



EMPLOYEE TURNOVER AND GOAL ATTAINMENT IN MARITIME COMPANIES IN PORT HARCOURT

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ABSTRACT

This study examined the effect of employee turnover on goal attainment in maritime companies in Port Harcourt, Rivers State, Nigeria. Subject for the study were 291 employees as sample size drawn from a population of 1284 using Krejcie and Morgan table. The cross-sectional survey method and stratified random sampling was used through convenience approach in the selection of respondents. The questionnaire method was used to collect relevant data for the study. Data collected was analyzed, and the analysis reveals that voluntary and involuntary turnover has a significant impact on organizations goal attainment. Conclusion was drawn; it's however obvious from the literature review and past research findings in the course of this study that employee turnover is a difficult phenomenon to control. Recommendations were given which include the need for management of maritime companies to put policy in place in areas of employee welfare and conditions of service of employees. This will reduce the exit of experienced employees from maritime companies.

KEYWORDS: Effectiveness, Efficiency, Employee Turnover, Goal Attainment, Involuntary Turnover, Organizational Performance, Voluntary Turnover.

INTRODUCTION

The growth of maritime companies is a vital part of any country's economy. Maritime companies have continued to develop and provide products that address economic needs. These companies have come up with motivation strategies for higher productivity in order to fit in the changing business environment dictated to some extent by the category of the international organizations coming up with more effective business strategies (Uiboupin, 2005). Nigeria has witnessed a serious growth and increase in organization whose role has been tailored to fulfill national aspirations and government has laid more emphasis on training and development of human resources mostly those in managerial cadre. Still a good number of these young executives became unsuccessful in reaching their goals because of inadequate planning. Growth and stability of these maritime companies will come when there are properly and legally structured, well managed and professionalized. Goal attainment is very important for turnover; when employees achieve what they set out to accomplish they feel satisfied and happy. Notably, it is

particularly the attainment of goals has been found to be relevant for employee turnover.

Employees who leave on the organization's request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance. Both types of the turnover create costs for the organization. If an organization has made significant investment in training and developing its employees, that investment is lost when employee leaves (Mello, 2011). In addition to excessive employee turnover can hurt the overall productivity of a firm and is often a symptom of other difficulties. Every organization strives to have high productivity, lesser turnovers and maximum profitability. Managing turnover successfully is a must to achieve the above goals. Abassi and Hollman (2000) stressed that the managers must recognize employees as major contributor to the efficient achievement of the organization's goal attainment.

The reasons for individual turnover intention include age, gender, marriage, education levels and years of working in the organization (Liu & Wang, 2006). Previous studies found that the rate of female



employee turnover is higher, as compared to male employees. It can be associated with women duty that women need to give birth and take care of the family. Though employees work in units or positions for a long period, they feel tired and tend to leave the jobs. According to Ma, Chen, and Wang, (2003), "Employees with young, inexperienced and high education level tend to have low level of satisfaction about jobs and careers, and have lower commitment to the organization, these negative attitudes are associated with turnover intention". One of the key factors of turnover intention is Individual aptitude. When individuals have strong ability, or individuals are not core competent at their job and cannot progress them completely in the organization, they are prone to turnover intention (Chen & Li, 1998). In short, all these individual factors directly influence the turnover intention, or indirectly effect on them through the rule of other variables. Furthermore, highly motivated and performing individuals are the crucial factors of the organizational productivity. Therefore, there is need to develop a thorough understanding of the employee turnover from the perspective of causes, effect and strategies to minimize turnover. In light of this context, this study investigates the relationship between employee turnover and growth attainment of maritime companies in Port Harcourt

The consequences of high turnover are both financial and non-financial. High turnover can be a serious hurdle to productivity, quality, and profitability at firms of all sizes. For the smallest of companies, a high turnover rate can mean that simply having enough staff to fulfill daily functions is a challenge, even beyond the issue of how well the work is done when staff is available (Johnson, 2009). Employee turnover has always been one of the invisible enemies of business in any growing economy; it is invisible because most costs associated with staff turnover cannot be directly itemized in the profit and loss statement or reported at the end of the fiscal year".

