency with which an employer gets and loses employees, as well as the length of time that employees tend to depart and rejoin the job (Nyaga, 2015). Employee turnover, according to (Zahorsky ,2010), has both positive and bad characteristics; nonetheless, it is in the best interests of the workplace to avoid the negative repercussions and the excessive (negative) turnover level that threatens knowledge continuity. So, the time spent on hiring new employees or workers, advertising, conducting interviews,

providing initial training, evaluating, inspiring, inducting, coaching, and mentoring, while the position is empty when turnover is high, puts a drain on the organization's finances and human resources (Armstrong,2009; Bowes, 2010).

Types of Employee Turnover

Voluntary Turnover

According to (Noe,2006), voluntary turnover occurs when employees leave their employers of their own free decision. The focus of voluntary turnover is on the particular decision-making processes that frustrated employees go through to select when to quit the job, therefore an employee's decision initiates this. This is based on an employee's own decision to resign in order to work for a specific company. Similarly, (Egan ,2005) asserted that a case of voluntary turnover shows an employee's desire to quit an organization. According to (Carmeli,2011), modeling turnover in this manner may change dramatically from an employee's to an employer's perspective. (Long et al.,2012) state that while while a worker who performs poorly may be made to quit an organization due to threats of termination or having unpleasant hours or assignments, terminations initiated by the individual are recorded as voluntary. Job stress, other work prospects, and a lack of job satisfaction, according to (Staw,2007), can all lead to voluntary employee turnover. Thus, it is necessary to examine voluntary turnover while taking into account aspects such as available alternatives.

However, there are two types of voluntary turnover: external and internal, and both have been conceptualized based on the predicted and therefore regulated. When a person voluntarily quits one organization to work for another, external staff turnover happens. Internal turnover is when a worker quits one Department and gets employed by another one inside the same company (Bilau et al., 2015).

Involuntary Turnover

Involuntary employee turnover, according to (Booth & Hamer,2007), is a discharge that denotes a decision by the employer to terminate the employment relationship. This sort of employment relationship termination is started by the employer. Involuntary employee turnover includes termination, retirement, and death, according to (Griffeth,2003). When an individual leaves a position to care for a sick family member, for example, the phrase "involuntary turnover" is used to describe their departure from the organization (Boxall & Purcell, 2003). This may be required to cut costs, downsize, or restructure for reasons unrelated to the affected employee(s), as it demonstrates that the firm has made a choice or decision. According to (Chiu & Francesco,2003), conceptualization of involuntary turnover is significant but not simple since employees may prefer not to disclose their genuine intentions because they will require the organization in the future after leaving an organization.

Concept of Organizational Performance

The concept "organizational performance" can be defined in many different ways for the reason that it is a multi-dimensional term and, according to (Hendry,2012), performance cannot be measured using just one measurement tool (despite the fact that measuring organizational performance is important because it assesses the value that employees bring to the workplace since it is a crucial measure of organizational success). Yet, several academics have made an effort to define the concept's significance. A way of

implementing planned interventions to increase an organization's effectiveness and the wellbeing of its members is how (Musmuliana,2012) defined the word. Similar to this, (Karamat,2013) thought about converting inputs into outputs to achieve particular effects. That is, the organization's capacity to use resources effectively and efficiently to realize its goals; effectiveness is the degree to which the workplace achieved a certain goal, while efficiency is the number of resources used to realize an organizational goal.

In relations to (Kowo et al.,2020), Fredric Taylor's scientific management concept from the early 20th century served as the foundation for contemporary notions of organizational performance. The output or results of an organization, however, outperform the intended outputs. One of the most important variables in current management studies is this. While being often used in academic literature, the term of organizational performance has not yet attained universal acceptability (Kowo et al., 2020). However, (Richard,2014) defines organizational performance as three distinct areas of business outcomes: (a) financial performance (profits, return on investment, return on assets, and so on); (b) product market performance (market share, sales, and so on); and (c) shareholder return (economic value added, total shareholder return, etc.). As a result, strategic planners, finance, operational, legal, and organizational development professionals are concerned about organizational performance.

