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MASTER OF BUSINESS ADMINISTRATION

THE INFLUENCE OF LABOUR TURNOVER ON ORGANISATIONAL PERFORMANCE; A CASE STUDY OF MARY BEGG HEALTH SERVICES IN SOLWEZI, ZAMBIA.

BY

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Submitted to The University of Zambia for partial fulfillment for the requirements in the award of a degree in Master of Business Administration.

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Declaration

I do hereby declare that this work is my own, and that all the findings and work of others used in this report has been duly acknowledged.

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Approval Form

The undersigned certify that they have read and recommended to the University of Zambia and Zimbabwe Open University for acceptance; a dissertation entitled "The influence of labor turnover on organizational performance; a case of Marybegg Health Services in Solwezi" submitted by Nitta Prudence Banda in partial fulfillment of the requirements for the Master of Business Administration (MBA) Degree.

Examiner 's Signature :

Signature…………………………………….   Date……………………………………………

Dedication

This dissertation is dedicated to my mother, Eunice Banda. I hope that this achievement will complete the dream that you had for me all those many years ago when you chose to give me the best education you could. Without your love and support, this project would not have been made possible.

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Abstract

The study examined the influence of labour turnover on organizational performance. Using a mixed research design in nature, qualitative data method was used to collect data by means of primary and secondary sources from a population of workers from Marybegg Health Services (KMH) in Solwezi, Zambia. The target population for this study was 160 and a sample size of 40 employees was used. Simple random sampling was used as it is easy to use and results are projectable. This means that every case of the population had an equal probability of inclusion in the sample.

The results of this study indicate that there are high levels of organizational performance among employees at the Marybegg Health Services (KMH) in Solwezi, Zambia. The study recommended that in order to achieve high worker performance, work flexibility, teamwork, loyalty, open communication, employee participation in decision making, feeling of belonging, are the key findings which should be addressed in organizations so that the levels of motivation, self-esteem and morale are maintained high and this will lead to organizational effectiveness.

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MBHS - Mary Begg Health Services

FQM - First Quantum Minerals Limited

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1.0 Introduction

This chapter provides the background, statement of the problem, purpose of the study, objectives, research questions, and significance of the study, conceptual framework, and delimitation of the study, limitation of the study and definition of terms.

1.1 Background

Across the globe, many organizations have experienced labour-in-labour-out at varying rate. This has been assumed to have been necessitated by various factors; from Management set up to environment created for employees by the organization. The most worrisome of the labour movement is when employees leave the organization as it exposes the weaknesses of the organization- this is called labor turnover.

Labour turnover, as many scholars have defined, is basically the rate at which employees leave employment. This can be related to the number of employees leaving their employment during a particular period of time to the total or average numbers of employees employed in that period.

Employee turnover is one of the most serious issues in any industry or organization necessitated by evolution in education, technological and economic changes and cultural variations. This has varying effects on the performance of the organization in achieving set targets. The organization may lose out on experienced employees and risk the chance of finding better matches.

Therefore, this study will focus on the influence of labour turn-over on organizational performance. This has been experienced in almost all the hospitals be it private or public hospital. This provokes the need to understand the core cause and probable influence it has on the performance of organizations. Speculatively, so many factors such as poor leadership style, long working hours, inadequate salaries, poor job description, and many more have contributed to turnover and influenced the performance of the organization in terms of: loss of revenue; reduced quality of work; loss of partners; and loss of public confidence.

The selected organization will be Marybegg Health Services (MBHS). MBHS is a non-profit organization which provides quality health care for the Zambian community. Currently, MBHS

operates four clinics/hospitals, i.e. on the Copper belt in Ndola and North Western Provinces in Solwezi, Kabitaka and Kalumbila. Marybegg also partners with the public health sector and the private sector to provide national health programs and a lasting health care legacy in Zambia. Marybegg Health Services opened its doors to the Ndola community as an outpatient clinic in October 2009. It quickly developed into an integrated cottage hospital offering a wide range of services, and with the implementation of internationally recognized accreditation standards making it a Class "A" Private Hospital with its major clients being First Quantum Minerals (FQM).

1.2 Problem statement

Labour turnover is a topic that has received very significant attention by managers and researchers alike Gautam, Mandal and Dalal (2009). It is acknowledged with certainty that no organization may possibly thrive without their employees. Employees are the main reason any organization might have the potential to keep in existence for a long time. Similarly, to Amref mining Africa in Angola, employees are the ones who play the major roles and make significant contributions to the organization. For example, Hussain in his article contends that well motivated employees would influence the efficiency of the organization and could lead to achieving the organization's vision and goals (Hussin, 2011). However, Durbins in his article dubbed 'unachievable expectations' argued that despite certain organizations putting in place motivational factors, employee turn-over has been observed implying more is required to be done if turnovers are to be controlled (Durbins; 2019).

Empirical works have established that labour turnover could lead to reduced production, increased scraps, increased cost of hiring and increased work disruptions (Benedict et. al, 2012). Many studies have been conducted on labour turnover and organizational performance using different variables. These studies reported conflicting findings on the causes of labour turnover. Mabindisa concluded that salary was the major cause of turnover while Benedict and his colleagues in a 2012 article concluded that reduced production had the foremost effect on labour turnover as it significantly affects output and profit. These controversies from the findings of most studies on employee turnover and organizational performance make it imperative for further studies. These studies were carried out in different sectors banking, electricity, telecommunication, and education or research institute.

Previous studies on employee turnover mainly focused on the factors that contributed to it being attained. On the other hand, not much research on its influence towards performance was made (Dinler, 2008). Studies on employee turnover have been carried out over the years but they are largely based on the western organizations and very few studies have been done in African organizations/companies let alone Zambia. An example of such studies is one carried out by Grant, Fried, and Juillerat in 2010 on bankers in the UK. This brings about a great gap that needs to be filled with tremendous research considering the fact that employees in different environments, affiliated to different cultures cannot attain motivation from the same factors.

Therefore, it is imperative that a research be conducted to ascertain the influence of labour turnover on organizational performance.

1.3 Research aim and objectives

This study aims at exploring the influence of employee turnover on organizational performance in the case of MBHS. The specific objectives are:

   i.   To examine the factors that influence organizational performance on employees' turnover.

  ii.   To explore the strategies of promoting organizational performance among employees.

 iii.   To observe the influence of lack of staff performance recognition on organizational performance.

1.4 Research questions
The research questions for the study are as follows:

   i.   What factors influence organizational performance on employee's turnover?

  ii.   What strategies promote organizational performance among employees?

 iii.   What is the influence of lack of staff performance recognition on organizational performance?

1.5 Scope of study

This study tried to uncover the extent of influence labour turnover has on organizational performance. It will take variables perceived to cause labour turnover as the core influencers of

organizational performance. The study will target employees of Mary begg Health Services in Solwezi. As stated in the objectives, the study proposes to explore the influence of insufficient salary and benefits, lack of staff empowerment and lack of recognition on organizational performance.

1.6 Conceptual framework

1.6.1 Organizational Performance

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Consequently, economists and business managers consider organizations and institutions similar to an engine in determining the economic, social and political progress (Gavrea et al., 2011). Continuous performance is the focus of any organization because through performance, organizations are able to grow and progress. Therefore, organizational performance is one of the most important variables in the management research and arguably the most important indicator of organizational growth. Organizational performance is one of the most important concepts in management research. Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings (Hameed, 2011).

However, Lebans and Euske (2010) provided a set of definitions to illustrate the concept of organizational performance thus: (a) performance is a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results; (b) performance is dynamic requiring judgment and interpretation; (c) performance may be illustrated by using casual model that describes how current actions may affect future results; (d) performance may be understood differently depending on the person involved in the assessing of the organizational performance; (e) to define the concept of performance is necessary to know its elements characteristic to each area of responsibility; and (f) to report an organization's level, it is necessary to be able to quantity the results .Kirby(2011) noted that organizational performance can be considered as an actual outcome of an organization measured against the output targets or goals.

Hendry (2012) opined that performance in organizations is a multi-dimensional concept whose complexity makes it difficult to be defined from a single perspective due to the fact that performance is a multi-faceted organizational concept which cannot be measured using a single measurement tool. Upadhaya, Munir and Blunt (2014) noted that organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (return on assets, return on investment); (b) product market performance (sales, market share); and (c) shareholder return (total shareholder return economic value added). Dozier (2016) considered organizational performance as an actual outcome of an organization measured against the outcome targets or goals. With regard to performance measurement in organizations, Muhammad et al. (2014) indicated that measuring performance in organizations is necessary as it seeks to assess the value that employees bring into the organizations.
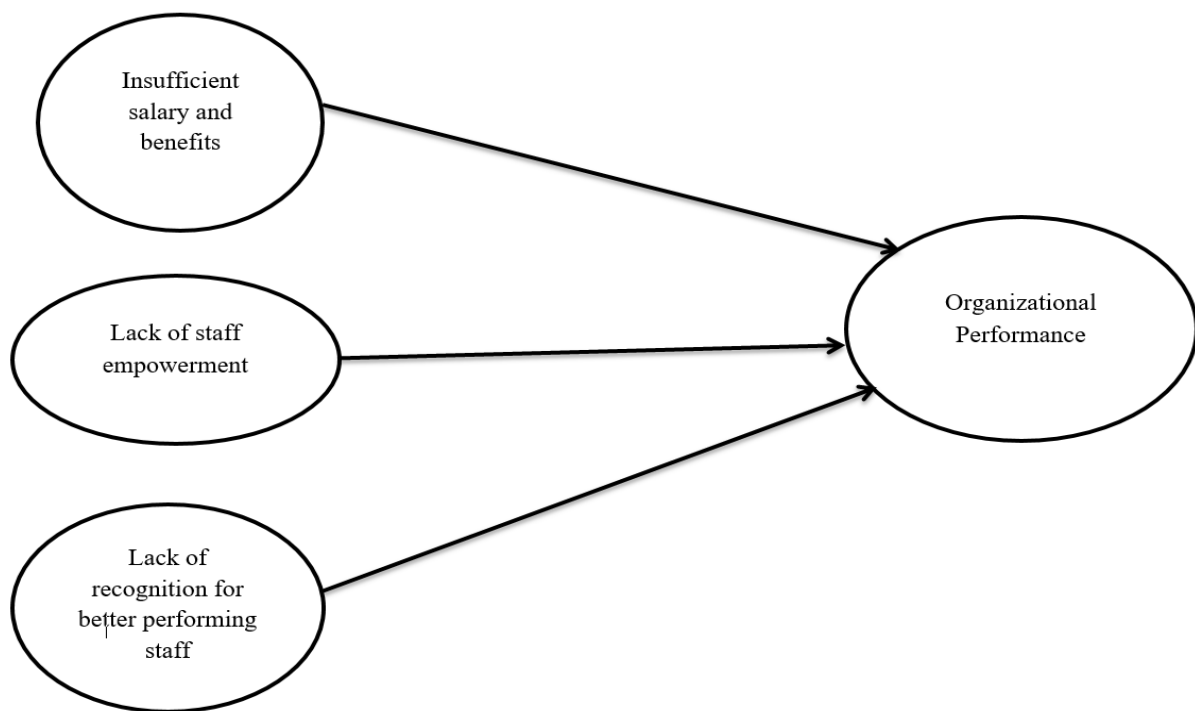

Figure 1.0 Model of the antecedents of employee's turnover on organizational performance.