Like most human endeavor there are problems that organizations are confronted with in the process of managing their workforce. Trying to achieve managerial task like planning, directing, controlling and coordinating all human activities in organizations, a lot of problems are encountered. According to Page (2001) the escalation in the rate of labour turnover is a major concern for businesses and is clearly impacting on organizational performance. Clients begin to doubt the management of such an organization and unsure whether they should continue to do business with an organization with higher staff turnover. It is against this backdrop that we are trying to examine employee

turnover and goal attainment of maritime companies in Port Harcourt.

OBJECTIVES OF THE STUDY

- i. Examine the relationship between involuntary turnover and effectiveness.
- ii. Ascertain the relationship between involuntary turnover and efficiency.
- iii. Evaluate the relationship between voluntary turnover and effectiveness.
- iv. Examine the relationship between voluntary turnover and efficiency.

LITERATURE REVIEW

Theory of Organizational Equilibrium

The theory of organizational equilibrium proposed by Marsh and Simon in 1958, considered as the first formal theory of turnover (Ngo-Henha, 2017), emphasizes the need to create a balance between contributions employees and the incentives offered by the organization. To this end, each organization must ensure that its employees benefit from equitable incentives that would stimulate the continuity of their contributions. This balance is influenced by two major considerations: (1) the perceived desire to leave the position, (2) the perceived ease of movement for the collaborator. The perceived desire to leave the post is explained by the satisfaction / dissatisfaction at work felt by the collaborator on the one hand, and the possibility / impossibility of an intra-organizational transfer on the other hand. When the employee perceives that his satisfaction with the position held is guaranteed, his tendency to leave his position is therefore less desirable. However, his dissatisfaction may push him to seek intra-organizational transfer.

The existence of this possibility, which depends mainly on the size of the organization, would substantially reduce the chances of leaving the job. Indeed, the larger the organization, the more the possibilities of transfer exist and the less the staff tends to leave. The second factor is the ease of perceived employee movement or the number of alternatives available. An employee in this case would easily leave his current organization, as the number of external offers at his disposal is reassuring and advantageous. The theory of organizational equilibrium suggests, in fact, that the probability of voluntary leaving is a function of the desire to leave and the perceived ease of departure. If the employee has no desire to leave his position, then the perceived ease of departure is not important to him. On the other hand, a collaborator who is very dissatisfied within the organization and who, therefore, expresses his wish to leave it, would

not hesitate to seize the first external alternative, provided that it is advantageous.

THE GOAL SETTING THEORY

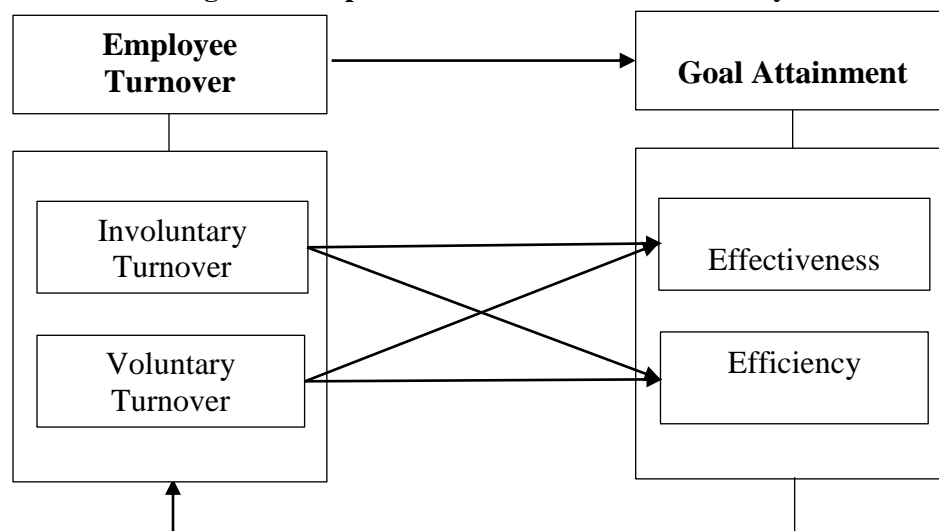
The goal setting theory is associated with the works of Gary Latham & Edwin Locke. The “goal setting is the development of an action plan intended to motivate and guide an individual or group towards an objective”. Goal setting theory assumes that behaviour comes about because of an individual's objectives and aims. Objectives impact an individual's attitude by coordinating vigorous and attention prolonging endeavours beyond regular time and encouraging the individual to create methodologies for objective achievement (Locke & Latham, 1990). Studies recommend that particularly difficult objectives ensue in better performance over obscure, easy objectives. It has been observed that goals result to superior performance in cases where individuals are focused on the goal. As a result, employees are less inclined to focus on an objective if they are of the opinion, it is troublesome. The theory states that:

- A specific high goal prompts higher performance than a simple goal, no goal or an ambiguous goal.
- regarding goal dedication, the more superior the goal, the more superior the performance
- variables, for example, criticism or knowledge of results, incentives, investment in decision making and rivalry just influence an employee's performance to the degree that they prompt the setting of and commitment to

a specific goal (Latham, Ganegoda & Locke, 2011).

Goal setting theory proposes that knowledge acquisition can be encouraged by giving employees particularly difficult goals and objectives. In particular, the impact of goal setting theory may be found in the generating of work plans (Locke, Shaw, Saari & Latham, 1981). Studies by Locke, et al (1981) demonstrated more specific and ambitious goals prompt more performance change than simple or general goals. This means that there is a positive straight connection between goal difficulty and work performance (Locke, & Latham, 2006). Consequent research has demonstrated that goal attainment expands self-efficacy and in addition provides a feeling of pride and accomplishment (Mento, Locke & Klein, 1992). Despite the fact that setting high goals sets the bar higher to acquire self-satisfaction and sense of well-being, achieving goals creates an elevated feeling of efficacy (personal effectiveness), self-satisfaction and sense of well-being particularly when the goals vanquished were viewed as challenging (Wiese & Freund, 2005). The goal setting theory is relevant to this work because it emphasizes the importance of training in organisations in view of its significance of measuring employees' performance and part in helping organisations attain their set goals. This is in line with the argument of Michael (2008) that the definitive goal of each training programme is to increase the value of the workforce with a specific end goal to gain competitive advantage over other organisations in the same industry.

Figure 2.1: Operational framework for the study



Source: Conceptualized by the Researcher, 2021.



The dimensions of employee turnover were adapted from the works of Mamun, & Hasan, (2017). while the measures of goal attainment were adapted from the works of Mwendwa, McAuliffe, Uduma, Masanja, & Mollel, (2017)

Employee Turnover

Employee turnover has sometimes been defined as “the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period” (Price, 1977) and it is often detrimental to the effective functioning of an organization. On the other side, Adams and Beehr (1998) posits that ‘turnover involves leaving any job of any duration’ (Feldman, 1994) and is usually thought of as being followed by continued regular employment. Similarly, managers analyze the employee turnover as the entire process associated with filling a vacancy. Each time position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover. This term, employee turnover, is also often utilized in efforts to measuring relations of employees in an organization as they leave, regardless of reason (Gustafson, 2002).

Employees’ turnover is a much-studied phenomenon Shaw, Delery, Jenkins, & Gupta (1998). But there is no standard reason why people leave organisation. Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi and Hollman (2000). According to Reggio (2003), employee turnover “refers simply to the movement of employees out of an organization”. It is a negative aspect, which might lead to the failure of employee retention strategies in the organizations. “Leaving of job appears to reflect significant work place problems, rather than opportunities for advancement into better Jobs” (Holzer & Wissoker, 2001)

H01. There is no significant relationship between involuntary turnover and effectiveness.