Organisational Efficiency

Efficiency refers a performance indicator that gauges how well inputs and outputs are related, or how successfully inputs are converted into outputs (Bartuevien & Akalyt, 2013). Efficiency, in the researcher's opinion, relates to the ability to provide the intended product while minimizing input waste. According to (Nyaga,2015), organizations must efficiently allocate resources to workers if they are to accomplish their goals in a way that is appropriate given the importance of human aspects in the performance of human resource management (Fathmath et al., 2021).

Organisational Effectiveness

In spite of considerable consensus, there is still a significant gap in the operationalization and definition of efficacy. This, however, entails achieving goals at work without draining an organization's resources. According to (Yankey & McClellan ,2007), the effectiveness of an organization is determined by how well its goals and objectives are realized throughout the process. According to Muhammad et al. (2011), an organization's efficacy is defined as how helpful a workplace is in producing the desired goals.(Muhammad *et al.*,2011) then maintained that the effectiveness of an organisation is a theoretical concept that is impossible to ascertain. So, rather than evaluating it, organisations establish some proxies by measuring and using various variables to represent the term; these include management's efficacy, employees' performance, core competencies, and so on (Muhammad *et al.*, 2012).

Theoretical Framework

Hierarchy of Needs Theory

Employee needs are divided into five progressive categories according to (Maslow,1943) 's hierarchy of needs theory, starting with fundamental bodily needs and moving up to needs for personal growth and career advancement. The theory states that to reach a greater level of satisfaction, one must first pass the lower level. The theory is solid because it contends that for workers to genuinely devote themselves to the

organisational goals, the workplace must inspire them by addressing each level of workers' demands. The theory still holds that if an employee's needs are not met at any level of the hierarchy, it may result in a lack of professional fulfilment. As a result, the employee may try to meet their needs independently, perhaps by looking for a new workplace ready to offer better opportunities.

Maslow argues that in order for humans to progress to more complex demands, they must first satisfy their physiological requirements. Yet, Maslow did not claim that everyone must have their basic needs satisfied in order to progress. A staff of Royal Salts Limited, for instance, may still accomplish their goals even if they are little peckish, but long-term hunger is a different story. Those needs were grouped into 5 and perhaps, (Kowo *et al.*,2020) believe that these are the kind of needs that only become worse with time, and the bigger the need, the more driven the individual will be to find a solution.

The theory, therefore, ignores that human needs are limitless and that, in practice, organisations cannot satisfy all of their employees' requirements as there are employees from higher-paid positions still working in some firms. This is because there is no clear evidence that this is the maximum level of fulfilment, it then follows that human demands are limitless. As a result, the hierarch need theory was adopted for guiding this study since, as was said above, some organisations have workforces who exit their organisations despite being well-paid and motivated, as is the situation with Royal Salts Limited.

Hypotheses Development

In (Nyaga,2015) study on the impacts of employee turnover on organisational efficiency, a case study of ILRI", a stratified sampling method was employed for the targeted population of 420 respondents. This uses a structured questionnaire as the data collection instrument. The study's findings, therefore, established a significant and negative impact of employee turnover on the ILRI's efficiency. On the other hand, (Shaikh *et al.*,2020) investigated the impact of turnover on organisational efficiency, focusing on the Dawlance company (DS Motors Hyderabad, Pakistan). Thus, the study employed SPSS v20 to analyse the gathered data. In contrast, the result of the study's analysis indicated a significant but negative impact of employee turnover on the organisational efficiency and productivity of the studied organisation. Hence, based on the gap in the previous studies, the first hypothesis of this study was formulated in nullity as:

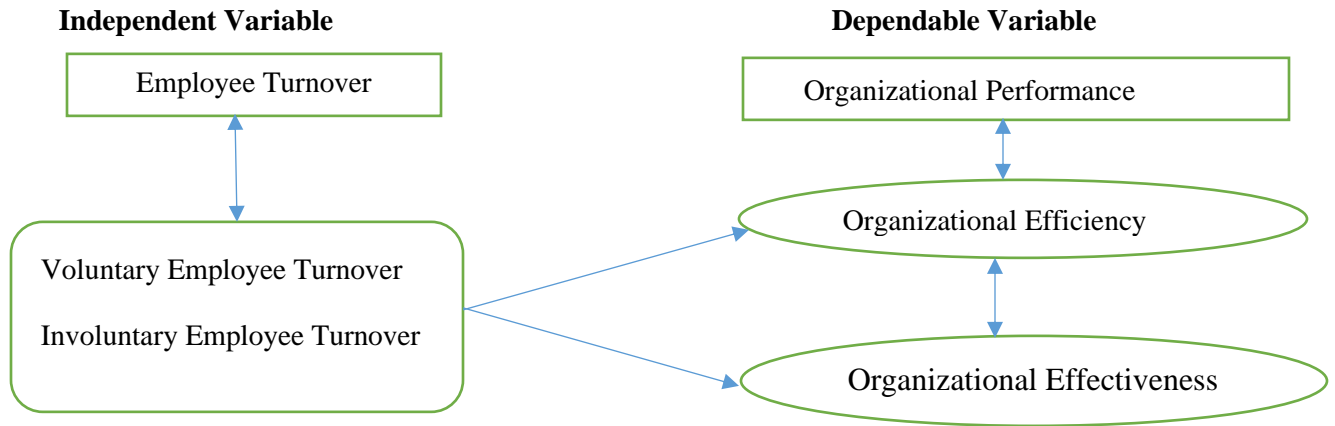
H₀₁: There is no significant impact of voluntary employee turnover on the organisational efficiency in Royal Salts Limited, Lagos, Nigeria.

(Mabindisa,2013) examined the impact of staff turnover on organisational effectiveness and employee performance in the Department of home affairs in the Eastern Cape Province. This was administering a structured questionnaire on 100 participants, as the questionnaire was designed in a 5-point Likert scale format. The result of the study hence indicated a positive and significant impact of employee turnover on the organisational effectiveness of the home affairs Department of Eastern Cape Province. Thus, sequel to the previous findings on the constructs, the second hypothesis of this study was stated in nullity as:

H₀₂: There is no significant impact of involuntary employee turnover on the organisational effectiveness of Royal Salts Limited.

Study's Model

Fig. 1. Impact of Employee Turnover on the Organizational Performance in Royal Salts Limited



Source: Authors' Conceptualisation, 2023

Methodology

Two different research philosophies, i.e., positivism and interpretivism, might be used to study employee turnover. Positivism is often used because it is consistent with study issues amenable to numerical measurement using procedures that need little to no participation from participants and have no inherent worth to humans. Hence, the chosen firm may keep an objective posture to the factual information obtained via observation and assessment of employee turnover and organisational performance, consistent with the positivist research philosophy. On the other hand, the interpretivist approach is grounded on constructivism, which emphasises the importance of the individual's thoughts and beliefs.

In addition, the survey method was chosen as the research approach for the study due to its simplicity to use and ability to reflect a population accurately. This occurred as copies of structured questionnaires were used as the instrument to gather data. Except in cases where respondents needed more time, the questionnaire was given to all respondents simultaneously, and the responses were retrieved all at once. The questionnaire that was used was divided into two sections. The first segment focuses on the respondents' demographic data and educational background, while the second division concentrates on learning more about: i. the impact of voluntary employee turnover on the organisational efficiency in the Royal Salt Limited, Lagos; and (ii) the impact of involuntary employee turnover on the organisational effectiveness in the study area.

Population and Sample Size

The entire employees of Royal Salt Limited, Lagos, Nigeria, were included in the study population. This added up to One Thousand, Two Hundred and Sixty – Eight (1,268), which was the figure obtained during the fieldwork, while the sample size of the study was Three Hundred and Four (304) since just a small portion of the workforce at the business being investigated was included in the sample. The sample size of the study was determined by Taro Yamane formula, where:

$n = N$
 $1 + N (e)^2$, and
 $n =$ Sample size, $N =$ Population of the study, i. e, 1,268
 $e =$ Tolerable error (5%)
 $n = \frac{1,268}{1 + 1,268 (0.05)^2}$, $n = 304$
 therefore, $n = 304$

Therefore, in total, Three Hundred and Four (304) copies of the questionnaire were given out to the respondents, while only Two Hundred and Fifty – Six (256) of those distributed copies (84 % response) were filled out and saved for the analysis of the study as the remaining copies of the questionnaire were not given back by the respondents.