H1: Insufficient salary and benefits has a positive effect on organizational performance.

H2: Lack of staff empowerment negatively influences organizational performance.

H3: Lack of recognition for better performing staff has a negative effect on organizational performance.

1.7 Delimitation of the study

This research was confined to both male and female employees of the Marybegg Health Services in Solwezi.

1.8 Limitation of the study

This study is understandably without limitations which at the same time open up opportunities for future research. The study employed a cross-sectional approach therefore future studies should use a longitudinal approach. Furthermore, it will assess internal validity and not external validity which will make the findings not generalizable but they can rather be used in an exploratory way to shed some light on the influence the antecedents of motivation have on employee turnover. Nonetheless, the study focused on a Marybegg Health Services (KMH) in Solwezi, Zambia. Future studies could explore whether the influence of antecedents of motivation scale is effective in measuring the level of organizational commitment in other firms in other industries. Lastly, the use of a single instrument is to asses both the independent and dependent variables. The use of one approach risks common method bias and limits its generalization. Hence further research should consider using different approaches to assess the different aspects of employee turnover.

Despite these limitations, this study makes a contribution to the literature by shedding light on the antecedents of employee turnover on organizational performance.

1.9 Definition of terms

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.)

Labor turnover, also known as staffing turnover, refers to the ratio of a number of employees who leave a company through attrition, dismissal or resignation to the total number of employees on the payroll in that period.

1.10 Expected contribution of this study

The expected contribution of this study will be fourfold. Firstly, it will apply an abbreviated version of a Malaysian scale in Zambia. Secondly it will embed employee turnover in a model connecting it to important antecedents. Thirdly it will draw on signaling theory to provide an explanation for employee turnover relationship with three selected variables of insufficient salary and benefits, lack of empowerment and lack of recognition for better performing staff. Lastly it will provide advice on how health firms in Zambia can affect organizational performance using employee turnover.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter consists of the global literature review, African and Zambian literature review. The theoretical review of Maslow's hierarchy of needs and Herzberg's theory of motivation was outlined as well as labour turnover. The research gap was also outlined in this chapter.

2.1 Global literature review

According to Gavrea, (2011), organizations have been perceived to have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Consequently, economists and business managers have likened organizations and institutions to an engine in determining the economic, social and political progress (Gavrea et al., 2011). Continuous performance is the focus of any organization because through performance, organizations are able to grow and progress. However, the term performance has received immense attention as it is a subjective term. Despite the controversy in definitions, it has remained as a core term in referring to the wellbeing of the organizations. Therefore, organizational performance is one of the most important variables in the management research and arguably the most important indicator of organizational growth. Organizational performance is one of the most important concepts in management research. Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings (Hameed, 2011).

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2.2 African literature review

Studies done by Wiza Munyeka from KwaZulu-Natal on examining the levels of motivation among employees in a selected public service department in Limpopo Province, his study showed that the levels of motivation among employees in the selected public service department were very low. The factors that affected the levels of motivation among employees vary, job satisfaction and involvement are the most important factors, most employees were demotivated and demoralized due to management lacking motivation skills. Furthermore, employees were not satisfied with the working conditions and they view their work as not challenging hence their levels of motivation was very low, (Munyeka, 2014).

Over the years, a significant amount of research has been done to investigate the causes and effects of employee turnover on organizational performance. Two theories are related to the present study and they are Equity Theory (Adams, 1965) and Expectancy Theory (Vroom, 1964). However, the study is anchored on Equity Theory. One thing that is common for humans is to compare themselves with others. In this case, one theory that conies forth in evaluating one's self and each other is the Equity theory. The Equity theory developed by Adams (1965) is based on the idea that

employees basically expect a fair balance between their inputs and outputs. This implies that the employees are likely to be de-motivated in relation to their employer and the job if they happen to believe that their inputs (efforts, loyalty, hard work, commitment, ability, adaptability, tolerance, flexibility, skills) are greater than their outputs (salary benefits, recognition, reputation responsibility, sense of achievement, sense of advancement/growth, job satisfaction).

The Equity theory of employee motivation describes the relationship between how fairly an employee perceives how he is treated and how hard he is motivated. Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contribution, (or cost) and benefits (or rewards) for each person (Guervero, Peter and Walid, 2014). Adams (1964) through this theory asserted that employees seek to maintain equity between inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and out puts. The belief is that people value fair treatment that causes them to be motivated to keep fairness maintained within relationships of their co-workers and the organization (Gill and Stone, 2010). The structure of equity in the work place is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

The basic idea behind the Equity theory is that employees in an attempt to balance what they put into their jobs and what they get from them will unconsciously assign values to each of the various contributions. In addition to their time, employees contribute their experience, their gratifications, and their capability plus their personal strengths such as acumen and ambition. An employee reflects on how much effort he has expended and compares this to what he has got from it as pay. After this individual evaluation of this input-output ratio, the employee will compare his ratio to the input- output ratios of others especially peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists (Muogho, 2013) and the employee becomes satisfied with his job. When the employee is satisfied with his pay for instance, absenteeism is reduced and his tendency to withdraw from the job is minimized. When the employee is satisfied, he will have a feeling that he is treated fairly. In this situation of equity, the employee is seemingly content and will not act to in-balance the conditions (Spector, 2011).

Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity and dissatisfaction. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. These comparisons can lead to labour turnover when some employees perceive not to be treated fairly. When this happens, the employee may take some turnover actions which may impact on the organizational performance. Important thing about equity theory is that it shows that believes, perceptions and attitudes influence the employee's motivation and job satisfaction. When the comparison is fair the employee will reach satisfaction, and if not, he will be dissatisfied (Muogbo, 2013). As a consequence, the employee may exhibit some turnover attitudes such as absenteeism, tardiness and eventual withdrawal from the organization.

2.3 Zambian literature review

A research conducted by Mweemba (2019), on the motivation effect on employee performance in the banking sector in Zambia, his data analysis revealed that motivation had a great effect on employee performance. Basically his primary data analysis showed that the variable of training, salary increment and medical scheme had different levels of motivation to employees depending on their preference. While his secondary data analysis revealed that there was strong positive relationship of salary increments and employee performance which was measured by profit after tax. In summary of his study, the result suggested that more resources should be allocated to the medical scheme which should be maintained and improved. There should also be continuation with the annual salary increments in order to avoid negative impact on employee performance and ultimately profitability, (Mweemba, 2019).

2.4 Labour turnover

The concept of employee turnover is one of the most explored concepts in the field of organizational behavior. The escalation of employee in the rate of employee turnover is a major concern for businesses and is clearly impacting on organizational performance (Gavrea et al., 2011). Labour turnover however refers to how many employees in an organization leave their position in a designated time period usually over the period of a year. Hendry (2012) considers staff turnover as the rate at which workers leave and be replaced by others within an organization. Similarly, CIPD (2014) refers to staff turnover as the proportion of employees who leave

organization over a set period (usually 1-year basis), expressed as percentage of the total workforce numbers. Talent Management Alliance (2013) asserted that staff turnover can either be voluntary or involuntary whereby in voluntary, employees leave the organization at will while in involuntary, the employer terminates the employment contract of the employee at attaining retirement. In most cases, labour turnover is costly as it reduces the output and is disruptive, as it requires that schedules and programs should be modified (Mabindisa, 2013).

2.5 Maslow's hierarchy of needs

Maslow's coins the needs of an employee as the factor of motivation. He contends that the needs of an employee can be arranged in an orderly manner in a pyramids form. He argues that employee needs can be profiled in five classified groups and motivation of the employees can be actualized by arranging the tasks and opportunities to make attainment of that. He further acknowledges that if a need is achieved, an employee may admire to achieve the higher need. The sets that the basis needs of employee is physiological needs; safety needs; love need; esteem needs; and self-actualization.

Corporate managers have utilized the Maslow's theory in combination with other theories in modeling the environment and creating motivating opportunities for employees. By virtue of being used in combination, it is recognition that it has flaws that make inadequate to meet up the requirement for an adequate environmental need for motivation.

However, an article published on the UK business portal in 2012 argued that the higher needs of people are mostly not attached from the workplace but in other ventures[1]. This complexity in attainment of needs makes it more difficult for managers to strive in facilitating the achieving higher needs for employees.

2.7 Empirical framework

Various empirical works have been carried to pursue factors that influence the organizational performance. Zibasa and George in their article dubbed factors affecting organizational performance in the case of South Africa contends that environmental factors, working environment, organizational assets, human resource management, organizational structure and leaders affects organizational departments (Zibasa and Gorge, 2020). This could be generalized as accumulatively influencing the outcome of the organization. The study further abodes that

respective departments should undertake an investment on resources to aid employees to effectively execute their duties.

Benedict, Josiah, Ogungbenle and Akpeti, (2012) studied the effect of labour turnover in Brewery Industry in Nigeria. Design was cross sectional survey using percentages. Findings showed that the effect of labour turnover were reduced production, increased cost of recruitment increased work disruption, increased scrap and overtime, and additional labour turnover/ it concluded that reduced production had the foremost effect on labour turnover as it affects output and profit. Side by side, the result effect of turnover influences the organizational performance.

Akinruwa, Ajayi and Akeke (2014) investigated the effect of labour turnover in the Nigerian banking industry using survey design. Data were presented with SPSS and analysis was done with multiple regressions. The variables included retrenchment, leadership style, training, job insecurity, work load, and unrealistic target. Findings indicated that excessive work load had negative relationship with performance while others had positive relationship.

Ampommah and Cudijor (2015) studied the effect of employee turnover on organizations a case study of Electricity Company of Cape Coast Ghana with survey design. Three variables included job insecurity, demographic and personal characteristics of employees, job dissatisfaction, organizational work environment, promotion, alternative employment. Three variables included: causes of employee turnover in organizations, measures to reduce turnover: develop people, recognize good performance, build trust, effect of turnover on employee performance Positive effects are open up promotion channels for employees, introduce new ideas and skills in organizations, replacement of poor performance. Negative effects: additional costs of recruitment and replacement, poor quality of work deficiently in attracting new staff, loss of skill manpower.

Amed, Sabia Amhad and Billar (2016) investigated the impact of employee turnover on organizational effectiveness in television sector in Pakistan using survey design. Correlation and regression were used for data analysis. With survey design Variables included (1) firm stability (2) pay level (3) industry (4) work situation (5) training/supervision. Findings indicated that there is significant relationship between employee turnover and organizational effectiveness.

Nyanga (2015) studied the assessment of employee turnover organizational efficiency a case study of international livestock research institute Nairobi Kenya using survey design Variables included actual reasons for turnover, impact of turnover, and possible mitigation of turnover. Data analysis was done with SPSS. Findings showed that the institute experienced high cases of employee turnover arising from lack retention, strategies. High rate of turnover impacted negatively on the institute. Lack of training reduced employees' skill development. Management was not concerned with workers training and skill development which reduced employee exposure.