Involuntary Turnover

Involuntary turnover includes retirement, death and dismissal. Employee turnover is regarded as involuntary when leaving the job to take care of seriously sick family member or to accompany a spouse to remote area. Therefore, employees have no control over and decide to quit the job (Martin & Martin, 2003). An involuntary turnover means a severance from employment due to the independent

exercise of the unilateral authority of the employer to terminate the employment, other than due to the employee’s implicit or explicit request, where the employee was willing and able to continue performing services (Naveh, & Erez 2004). An involuntary turnover may include the employer’s failure to renew a contract at the time the contract expires. Some researchers are of the view that involuntary turnover does not include the death of an employee or absence from work due to illness or disability.

Involuntary turnover refers to an employee’s discharge by the organization, this happens for a number of reasons, including a decline in corporate revenue, retirement, or career changes. In every case, an employee’s departure is not a result of a negative relationship with the employer. He adds that in most cases, involuntary turnover is unavoidable and part of the cost of business and life. This understanding of involuntary turnover is reflected in the explanation provided by Haskel, and Martin (2001). Involuntary turnover is caused by layoffs and similar actions where the decision for an employee to leave is made by the company and not the employee. In a research on involuntary turnover amongst executives, Shen and Cho (2005) explain involuntary turnover to be the situation whereby executives are forced to leave the organization for reasons other than age or health concerns. Some of these reasons include but not limited to non-performance and the need to align with changing environmental demands. March (1991) adding their voice to involuntary turnover by limiting it to tertiary institutions indicated that an organization can take such action as a result of gross unethical or criminal behaviour such as the use of university funds or release of confidential information. This can also be extended to misrepresentation of facts and employees’ unwillingness to adhere to terms and conditions of employment. Since involuntary turnover has its own effects, it is necessary for organization to measure them and make decisions as to what extent they are benefiting from such practice.

Voluntary Turnover

Voluntary turnover refers to when employees quit, that is when they decide to end their relationship with organizations on their own, whereas involuntary turnover occurs when employers fire or lay off workers (Hauskenecht & Trevor 2011; Selden & Moynihan 2000). Therefore, the key distinction between the two types of turnover lies in who initiated the process. Unfolding model” of voluntary turnover represents a divergence from traditional thinking (Hom & Griffeth, 1995) by focusing more on the decisional aspect of



employee turnover, in other words, showing instances of voluntary turnover as decisions to quit. While employees quit the job from an organization, it is stated as voluntary turnover (Noe, Hollenbeck, Gerhart, & Wright, 2006). It is set off the decision of the employee. Another definition is furnished by Egan, Yang, and Bartlett, (2004), indicating “An instance of voluntary turnover, or a quit, reflects an employee’s decision to leave an organization, whereas an example of involuntary turnover, or a discharge, reflects an employer’s decision to terminate the employment relationship”.

Voluntary turnover can be affected by not having job satisfaction, job stress, as well as due to getting a better job at another organization, a conflict with a manager, or personal matter such as staying home and giving enough time to the family member (Manu & Shay, 2004). It is, therefore, essential to reflect on attractions such as alternatives whilst appearing to voluntary turnover. Nevertheless, voluntary turnover can be foreseen and, in turn, be managed. Chiu and Francesco (2003) define involuntary turnover as “... an instance of involuntary turnover, or a discharge” that “reflects an employer’s decision to terminate the employment relationship”.

H02. There is no significant relationship between voluntary turnover and effectiveness.

Goal Attainment

Goals are specific targeted achievements of an individual or organization. Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2002). “Nearly every modern organization has some form of goal setting in operation. Programs such as management by objectives (MBO), high-performance work practices (HPWPs), management information systems (MIS), benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals”. Furthermore, Fred opined that goal setting which aids employee’s goal attainment is the underlying explanation for all major theories of work motivation. Managers widely accept goal setting as a means to improve and sustain performance (DuBrin, 2012).

Employees perform at higher levels when asked to meet a specific goal target. Requesting employees to improve, to work harder, or to do their best is not helpful, because that kind of goal does not give them a focused target. Goal specification enables members know what target to attain and allow them to measure their own progress. Research indicates that specific goals help bring about other desirable organizational

goals, such as reducing absenteeism, tardiness, and turnover (Locke & Latham, 2002). Employee becomes more loyal and stay in the organization, meeting the work targets when they identify themselves within a group and contribute to the performance as a group. This suggestion relies on work performed by Locke and Latham goal setting theory. The goal is team performance and the individual feeling part of the group. The focus of Locke was on the goal, but in order to reach the goal one must associate oneself with the group and task.