Reliability and Validity

The study from the reviewed literature modified the administered questionnaire, which an HR specialist validated because of his expertise in questionnaire design. The questionnaire was designed in a closed-ended form while still simple enough for the participants to understand. The study then used the 5-Point Likert Scale as its measurement method, with 1 denoting strongly disagreement, 2 designating disagreement, 3 representing neutrality, 4 stand for agreement, and 5 signifying strongly agreement. The Cronbach's alpha, which indicated an instrument's reliability for the entire sub-scales, was excellent, with coefficients between 0.73 and 0.78.

Table 1: Correlation Coefficient of Cronbach Alpha

S/N	Items in the questionnaire	Scale	CA
1	5	Voluntary Employee Turnover (Steve, 2007)	0.902
2	5	Involuntary Employee Turnover (Steve, 2007)	0.765
3	5	Organisational Efficiency (Shaikh <i>et al.</i> 2020)	0.804
4	5	Organisational Effectiveness (Michael & Crispen, 2019)	0.706

Source: Authors' Formulation, 2023

Table 1 overhead revealed the correlation coefficient of Cronbach Alpha, which presented that all items in the distributed questionnaire were displayed to be more than 0.7, which inferred that the employed instruments were jointly substantial. This was because it had been reported consistently by Saunders (2006) that any figure greater than 0.7 is adequate to be appropriate for the research instrument.

The data were obtained using online Google Forms. This was done by first approaching the company's HR Department on the need to carry out a study on team member turnover and their performance. Upon getting the approval, an arrangement was made with the HR officer to help the researcher distribute the link among their members. Meanwhile, the information in the questionnaire shows that the consent of every participant was sought, and the right of refusal or withdrawal of the participants at any stage of the study was considered from the onset of the investigation. Hence, the issue of the confidentiality and anonymity of the respondents, protection of the rights, dignity and safety of the participants, voluntary participation of participants, and not exposing data to persons not involved in the research process. Meanwhile, upon retrieving certain responses, the data were coded in MS excel and subsequently ported to SPSS v25 for analysis. Descriptive statistics of frequency and percentage were used to analyse the socio-demographic characteristics of the respondents. In contrast, the study used regression analysis as the analytic data technique for testing the study's hypotheses.

Results And Discussion

Tables 1 through 3 mirrored the outcomes of the analysis undertaken for the study as Two Hundred Fifty – Six (256) copies of the questionnaire were usefully returned out of Three Hundred and Four (304) given to the staff members of Royal Salt Limited, Lagos. Accordingly, the analysis was built on 256 copies of the questionnaire. This is equivalent to an 84 % response rate and is considered appropriate, according to Saunder (2006).

Table 2: Socio-Demographic Characteristics of the Participants

Participant Characteristics	N	%
Gender		
Male	129	50.2
Female	127	49.8
Total	256	100
Age Range		
25-34yrs	39	15.2
35-44yrs	103	40.3
45yrs and above	114	44.6
Total	256	100.0
Marital Status		
Single	149	58.1
Married	107	41.9
Total	256	100
Educational Qualification		
OND/NCE	9	3.6
HND	88	34.4
B. Sc.	133	52.1
M. Sc.	25	9.9
Total	256	100
Years of Work Experience		
1-5years	27	10.5
6-10years	64	25.0
11years and above	165	64.5
Total	256	100.0

Source: Field Survey, 2023

Table 2 above exhibited the socio-demographic features of the study's respondents. It, therefore, showed the gender of the study's participants as 50.2 % of them were males, but 49.8 % were females. This indicated that most of the workforce in Royal Salt Limited, Lagos were males and were anticipated to move the organisation forward regarding work performance in the establishment. The table equally shows the age distribution of the respondent. It hinted that out of Two Hundred and Fifty-Six (256) respondents, 15.2 % were within the age range of 25 – 34 years, then 40.3 % were within the age range of 35 - 44 years, 44.5 % of respondents were within the age range of 45 years and above, which suggested that the greatest number of employees in Royal Salt limited were not too aged workers believed to have adequate strength for ensuring effective performance for the place of work. The respondents' distribution by marital status in table 1 similarly presented that 58.1 % of the respondents were single. In comparison, 41.9 % were married, implying that most of these workforces were singles and anticipated continuing with the organisation to offer their best to the establishment freely. This was simply due to the limited family burdens or disturbance.