Gap in literature Research has shown many causes of employee turnover and those which are foremost in determining employee satisfaction and performance. Conflicting findings from each study establish the gap which this study attempts to fill by combining them to determine the influence they make organizational performance. This study identifies reward dimensions, career development dimensions, and needs structure as the assumed contributing factors to organizational performance. Pursuance of those variables will add to the body of knowledge since no previous study had jointly used them.

2.8 Herzberg's theory of motivation

The literature review will be discussed with reference to Herzberg's two factor theories which are intrinsic and extrinsic factors and nurse's attitudes regarding the turnover. It should be noted, however, that in this study, the attitudes regarding turnover will be discussed together with the intrinsic and extrinsic factors. Shader, Broome, Broome, West and Nash (2001) indicated that work satisfaction is derived from attitudes and perceptions of different elements of work. Work satisfaction consists of intrinsic and extrinsic factors where intrinsic factors are internally derived and extrinsic factors are from the practice environment (as introduced in section 1.6.2 of this dissertation).

2.8.1 Extrinsic (hygiene) factors

Extrinsic factors are also called hygiene factors and do not motivate an employee but reduce the level of job dissatisfaction. Such extrinsic factors include supervision, working conditions,

interpersonal relationships, organizational and administrative policies, supervision and salary. Extrinsic factors are easily influenced by intervention strategies (Shader et al 2001:211-212).

2.8.2 Organizational and administrative policies

Policies are written guidelines that indicate the integrity of the organization's intentions. It is therefore the responsibility of management to ensure that policies are reviewed periodically in order to be consistent with the current situation within the organization. A sense of belonging could develop if policies are applied consistently among employees; otherwise dissatisfaction could occur and/or escalate (Marriner-Tomey 1996:153).

2.8.3 Working conditions

A study done in Jordan (Mrrayan 2005:47-48) indicates that nurses in private hospitals were more satisfied, and had higher intentions to stay than nurses in public hospitals. This Jordanian study further indicated that nurses tended to be married, working full time and to have acquired a number of years' experience. Role stress could contribute to levels of job dissatisfaction. Nurses in Jordanian public hospitals who had to fulfill multiple roles indicated increased levels of job dissatisfaction compared to nurses with fewer roles.

An employee, who suffers from burnout, might benefit from being transferred to another unit within the same organization. Some managers do not encourage such transfers due to fears of losing a competent nurse. However, this situation could lead to an employee's increased rates of absenteeism and eventually to him/her leaving the organization (Sullivan et al 2001:296).

Khawaja et al (2005:34) cite Thomas' (1997) report about work stress in the NHS (UK) that had been aggravated by increased workloads, nursing shortages, job insecurity and organizational changes. Most of the nurses had less than two years' experience, and were therefore too inexperienced to cope with work overload. This could affect nurses' levels of job satisfaction and contribute to increased turnover rates among nurses. Reasons mentioned for these nursing shortages included poor working conditions and inadequate remuneration. Nursing shortages cause a potential deterioration in levels of patient care provided.

2.8.4 Supervision

The unit manager should choose the team leader who is capable of effective supervision. However, there are natural leaders who might emerge from the team and should not be ignored or refused opportunities to practice their leadership skills. They could cooperate to enhance productivity levels of all team members (Mackenzie & Buchan, 1998:101). Leadership style plays a major role in the retention of nurses. Clinical leaders need to be given time to think, listen and challenge daily activities in the unit in order to provide quality care to patients and satisfactory supervision to nurses (Long, 2005:20-21).

According to Yin and Yang (2001:580), nurse managers who encourage participation and who value contributions from staff, promote decision making and influence coordination, could enhance the positive aspects of a working environment that could help to maintain a stable nursing workforce and this could help reduce the turnover rates.

Magnet hospitals in the USA have been recognized for smaller nursing shortages, lower turnover rates, higher levels of job satisfaction, compared to other non-magnet acute care hospitals. This has been possible due to key organizational characteristics such as emphasis on participatory management and systematic communication between clinical nurses and managers. These strategies are consistent with those utilized by Capio Healthcare UK to retain nurses (Parker 2005; Upenieks 2005:27).

2.8.5 Intrinsic factors (motivators)

Intrinsic factors are motivators that relate to the person's job and induce satisfaction such as work itself, achievement, recognition, responsibility and advancement.

2.8.6 Work itself

Job avoidance is a reaction to dissatisfaction that could eventually lead to turnover, if the problem is not resolved timeously (Hom & Kinicki 2001:975). Job satisfaction stresses specific tasks in the nurse's work environment. Nurses enter an organization with desires to utilize their skills and expertise in a conducive work environment to render patient care of a high standard. Welcoming new employees, through effective orientation programs can make new employees feel comfortable

and valuable within the new organization and increase their loyalty to the organization and to the work itself, possibly helping to reduce staff turnover rates among newly appointed nurses.

2.9 The Concept of Employees' Turnover

The rate at which an employer gains and losses its staff is called employee turnover. If an employer is said to have a high turnover, it most often means that employees of that organization have a shorter tenure than those of other organization. When employees leave, valuable knowledge is lost. Hiring a new employee ramped up to performance levels similar to the one you've lost takes time and money. A certain amount of turnover is necessary and healthy for an institution; too much staff turnover can lead to excessive costs. Turnover is a major problem for many organizations because it is extremely costly for the employer, particularly in jobs which offer higher education and extensive on the job training, Kysilka (2013).

Turnover is process in which employees leave the organization and have to be replaced. Like absenteeism, turnover is related to employee motivation. Turnover occurs when employees leave an organization and have to be replaced. Excessive turnover can be a very costly problem, one with a major impact on productivity. But cost is not the only reason turnover is important. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover (Westover, 2010).

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover by making employees feel motivated on their jobs. The withdrawal behavior of employees is modified by certain factors. Loyalty to the organization is one such. According to Van and Adonisi (2008), some employees cannot imagine themselves working elsewhere, however demotivated they are in their present job. Availability of other places of employment also influences turnover. In a nutshell this research is centrally focuses on the antecedents of employee turnover on organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is the blueprint of how the research was carried out. It discusses the method used in order to undertake the study. This comprises identifying a research design used, study population, sampling method and size, data sources, data collection instruments, description of the study area, and data processing analysis.

3.1 Research design

Based on the nature of the research problem mixed design has been chosen as the research paradigm underpinning this study. It will incline more on the correlation approach as it tries to determine the relationship of the selected variables to the depended variable (Organizational performance).

Furthermore, this research will employ the descriptive design (survey) because it will seek to describe the characteristics of certain groups and make specific predictions with regard to investment behaviour using gender, education, age, and income levels. Prime to this research, to guide its analysis will be Maslow's hierarchy of needs and Herzberg's theory.

3.2 Description of the study area

The study focused on Mary begg Health Services (KMH) in Solwezi, Zambia.

3.3 Study population and sample size

The target population for this study was 160 and a sample size of 40 of employees from Mary begg Health Services specifically in Solwezi. As the population was being too large to study for a master's dissertation of limited scope, and as these expenses would be prohibitive, the sample of participating hospitals was randomly selected from the population of hospitals and all professional nurses at each participating hospital will be invited to complete questionnaires. A sample of 40 will be used as it will make the results representative.

3.4 Sampling procedures

According to Kombo and Tromp (2006), sampling techniques refers to how cases are to be selected for observation. Simple random sampling was used as it is easy to use and results are projectable. This means that every case of the population has an equal probability of inclusion in sample (Ghauri and Gronhaug, 2005).

3.5 Data collection method

The data to be used in this research was collected using Questionnaires. Questionnaires contained both open-ended and close-ended questions. The inclusion of open-ended questions was intended to dig into as much insight as possible.

3.6 Data collection instruments

The study will use primary data which will be collected through a questionnaire as this is an efficient and convenient way of gathering the data within the resources and time constraints. Questionnaires are also preferred because they enable the study obtain more up to date information as well as elicit information which might not be captured in the other data collection techniques (Borg & Gall, 1989).

3.7 Data analysis

Data analysis is the process of converting raw data into meaningful information (Saunders et al, 2009). Data was analyzed both qualitatively and quantitatively. Likert scale analysis using Microsoft Excel was used to generate tables or charts for quantitative data. Qualitatively, the data was analyzed using narrative analysis.

3.8 Ethical consideration

Ethical clearance was obtained from University of Zambia, School of Post graduate studies and Mary begg Management from which participants will be drawn

➢ Consent was obtained from the respondents before administering the questioner and names of the respondents were not used.

➢ The researcher worked to ensure that everything done at each and every step was within the confines of the law. For example, none of the participants was bribed as a way of inducing them to be part of the sample or give information in a pre-determined manner.

➢ The researcher strove for honesty at each and every stage of this study. It reports data, results, methods and procedures, and publication status in an honest manner by avoiding fabrication, falsifying, or misrepresentation of data. The study also avoided bias in research design, data analysis and data interpretation.

➢ The researcher strove to maintain his integrity throughout this research process for example by keeping appointments with Participants.

➢ The works that do not belong to this author of the paper have been acknowledged using Harvard Referencing System in an appropriate format.

➢ The researcher avoided careless errors and negligence by keeping good records of research activities, such as data collected correspondences and journals. All data was backed up on both the computer and external drives.

RESEARCH FINDINGS

4.0. Introduction

This research study was aimed at highlighting the influence of labor turnover on organizational performance. The study focused on Mary begg Health Services (KMH) in Solwezi, Zambia. A sample of 40 was used as it will make the results representative.

Section A

4.1 Demographic data

The demographic characteristics of participants are important. The omission of even the basic or minimal of this information would have restricted the researchers' ability to draw valid conclusions. The demographic characteristics of the participants were gender, age and occupation. These were included in order to have a valid population group from which to derive the sample. Gender, age and occupation are important factors in assessing economic aspects of a population.

4.1.1 Presentation of findings on Gender

Table 4.1; Gender distribution

Gender	Frequency	Percentage	Cumulative Percentage
Male	18	45	45
Female	22	55	100
Total	40	100	

Figure 4.1
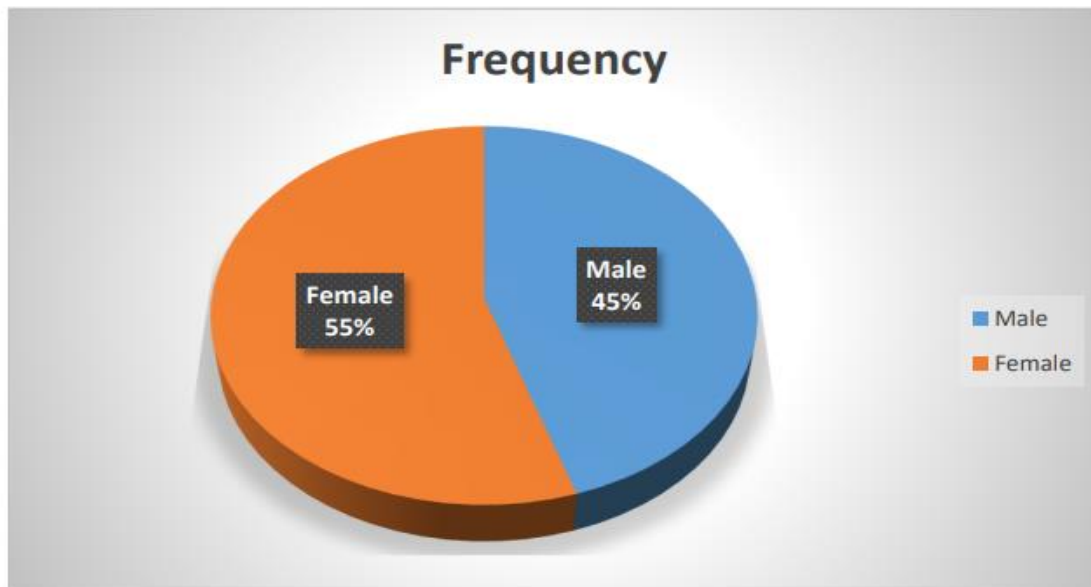
Frequency

Table 4. 1. and Figure 4. 1. Show that by gender, the majority of Participants, that is

55% were females while 45% were male.