Effectiveness

Companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually, effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, Yang, & McLean 2010). Meyer and Herscovitch (2001) analyzed organizational effectiveness through organizational commitment. Commitment in the workplace may take various forms, such as relationship between leader and staff, employee’s identification with the organization, involvement in the decision-making process, psychological attachment felt by an individual. Shiva and Suar (2012) agree that superior performance is possible by transforming staff attitudes towards organization from lower to a higher plane of maturity, therefore human capital management should be closely binded with the concepts of the effectiveness.

According to Heilman and Kennedy-Phillips (2011) organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve organizational effectiveness management should strive for better communication, interaction, leadership, direction, adaptability and positive environment. Back in 1988, Seiichi Nakajima has introduced the concept of Total Productive Maintenance, which has been widely applied in the plants and covered the entire life of the equipment in every department including planning, manufacturing, and maintenance (Fu-Kwun, 2006; Muthiah & Huang, 2006). The system allowed assessing overall performance of the plant, since it covered:

- i. Total effectiveness (productivity, quality delivery, safety, social responsibility and morals).
- ii. Total maintenance system (maintenance prevention system, maintainability improvement);



- iii. Total participation of the employees (the increase of the effectiveness of the plant depends on the involvement of the staff, regardless of the department they belong to).

According to Porter (1996), Total Productive Maintenance system could be applied as a tool not the strategy for managers to ensure operational effectiveness. The author stressed out the fact that effectiveness management tools and techniques such as benchmarking, time-based competition, outsourcing, partnering are slowly taking the place of the strategy. It is a result of organizations' frustration of their inability to translate goals into sustainable profitability.

H0₃. There is no significant relationship between voluntary turnover and effectiveness.

Efficiency

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: (1) reduced yield – from start up to stable production; (2) process defects; (3) reduced speed; (4) idling and minor stoppages; (5) set-up and adjustment; and (6) equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. According to Pinprayong and Siengthai (2012) there is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and community.

Excellent organizational efficiency could improve entities performance in terms of management, productivity, quality and profitability. The Pinprayong and Siengthai (2012) introduced seven dimensions, for the measurement of organizational efficiency: Organizational strategy; Corporate structure design; Management and business system building; Development of corporate and employee styles; Motivation of staff commitment; Development of employee's skills; Subordinate goals

H0₄. There is no significant relationship between involuntary turnover and efficiency.

Empirical Review

Ferreira, & Almeida, (2015) investigated the relationship between employee turnover and performance in retailing. The study used data from a single company with several comparable branches and tested whether stores with lower employee turnover

have better financial and organizational results (sales and workplace accidents, respectively). This study also analyzes whether Human resources practices, such as rewards, recognition and training, affect employee turnover. The empirical results indicate a strong relationship between employee turnover and sales, supporting results from previous studies. However, the additional relationships were not confirmed. The results do not rule out some hypotheses about the relationship between employee turnover and labor accidents, and further suggest that human resources management practices may increase employee turnover, depending on their motivation and strategic alignment.

Ibrahim, Usman, and Bagudu, (2013) examined the labour turnover among state owned institutions in Niger state, Nigeria. Subject for the study were fifty-eight (58) drawn from three state owned institutions in Niger state, namely Niger State Polytechnic, Niger State College of Education and Niger State School of Nursing. The stratified random sampling technique was used through convenience approach in the selection of subjects. The questionnaire method was used to collect relevant data for the study. Data collected was analyzed, and the analysis reveals that most employees leave for other institution because of inequity in pay (salary). They also reveal that the attitude and management leadership style towards promotion and advancement constitute a major reason why they leave state owned institutions. The study concludes that employee turnover is a difficult phenomenon to control and thus recommends the need for Niger state government to put policy in place through given of directive to managers of state-owned institutions in areas of implementing the policies relating to staff welfare and conditions of service of employees. This will reduce the exit of experienced employees from state owned institutions.