In addition, table 2 depicts respondents' distribution by working experience in which 10.5 % had been working between 1-5 years, 25 % for between 6-10 years, and 64.5 % of the respondents had been working for 11 years above. This indicated that most of the staff of Royal Salt Limited possessed sufficient knowledge about the workplace, thus making them qualified enough to provide unbiased responses to the questions in the study's questionnaire.

Missing Data and Outliers

One of the most common problems in data analysis is a missing value. The pattern of missing data shows how bad the problem is, how much data is missing, and why the data is missing. When people don't answer one or more survey questions, this is called "missing data." This happens a lot in research investigations. (Nyaga,2015) says that missing up to 10% of data shouldn't make it hard to determine the results. There are three ways to find outliers: one-variable, two-variable, and three-variable. Univariate is a way to find extreme data points for a single variable.

Conversely, multivariate is a way to find and deal with extreme situations in more than one variable. Since this study used SPSS, the multivariate tests for outliers were used to see if there were any extreme scores for two or more variables. The present study used a method used by (Saunders,2006) to decide whether to keep or eliminate outliers based on their faith; figuring out how the outliers affect the overall model of the study requires figuring out how they affect the model. Outliers that have a significant impact on the result should be thrown away. Those that don't have a significant effect should be kept for further analysis.

Homoscedasticity

The scatterplot called "standard residuals" is used in this study to test the homoscedasticity assumption. Errors of residual (standardised values) are made about the standardised value of the study's predicted variable through the scatterplot (Saunders, 2006). For the data to be correct, the absence of homoscedasticity residuals should be spread out evenly around the central point of zero. Interestingly, the assumptions of homoscedasticity were not broken by the study's scatterplot in Figure 4.1, because the residuals were randomly spread around zero and above and below the central line similarly.

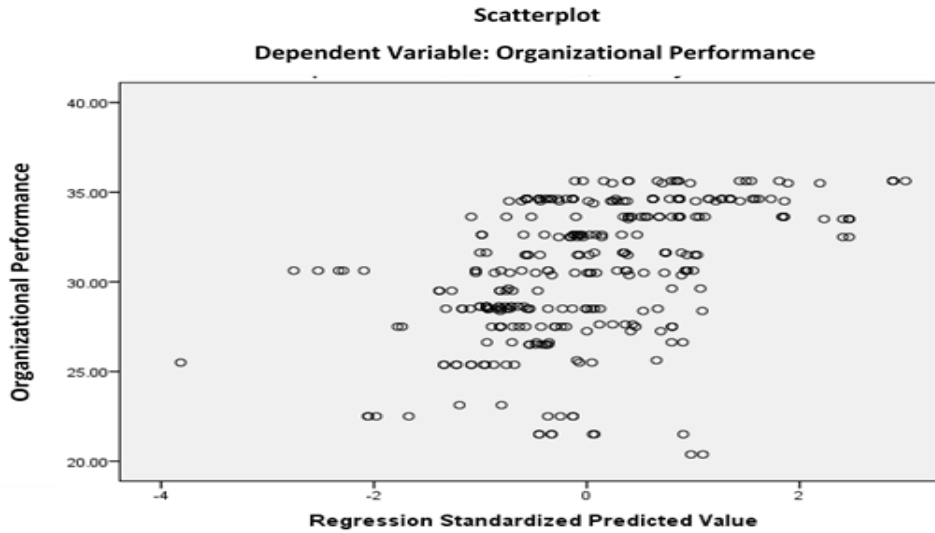


Fig. 2: Standardised Residuals against the Standardised Predicted Value

Testing of the Hypotheses in the Study

H₀₁: There is no significant impact of voluntary employee turnover on organisational efficiency in Royal Salts Limited, Lagos.