4.1.2 Presentation of findings on age

Table 4.2; Age distribution

Age	Frequency	Percentage	Cumulative Percentage
20 - 30 Years	17	42.5	42.5
31 - 40 Years	17	42.5	85
41 Years and above	6	15	100
Total	40	100	

Figure 4.2
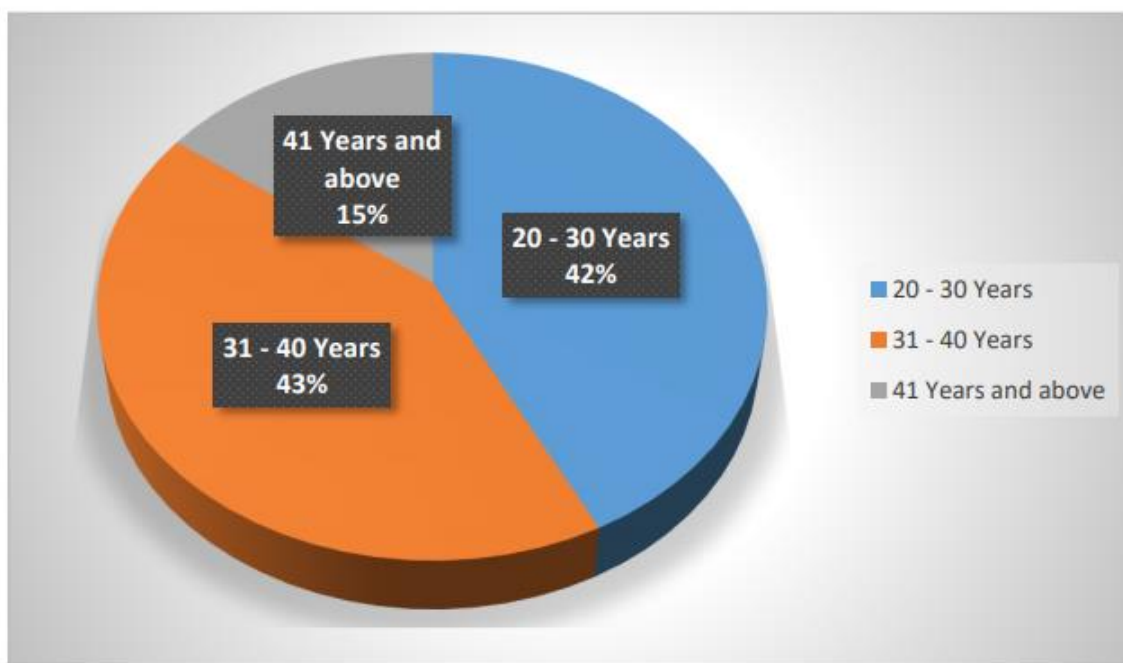
In terms of age distribution of the participants, Table 4. 2. and Figure 4. 2. Show that the majority were aged 20 to 40 years (85%) and 41 years and above (15%).

4.1.3 Presentation of findings on Department

Table 4.3; Department distribution

Department	Frequency	Percentage	Cumulative Percentage
Finance	2	5	5
Administration	3	6	11
Laboratory	9	22	33
Pharmacy	1	2	35
Warehouse/Stores	2	5	40
Front Office	2	5	45
Medical Doctors	3	6	51
Nurses	18	45	96
Physiotherapy	1	2	98
Radiology	1	2	100
Total	40	100	

Figure 4.3
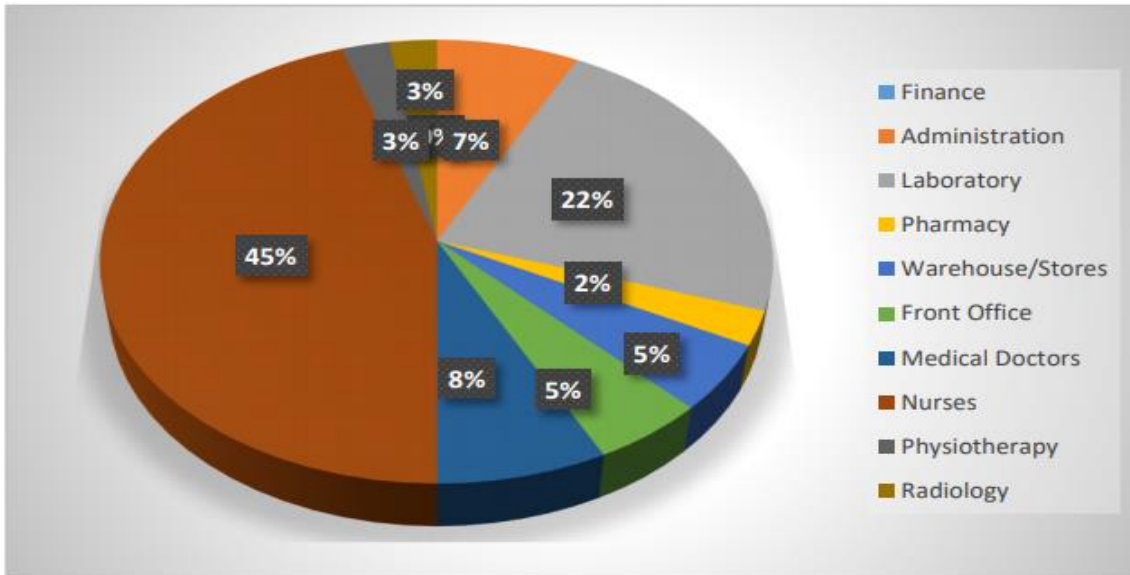
Table 4. 3. and Figure 4. 3. Show that by occupation, the majority of Participants, which is 45% were nurses while 22% representing the laboratory, (5%) Finance, (6%) Administration, (2%) Pharmacy, (5%) Warehouse/stores, (5%) Front office, (6%) medical doctors, (2%) Physiotherapy and (2%) radiology. The study clearly outlined that there were more nurses who participated in the study.

Section B

This Employee assessment tool has been designed to reveal what is your Employee performance level based on a couple of areas: Work Environment and Employee Engagement. The rating scale of: Always = 4 points usually = 3 points Sometimes = 2 points rarely = 1 points

Factor 1: Belonging

Table 4.4

	Belonging Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
1	I feel a part of my organization	13	17	10	0	40	**3.075**
2	I am treated more as a team member than as an employee	13	18	8	1	40	**3.075**

The findings presented using Likert Scale Average in table 4.4. On factor 1 (belonging), on the statement that "I feel a part of my organization", the majority answered (17) usually, (13) always, (10) sometimes and non-responded on rarely. The resulting average mean score of 3.075 which on the Likert scale is between always and usually feel a part of their organization.

The findings presented using Likert Scale Average in table 4.4. On factor 1 belonging, on the statement that "I am treated more as a team member than as an employee", the majority (18) usually, (13) always, (8) sometimes and (1) responded rarely. The resulting average mean score of 3.075 which on the Likert scale is between always and usually feel they are treated more as team members than as employee.

Figure 4.4
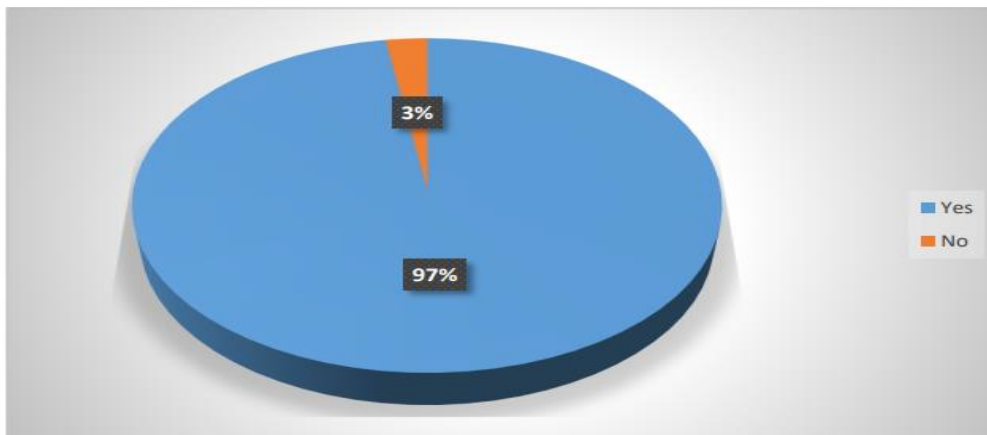
From figure 4.4 above, 97% of respondents agree to the statement that "Is feeling as if you belong to a work team/work family" an important factor for you to achieve High performance" and only 3% of the respondents said no.

Factor 2: Open Communication

Table 4.5

	Open Communication Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
3	Information is openly shared between management and employees.	8	23	8	1	40	**2.95**
4	Management gives all of the information I need to perform my job tasks.	20	13	7	0	40	**3.325**

The findings presented using Likert Scale Average in table 4.5. On factor 2 Open communication, on the statement that "Information is openly shared between management and employees" the majority (23) usually, (8) always, (8) sometimes and (1) responded with rarely. The resulting average mean score of 2.95 which on the Likert scale is between usually and sometimes feel information is openly shared between management and employees.

The findings presented using Likert Scale Average in table 4.5. On factor 2 Open communication, on the statement that "Management gives all of the information I need to perform their task" the majority (20) always, (13) usually, (7) sometimes and (0) responded rarely. The resulting average mean score of 3.32 which on the Likert scale is between always and usually feel Management gives all of the information they need to perform their task.

Figure 4.5
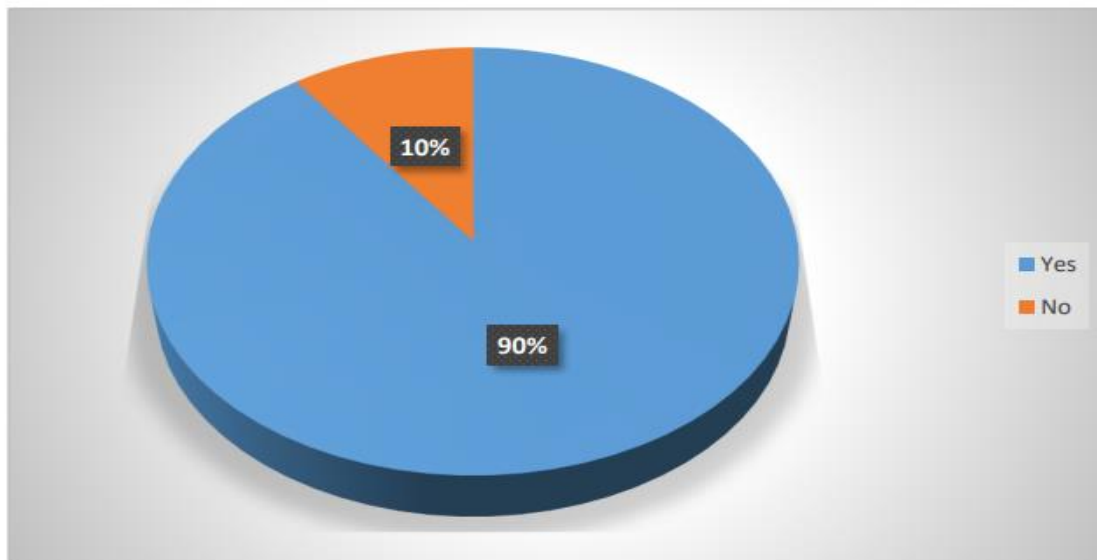
From figure 4.5 above, 90% of respondents agree to the statement that "having an open line of communication with management" is an important factor for you to achieve High performance.

Factor 3: Involving

Table 4.6

	Involving Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
5	My opinion is listened by management when making decisions that involve my work tasks.	8	11	13	8	40	**2.475**
6	I am involved in extra-curricular activities such as sporting teams, etc.	1	4	8	27	40	**1.475**

The findings presented using Likert Scale Average in table 4.6. On factor 3 Involving, on the statement that "my opinion is listened by management when making decisions that involve my work tasks" the majority (13) feel sometimes, (11) usually, (8) always, and (8) responded with rarely. The resulting average mean score of 2.47 which on the Likert scale is between usually and sometimes feel their opinion is listened by management when making decisions that involve their work tasks.

The findings presented using Likert Scale Average in table 4.6. On factor 3 Involving, on the statement that "I am involved in extra-curricular activities such as sporting teams etc." the majority (27) rarely, (4) usually, (8) sometimes and (1) responded always. The resulting average mean score of 1.47 which on the Likert scale is between sometimes and rarely is involved in extra-curricular activities such as sporting teams etc.

Figure 4.6
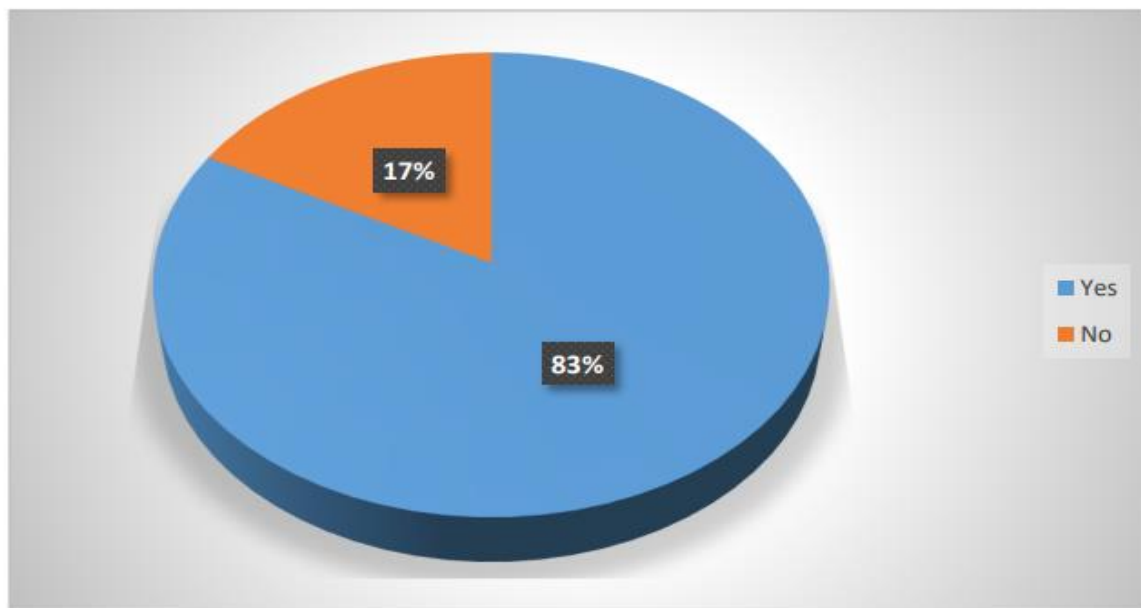
From figure 4.6 above, 83% of respondents agree to the statement that "being involved in decision making" is an important factor for you to achieve High Employee performance.

Factor 4: Enthusiasm

Table 4.7

	Enthusiasm Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
7	I find my work interesting and fulfilling	28	8	4	0	40	3.6
8	I feel like a contributor to my organisations' success	19	15	4	2	40	3.275

The findings presented using Likert Scale Average in table 4.7. On factor 4 Enthusiasm, on the statement that "I find my work interesting and fulfilling" the majority (28) always, (8) usually, (4) sometimes and (0) responded with rarely. The resulting average mean score of 3.6 which on the Likert scale is between usually and always feel they find their work interesting and fulfilling.

The findings presented using Likert Scale Average in table 4.7. On factor 4 Enthusiasm, on the statement that "I feel like a contributor to my organizations success" the majority (19) always, (15) usually, (4) sometimes and (2) responded rarely. The resulting average mean score of 3.27, which on the Likert scale is between always and usually feel like contributors to the organizations success.

Figure 4.7
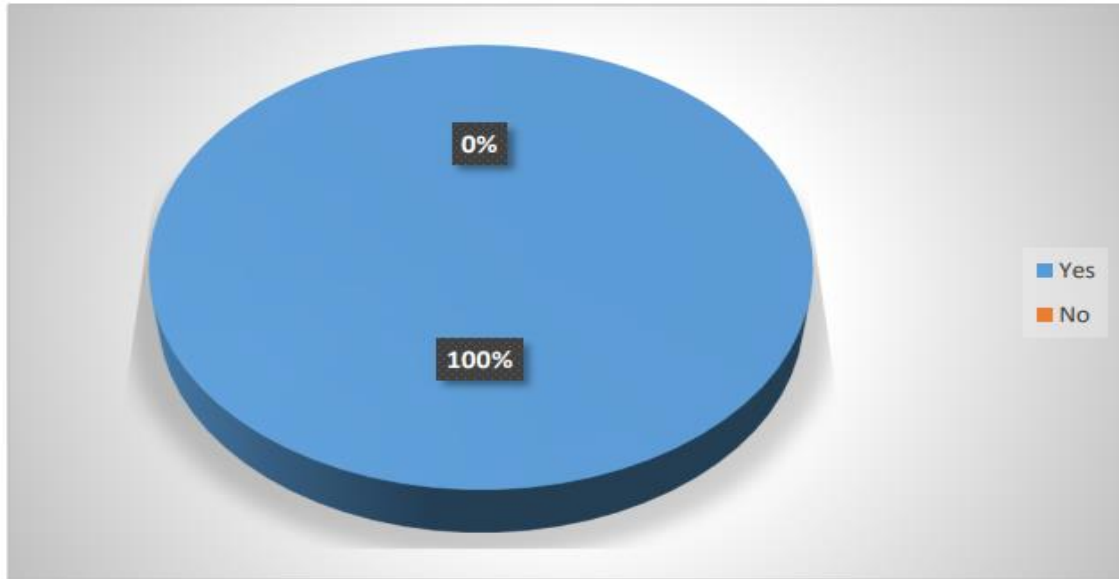
From figure 4.7 above, 100% of respondents agree to the statement that "being enthusiastic about your job" is an important factor for you to achieve High Employee performance.

Factor 5: Advancement Opportunities

Table 4.8

	Advancement Opportunities Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
9	My organization provides plenty of opportunities for personal growth	9	9	14	8	40	2.475
10	My Organization provides technical training so that I can advance in my career	15	8	11	6	40	2.8

The findings presented using Likert Scale Average in table 4.8. On factor 5 Advancement opportunities, on the statement that "my organization provides plenty of opportunities for personal growth" the majority (14) feel sometimes, (9) usually, (9) always and (8) responded with rarely. The resulting average mean score of 2.47 which on the Likert scale is between usually and sometimes, feel the organization provides plenty of opportunities for personal growth.

The findings presented using Likert Scale Average in table 4.8. On factor 5 Advancement opportunities, on the statement that "my organization provides technical training so that I can advance in my career" the majority (15) feel always, (8) usually, (11) sometimes and (6) responded rarely. The resulting average mean score of 2.8, which on the Likert scale is between usually and sometimes feel the organization provides technical training so that they can advance in their careers.

Figure 4.8
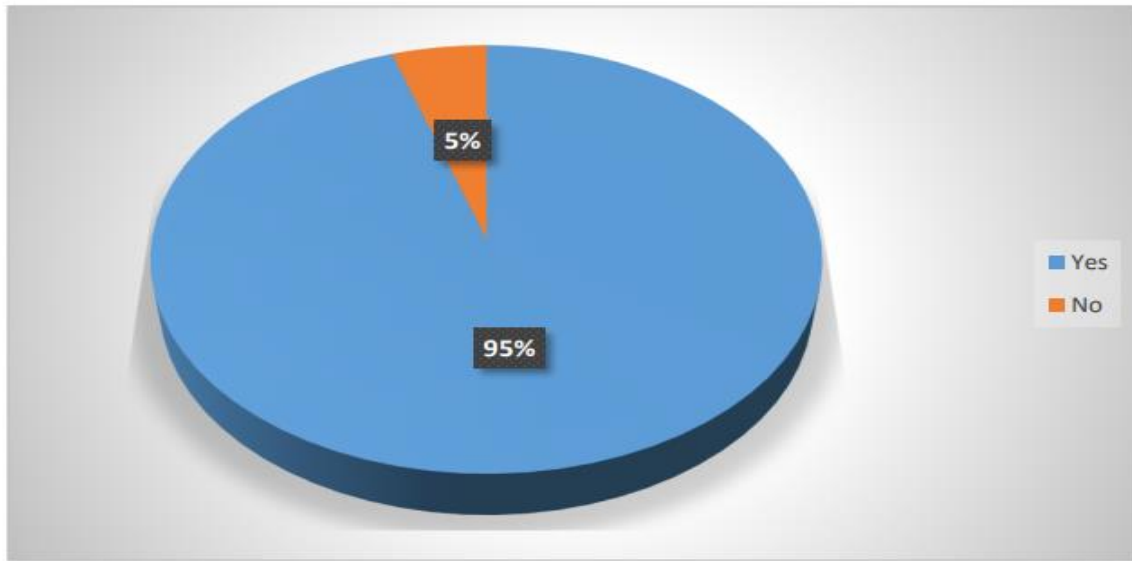
From figure 4.8 above, 95% of respondents agree to the statement that "being provided with advancement opportunities" is an important factor for you to achieve High Employee performance.