Table 3: Summary of Regression Analyses on the Effect of Voluntary Employee Turnover on the Organizational Efficiency (N=256)

*p < .05. Dependent Variable: Organisational Efficiency

Variable	B	SEB	β	t	p
(Constant)	2.134	.372		5.739	.000
Employee Turnover	.124	.025	.271	4.877	.000
<i>R</i>		.271			
<i>R</i> ²		.073			
<i>Adj. R</i> ²		.070			
<i>F</i>		23.786*			

Source: Authors' Computation, 2023

Table 3 above revealed the effect of voluntary employee turnover on organisational efficiency in Royal Salts Limited, Lagos. It is exhibited that the voluntary employee turnover variable's effect on organisational

efficiency yielded a coefficient of multiple correlations (R) and square (R^2) of .271 and .073, respectively. These values were statistically significant at a 0.05 probability level. In other words, voluntary employee turnover could account for 7.3% of the observed variance in the organisational efficiency in Royal Salts Limited, Lagos. Thus, the stated null hypothesis was rejected, while it implied that voluntary employee turnover significantly affected organisational efficiency in Royal Salts Limited, Lagos. This result, therefore, validated the findings of the studies by (Nyaga,2015); and (Shaikh *et al.*,2020). The finding of (Nyaga,2015) study established a significant but negative impact of employee turnover on the ILRI's efficiency, while (Shaikh *et al.*,2020) research indicated a significant but negative impact of employee turnover on the organisational efficiency and productivity of Dawlance company (DS Motors Hyderabad, Pakistan).

H₀₂: There is no significant impact of an involuntary employee on organisational effectiveness

Table 4: Summary of Regression Analyses on the Impact of Involuntary Employee on the Organizational Effectiveness (N=256)

Variable	B	SEB	β	t	p
(Constant)	.2.178	.390		5.586	.000
Employee welfare	.093	.021	.248	4.438	.000
R		.248			
R^2		.061			
Adj. R^2		.058			
F		19.689*			

*Dependent Variable: Organisational Effectiveness. *p < .05.*

Table 4 above reflects the impact of involuntary employee turnover on organisational effectiveness in Royal Salts Limited, Lagos. It was shown that the impact of the involuntary employee turnover variable on organisational effectiveness produced a multiple correlation coefficient (R) and square (R^2) of .248 and .061, respectively. These values were statistically significant at 0.05 probability level. In other words, involuntary employee turnover could account for 6.1% of the observed variance in the organisational effectiveness of Royal Salts Limited, Lagos. Therefore, the stated null hypothesis was rejected. Thus, involuntary employee turnover significantly and positively impacted organisational effectiveness in Royal Salts Limited, Lagos. This finding authenticated the result of (Mabindisa,2013) research which indicated a positive and significant impact of employee turnover on the organisational effectiveness in the Department of home affairs, Eastern Cape Province.

Conclusion and Recommendations

According to the study's findings, it could be said that employees are essential to any enterprise. They must therefore be adequately engaged and kept happy for the reason that managers are in charge of identifying

the reasons behind employee turnover and presenting the most workable solutions to help organizations successfully retain quality employees and increase their competitiveness in this increasingly globalized workplace. Yet, it was determined that Royal Salts Ltd in Lagos, Nigeria, saw a considerable and favorable influence on staff turnover.

Subsequent to the findings of this research, the study, therefore, recommended that:

- i. Royal Salt Limited, Lagos employees should always be hired based on their skills and knowledge, as this should equally adhere to the organisation's policies.
- ii. The existing workforce in the organisation should frequently be given challenging but unambiguous tasks in an environment that allows advancement in their careers while offering them adequate and just compensation.
- iii. Workers in the organisation should be proffered training and development opportunities when due or necessary, while they should also be closely supervised in their assigned duties. This is to feed them on their performance and apply necessary corrections in case of deviation from the organisation's specification or set standards.

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