Factor 6: Motivation

Table 4.9

	Motivation Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
11	At my department, the motivation level is moderate to high on a daily basis.	9	14	12	5	40	**2.675**
12	My work gives me a feeling of personal accomplishment	20	15	4	1	40	**3.35**

The findings presented using Likert Scale Average in table 4.9. On factor 6 Motivation, on the statement that "At my department, the motivation level is moderate to high on a daily basis" the majority (14) feel usually, (9) always, (12) sometimes and (5) responded with rarely. The resulting average mean score of 2.67 which on the Likert scale is between usually and sometimes, feel their department's motivation level is moderate to high on a daily basis.

The findings presented using Likert Scale Average in table 4.9. On factor 6 Motivation, on the statement that "my work gives me a feeling of personal accomplishment" the majority (20) feel always, (15) usually, (4) sometimes and (1) responded rarely. The resulting average mean score of 3.35 which on the Likert scale is between usually and always feel their work gives them a feeling of personal accomplishment.

Figure 4.9
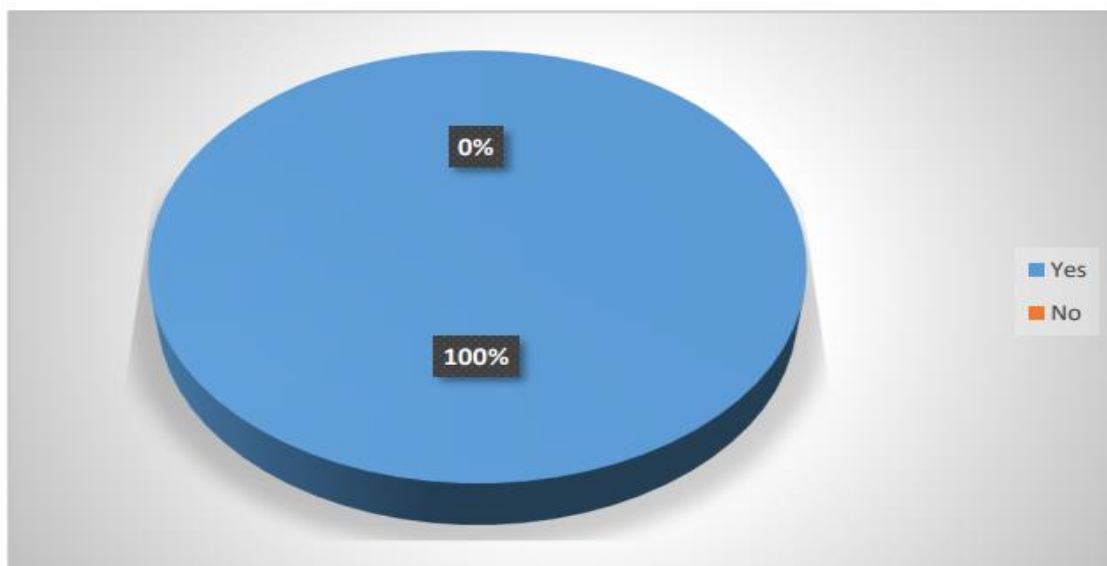
From figure 4.9 above, 100% of respondents agree to the statement that "feeling motivated" is an important factor for you to achieve High Employee performance.

Factor 7: Commitment

Table 4.10

	Commitment Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
13	I am dedicated to improve my performance every day.	35	5	0	0	40	3.875
14	I am devoted to the work tasks assigned.	38	2	0	0	40	3.95

The findings presented using Likert Scale Average in table 4.10. On factor 7 Commitment, on the statement that "I am dedicated to improve my performance every day" the majority (35) feel always, (5) usually, (0) sometimes and (0) responded with rarely. The resulting average mean score of 3.87 which on the Likert scale is between usually and always dedicated to improve their performance every day.

The findings presented using Likert Scale Average in table 4.10. On factor 7 Commitment, on the statement that "I am devoted to the work tasks assigned" the majority (38) feel always, (2) usually, (0) sometimes and (0) responded rarely. The resulting average mean score of 3.95 which on the Likert scale is between usually and always feel they are devoted to the work tasks assigned.

Figure 4.10

From figure 4.10 above, 100% of respondents agree to the statement that "being committed to work" is an important factor for you to achieve High Employee performance.
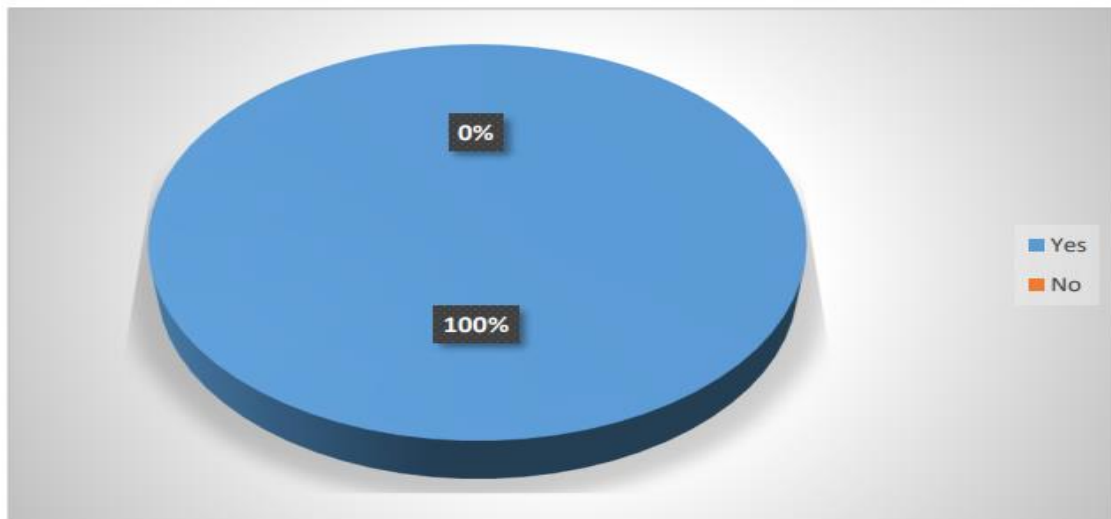
Factor 8: Loyalty
Table 4.11

	Loyalty Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
15	I am proud of being an employee to my organization	33	7	0	0	40	**3.825**
16	I would like to grow and achieve my career goals within my organization	31	5	3	1	40	**3.65**

The findings presented using Likert Scale Average in table 4.11. On factor 8 Loyalty, on the statement that "I am proud of being an employee to my organization" the majority (33) feel always, (7) usually, (0) sometimes and (0) responded with rarely. The resulting average mean score of 3.82 which on the Likert scale is between usually and always feel proud of being an employee of the organization.

The findings presented using Likert Scale Average in table 4.11. On factor 8 Loyalty, on the statement that "I would like to grow and achieve my career goals within my organization" the majority (31) feel always, (5) usually, (3) sometimes and (1) responded rarely. The resulting average mean score of 3.65 which on the Likert scale is between usually and always feel they would like to grow and achieve their career goals within my organization.

Figure 4.11

From figure 4.11 above, 85% of respondents agree to the statement that, being loyal to your organization is an important factor for you to achieve High Employee performance.
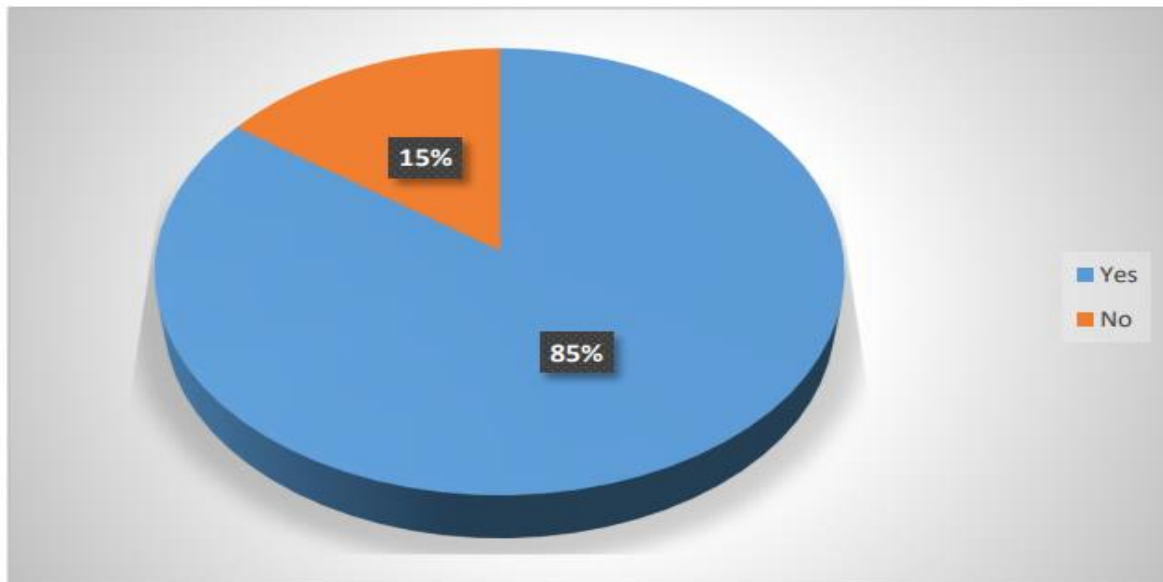
Factor 9: Trust

Table 4.12

	Trust Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
17	I believe my organisation has high level of ethics.	24	12	4	0	40	**3.5**
18	I trust top management integrity.	18	18	4	0	40	**3.35**

The findings presented using Likert Scale Average in table 4.12. On factor 9 Trust, on the statement that "I believe my organization has high levels of ethics" the majority (24) feel always, (12) usually, (4) sometimes and (0) responded with rarely. The resulting average mean score of 3.5 which on the Likert scale is between usually and always, believe their organization has high levels of ethics.

The findings presented using Likert Scale Average in table 4.12. On factor 9 Trust, on the statement that "I trust top management integrity" the majority (18) feel always, (18) usually, (4) sometimes and (0) responded rarely. The resulting average mean score of 3.35 which on the Likert scale is between usually and always feel they trust top management integrity.

Figure 4.12

From figure 4.12 above, 90% of respondents agree to the statement that "being able to trust management" is an important factor for you to achieve High Employee performance.
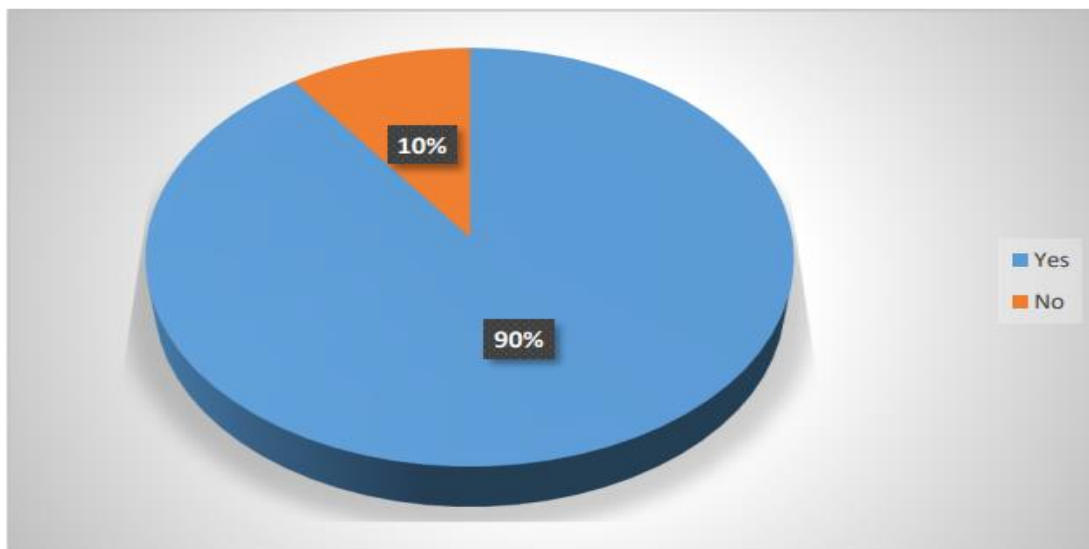
Factor 10: Teamwork

Table 4.13

	Teamwork Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
19	People within my group or department cooperate with each other rather than compete.	18	14	6	2	40	3.2
20	My supervisor encourages teamwork and cooperation to achieve targeted goals.	31	5	3	1	40	3.65

The findings presented using Likert Scale Average in table 4.13. On factor 10 Teamwork, on the statement that "people within my group or department cooperate with each other rather than compete" the majority (18) feel always, (14) usually, (6) sometimes and (2) responded with rarely. The resulting average mean score of 3.2 which on the Likert scale is between usually and always, believe people within my group or department cooperate with each other rather than compete.

The findings presented using Likert Scale Average in table 4.13. On factor 10 Teamwork, on the statement that "my supervisor encourages teamwork and cooperation to achieve targeted goals" the majority (31) feel always, (5) usually, (3) sometimes and (1) responded rarely. The resulting average mean score of 3.65 which on the Likert scale is between usually and always feel their supervisor encourages teamwork and cooperation to achieve targeted goals.

Figure 4.13

From figure 4.13 above, 92% of respondents agree to the statement that "working in teams" is an important factor for you to achieve High Employee performance.
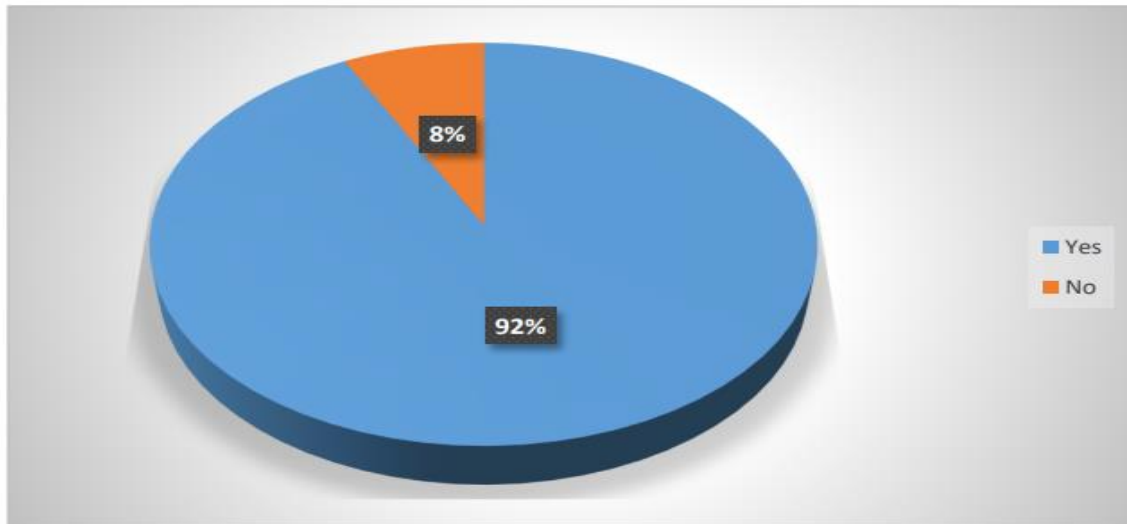
Factor 11: Work Flexibility

Table 4.14

	Work Flexibility Statement	Always 4	Usually 3	Sometimes 2	Rarely 1	Total	Mean
21	I am satisfied with the work flexibility provided for my schedule.	15	15	5	5	40	3
22	I am able to plan my vacation, and take off the days that I need.	9	11	11	9	40	2.5

The findings presented using Likert Scale Average in table 4.14. On factor 11 work flexibility, on the statement that "I am satisfied with the work flexibility provided for my schedule" the majority (15) feel always, (15) usually, (5) sometimes and (5) responded with rarely. The resulting average mean score of 3 which on the Likert scale is usually satisfied with the work flexibility provided for their schedule.

The findings presented using Likert Scale Average in table 4.14. On factor 11work flexibility, on the statement that "I am able to plan my vacation, and take off the days that I need" the majority (11) feel usually, (11) sometimes, (9) always and (9) responded rarely. The resulting average mean score of 2.5 which on the Likert scale is between sometimes and usually plan their vacation and take off the days they need.

Figure 4.14
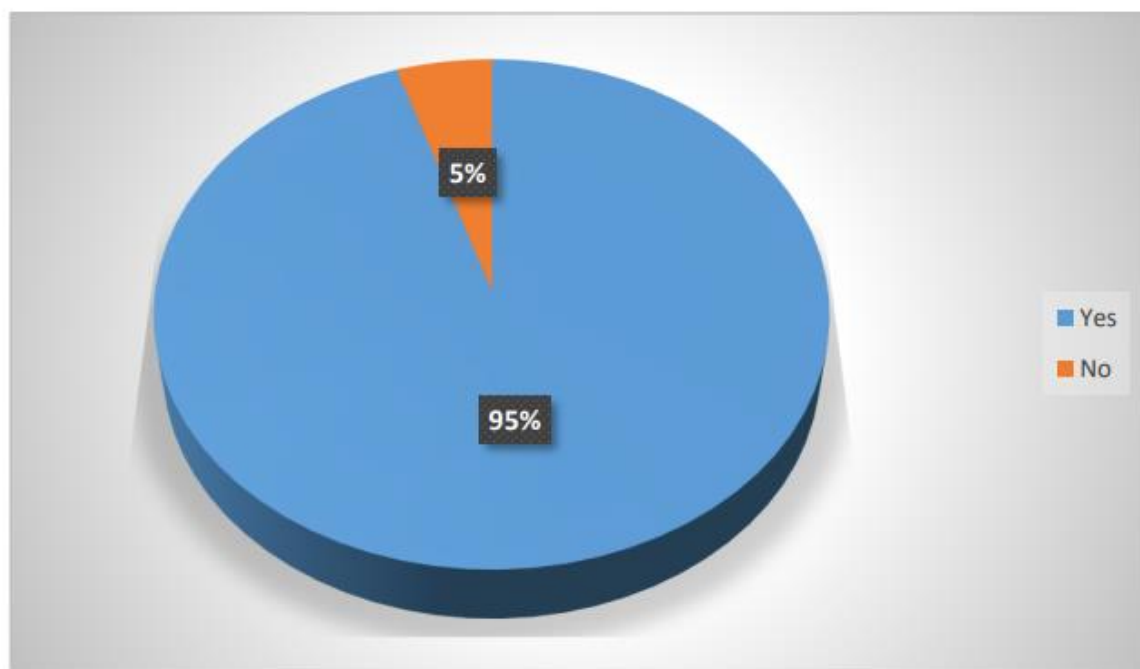
From figure 4.14 above, 95% of respondents agree to the statement that "Work Flexibility" is an important factor for you to achieve High Employee performance.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMEDATION

5.0 Discussion of Findings

This chapter will discuss the findings and analysis of the data that is captioned in chapter four, which was collected through the use of questionnaires. This study aimed at exploring the influence of employee turnover on organizational performance in the case of MBHS; To examine the factors that influence organizational performance on employee's turnover; To explore the strategies of promoting organizational performance among employees and to observe the influence of lack of staff performance recognition on organizational performance.

5.1 Summary of Key Findings

5.1.2 Demography

The findings on the demography for this study as outlined that most of the respondents are in the age of 20 to 40 years old and more females participated in the study. The demography is very important to this study because gender and age are important factors in assessing economic aspects of a population. The study has outlined that there is a youthful population at MBHS compared to the elderly population.

5.1.3 Factor 1. Belonging

The findings on the feeling of belonging to the organization showed that most respondents agreed to the statement that feeling as if you belong to a work team/work family is an important factor for one to achieve High performance. Most of the respondents usually feel that they belong to MBHS and they usually feel that the organization treats them more as team members than as employees.

5.1.4 Factor 2. Open Communication

The findings on open communication to the organization showed that most respondents agreed that having an open line of communication with management is an important factor for you to achieve High performance. The highest numbers of respondents usually feel that Information is

openly shared between management and employees at MBHS and that management always gives all of the information employees need to perform their task.

5.1.5 Factor 3. Involving

The findings on been involved, majority of the respondents agreed that being involved in decision making is an important factor for you to achieve High Employee performance. Most of the respondents sometimes feel that their opinion is listened by management when making decisions that involve their work tasks. However, some respondents rarely feel that their opinions are heard. And majority of the respondents rarely feel that they are involved in extra-curricular activities such as sporting teams etc.

5.1.6 Factor 4. Enthusiasm

The findings on been enthusiasm showed that the all respondents agreed that being that being enthusiastic about your job is an important factor for you to achieve High Employee performance. Most respondents always find their work interesting and fulfilling and majority feel like they contributor to the organizations success.

5.1.7 Factor 5. Advancement Opportunities

The findings on advancement of opportunities showed that most respondents agreed that being provided with advancement opportunities is an important factor for you to achieve High Employee performance. Majority of respondents sometimes feel that their organization provides plenty of opportunities for personal growth and some respondents feel that the organization rarely provides opportunities. However, majority always feel that their organization provides technical training so that they can advance in their career.

5.1.8 Factor 6. Motivation

The findings on motivation showed that all the respondents agree to the statement that "feeling motivated" is an important factor for you to achieve High Employee performance. The study outlined that majority usually feel that at their department, the motivation level is moderate to high

on a daily basis. However, a percentage of respondents rarely feel that. And also majority of respondents usually feel that their work gives them a feeling of personal accomplishment. Just a few respondents rarely feel their work gives them a feeling of personal accomplishment.

5.1.9 Factor 7. Commitment

The findings on commitment showed that all respondents agreed to the statement that being committed to work is an important factor for you to achieve High Employee performance. Majority of respondents always feel that they are dedicated to improve their performance every day and that they always feel devoted to the work tasks assigned.

5.1.10 Factor 8.Loyalty

The findings on loyalty showed that majority of the respondents agreed to the statement that, being loyal to your organization is an important factor for you to achieve High Employee performance. Majority of respondents always feel they are proud of being an employee to their organization and also the majority always feel that they would like to grow and achieve their career goals within their organization.

5.1.11 Factor 9.Trust

The findings on trust showed that the majority of the respondents agreed that being able to trust management is an important factor for you to achieve High Employee performance.
Majority of the respondents always believe their organization has high levels of ethics and also majority usually and always trust top management integrity.

5.1.12 Factor 10.Teamwork

The findings on teamwork showed that majority of respondents agree to the statement that "working in teams" is an important factor for you to achieve High Employee performance. Majority of the respondents always feel that people within their group or department cooperate

with each other rather than compete and also majority always feel that their supervisor encourages teamwork and cooperation to achieve targeted goals. However, a few respondents rarely feel that their supervisor encourages teamwork and cooperation to achieve targeted goals.

5.1.13 Factor 11.Work Flexibility

The findings on work flexibility showed that a high percentage of the respondents agree to the statement that "Work Flexibility" is an important factor for you to achieve High Employee performance.

Majority of the respondents always feel that they are satisfied with the work flexibility provided for their schedule; however a few rarely feel that way. And also majority always and sometimes feels that they are able to plan their vacation, and take off the days that they need, however a few rarely feel that way.

5.2 Conclusion

The study has clearly outlined that the levels of organization performance among employees at the Mary begg Health Services (KMH) in Solwezi, Zambia is high. The key findings are that respondents feel that:

Work Flexibility is an important factor for employees to achieve High Employee performance and this is being provided by the organization. Working in teams is an important factor for employees to achieve High Employee performance. Employees make personal decisions in their day to day work situations and this is guided by the set standard of operations by the organization

Very few Employees are involved in sports and recreational exercises. Employees have career plans and are desirable of progression in their careers. The organization provides career growth for employees who wish to upgrade their qualification.

Being able to trust management is an important factor for employees to achieve High Employee performance. The organization communicates to employees through emails, memos, intranet and news flash. This helps improve the communication and openness of management to employees.

Having an open line of communication with management is an important factor for employees to achieve High Employee performance.

From the study findings, the study has clearly reviewed that employees in this organization were experiencing positive work-life. Being loyal to their organization is an important factor for employees to achieve High Employee performance. Feeling motivated is an important factor for employees to achieve High Employee performance. Being provided with advancement opportunities is another important factor for employees to achieve High Employee performance. And feeling as if you belong to a work team is an important factor that achieves high employee performance.

The above factors can help the organization have high performance even when there is insufficient salary and benefits on employee turnover.

5.3 Recommendation

In order to achieve high organizational performance, the above key findings should be addresses in organizations so that the levels of motivation, self-esteem and morale are maintained high and this will lead to organizational effectiveness.

Another study on what factors demotivate employees in a work place is recommended.

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Appendix 1

Questionnaire for Employees

My name is Nitta Prudence Banda, a student at the University of Zambia pursuing a Master in Business Administration (MBA). I am conducting a study on the influence of Labour turnover on organizational performance; a case study of Mary begg Health Services in Solwezi.

You have been randomly selected to answer a few questions on this topic. Be assured that all responses given will be treated with utmost confidentiality and privacy.

This exercise is purely for academic purposes.

Thank You

Tick or write in the appropriate columns where applicable.

Sex: **Male   Female** Age: _____ Division/Department: _____

This Employee assessment tool has been designed to reveal what is your Employee performance level based on a couple of areas: Work Environment and Employee Engagement. Please mark your response to each of the questions below using the following scale:

Always = 4 points

Usually = 3 points

Sometimes = 2 points

Rarely = 1 points

Factor 1. Belonging

1. I feel a part of my organization.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

2. I am treated more as a team member than as an employee.

   a. **Always**

   b. **Usually**

c. **Sometimes**

d. **Rarely**

Is "feeling as if you belong to a work team/work family" an important factor for you to achieve High performance? **Yes** or **No** (circle correct answer).

Factor 2. Open Communication

3. Information is openly shared between management and employees.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

4. Management gives all of the information I need to perform my job tasks.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

Is "having an open line of communication with management" an important factor for you to achieve High performance? **Yes** or **No** (circle correct answer).

Factor 3. Involving

5. My opinion is listened by management when making decisions that involve my work tasks.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

6. I am involved in extra-curricular activities such as sporting teams, etc.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

Is "being involved in decision making" an important factor for you to achieve High Employee performance. **Yes** or **No** (circle correct answer).

Factor 4. Enthusiasm

7. I find my work interesting and fulfilling.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

8. I feel like a contributor to my organization's success.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

Is "being enthusiastic about your job" an important factor for you to achieve High Employee performance. **Yes** or **No** (circle correct answer).

Factor 5. Advancement Opportunities

9. My organization provides plenty of opportunities for personal growth.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

10. My Organization provides technical training so that I can advance in my career.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

Is "being provided with advancement opportunities" an important factor for you to achieve High Employee performance? **Yes** or **No** (circle correct answer).

Factor 6. Motivation

11. At my department, the motivation level is moderate to high on a daily basis.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

d. **Rarely**

12. My work gives me a feeling of personal accomplishment.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

Is "feeling motivated" an important factor for you to achieve High Employee performance? **Yes** or **No** (circle correct answer).

Factor 7. Commitment

13. I am dedicated to improve my performance every day.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

14. I am devoted to the work tasks assigned.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

Is "being committed to work" an important factor for you to achieve High Employee performance? **Yes** or **No** (circle correct answer).

Factor 8. Loyalty

15. I am proud of being an employee to my organization.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

16. I would like to grow and achieve my career goals within my organization.

    a. **Always**

    b. **Usually**

c. **Sometimes**

d. **Rarely**

Is being loyal to your organization an important factor for you to achieve High Employee performance? **Yes** or **No** (circle correct answer).

Factor 9. Trust

17. I believe my organization has high level of ethics.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

18. I trust top management integrity.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

Is "being able to trust management" an important factor for you to achieve High Employee performance? **Yes** or **No** (circle correct answer).

Factor 10. Teamwork

19. People within my group or department cooperate with each other rather than compete.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

20. My supervisor encourages teamwork and cooperation to achieve targeted goals.

    a. **Always**

    b. **Usually**

    c. **Sometimes**

    d. **Rarely**

Is "working in teams" an important factor for you to achieve High Employee performance? Yes or No (circle correct answer).

Factor 11. Work Flexibility

21. I am satisfied with the work flexibility provided for my schedule.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

22. I am able to plan my vacation, and take off the days that I need.

   a. **Always**

   b. **Usually**

   c. **Sometimes**

   d. **Rarely**

Is "Work Flexibility" an important factor for you to achieve High Employee performance? **Yes** or **No** (circle correct answer).

Appendix

WORK PLAN

Table 1

Activity	Time-frame
Preparation of Questionnaires	1 Weeks
Pretest of Questionnaire	1 Day
Finalizing with Questionnaire	1 Day
Formulation of the Sample	1 Day
Data Collection	3 Days
Data Coding and Entry	2 Days
Data Analysis	3 Days
Report Preparations	2 Days

REQUIRED STUDY BUDGET

Table 2

No	ITEM	QUANTITY	UNIT PRICE	TOTAL
1	STATIONARY			
I	A4 Bond paper	1	90	90
Ii	pencils	20	1	20
	Erasers	10	2	20
	Stapler	1	100	100
	Staples	1 box	40	40
SUB	TOTAL			**270**
2	SECRETARIAL WORKS			
A	Research Proposal			
i	Typing of Proposal	26 pages	-	-

ii	Printing //	26 pages	3	78
iii	Photocopy//	26 pages	1	26
iv	Binding //	2	15	30
	Submission of Proposal	-	-	-
SUB	TOTAL			**134**
	Pretesting questionnaire			
	Printing	6	3	18
	photocopy	6	1	6
SUB	TOTAL			**24**
	ACTUAL STUDY			
	Typing questionnaire	5 pages	-	-
	Printing questionnaire	40	1	40
	Photocopying //	300 pages	1	300
SUB	TOTAL			**340**
	DATA	COLLECTION		
	Transport (Total)	3 days	20	60
				60
	DATA ENTRY AND ANALYSIS			
	Data Entry	2 days	-	-
	Data Analysis	3 //	-	-
	Report writing	1 //	-	-
	Printing //	10	3	30
	Photocopy //	20	1	20
	Binding	3 copies	15	45
SUB	TOTAL			**95**

				933
TOTAL				933
CONTIGENT 20%				186.6
	GRAND	**TOTAL**		**1119.6**

12.0 APPENDICES

12.1 LIST OF EMPIRICAL LITERATURES REVIEWED FROM 2007-2017

#	Authors	Approach	Focus of the study	Analyzed sample	Findings	Theory used	Gap identified
1	Zincirkiran et al (2015)	The was developed based on a quantitative method	Analysis of teamwork, organizational commitment and organizational performance	The sample was 411 in the health sector in	Team work has a strong impact on organizational commitment & performance	Theory was developed based on organizational performance	Contextual. The study was carried out in the cement industry in Turkey
2	Wadhwa et al(2015)	Quantitative	Impact of employee empowerment on job satisfaction and organizational commitment	315	Employee empowerment has an impact on job satisfaction & organizational commitment	Motivation	Contextual. It was done in the health sector in Turkey
3	Musriha et al (2013)	Quantitative & Qualitative	Influence of team work, environment on job satisfaction	219	Environment has an impact on organizational commitment	Job satisfaction	Contextual. The study was done on Cigarette Rollers in Indonesia
4	Ooko et al (2017)	Quantitative	Impact of training on commitment, retention and performance	500	Training has an impact on organizational commitment, retention and performance	Organizational performance	Contextual. The study was done in Europe

#	Authors	Approach	Focus of the study	Analyzed sample	Findings	Theory used	Gap identified
5	Abdullah et al (2012)	Quantitative	Antecedents of organizational commitment of banking sector employees	600	Team work and employee empowerment are antecedents of organizational commitment	Organizational commitment	Contextual. It was done in Pakistan
6	Benrazai et al (2013).	Mixed methods	Employees' job satisfaction and its influence on willingness to work in teams.	420	Employees job satisfaction affects their willingness to work in teams	The theory was developed based job satisfaction	Contextual
7	Salarian, M. et al (2015)	Mixed methods	Organizational commitment and its relationship with organizational learning	350	Employees commitment has an influence on organizational learning	The theory was developed based on organizational learning	Contextual
8	Bulut et al (2010)	Quantitative	The effects of organizational training on organizational commitment**.**	650	Organizational learning has positive effect on organizational commitment	Organizational commitment	Contextual. It was done in the US and focused on service firms

MEASURES FOR THE QUESTIONNAIRE

Variable	Item	Source
Motivation	1. Salary and other fringe benefits	Pradifa et al (2014)

	2. Job security	
	3. Relationship with co-workers	
	4. Support and guidance from my supervisor	
	5. The degree of respect and fair treatment receive from my supervisors	
	6. Optimistic about promotional opportunities	
	7. Training and development opportunities	

Variable	Item	Source
Employee Turnover	1. The attitude of management towards workers is okay. 2. The system or style of supervision adopted in your organization is fair. 3. Am satisfied with the supervisory style adopted by your supervisor/manager 4. Management always to attends to complains of workers in time 5. Am always satisfied with the response from management towards complains. 6. If you are not allowed to do the job by your own, you feel bore and intend to leave the job? .	Pradifa et al (2014)