Tanikin (2005) studied organizational goal attainment in UK (United Kingdom) in a plastic manufacturing company with sample size of 250 workers, using descriptive survey design to establish the effect of worker training and motivation and organizational goal attainment the findings positively show that there is great relationship between employee training and motivation and organizational goal attainment

Hasket, Hawkes and Pereira (2003) carried out a research in Lurich to investigate the relationship between sustainability and organizational goal attainment in 20 hospitals using descriptive survey design, data were collected with questionnaire and it was tested using correlation. The findings showed that there is significant relationship between sustainability



and organizational goal attainment in those hospitals used.

Dearden and Van Reenen (2000) analyzed the effect of survival strategy of employees and organizational goal attainment using 87 breweries in Belgium, structured questionnaire was administered to people data generated were analyzed using multiple regression to ascertain the relationship between survival strategy and organizational goal attainment. The findings showed that there is positive relationship between survival strategy and organizational goal attainment.

Ojo, Osibanjo and Oyewunmi (2014) investigated career development as a determinant of organizational growth carried out in the banking sector in Lagos through survey research and found that given the competitive and dynamic nature of today's business, employers may not be able to retain their trained and developed employees having exposed them to various training and development opportunities, they should employ better strategies in retaining their experienced employees, which tends to have great effect on the organizational growth

METHODOLOGY

Research Design and Population of the Study

The study adopted the cross-sectional survey method, which is a form of the quasi-experimental research design. The population of this work consist of 1284 employees from 10 selected maritime companies in Port Harcourt. Krejcie and Morgan table was used to arrive at a sample size of 291 while the Bowley's formula was used for proportional allocation of questionnaire samples. Copies of the questionnaire were administered to the respondents via email and personal contacts out of which 265 valid copies representing 91% were correctly filled and used for further analyses. The instrument was subjected to construct and convergent validity. The reliability of the instrument was also tested using the Cronbach Alpha test. The Spearman Rank Order Correlation Coefficient was used to test the hypotheses.

Operational Measures of Variables

The independent variable employee turnover, was measured using a 10-items scale which were carefully selected to reflect the dimensions (involuntary and voluntary turnover). Amongst the items include

"Staff turnover causes a decline in services provision; High staff turnover cause employee not to meet their deadlines; Work boredom is the causes of staff turnover;". These items were extracted from literature. The dependent variable is goal attainment which was measured using a 10-item scale which were carefully selected to reflect the measures (effectiveness and efficiency). Among the items include "There is always someone substituting me when I get medical report or take a leave; Given the right motivation, I believe I can solve most problems that confront me; Employees are provided with the power to make workplace decisions, and implement decisions effectively". The items for decision making were extracted from literature.

RESULTS AND DISCUSSIONS

Table 1 below shows the descriptive statistics of the correspondents. Gender indicates that there are more male respondents 193 (72.7%) than female respondents 72 (27.3%). Marital status shows that a greater portion of the respondents are married representing 135 (50.9%) of the study respondents followed by 102 (38.3%) who identify as single while 16 (6.2%) were divorced and 12 (4.6%) were widowed. The age distribution shows that those within the age bracket of 30 – 39 years dominated the maritime companies studied representing 99 (37.4%) of the study respondents followed by 91 (34.4%) respondents who are between 40 – 49 years while 48 (18.2%) respondents are between 20 – 29 years and lastly 27 (10.1%) of the study respondents are greater than or equal to 50 years of age. Educational qualification distribution shows that a greater portion of the study respondents have MSC or its equivalent and this represents 124 (46.9%) followed by those who affirm to have HND/BSc. or its equivalent representing 101 (38%) and lastly those who have PhD or its equivalent representing 40 (15.1%) of the study respondents. Years of experience distribution indicates that most of the respondents have quite a good year of experience with 132 (49.8%) having 6-10 years of experience followed by 75 (28.3%) respondents who have 0 – 11 years of experience and lastly those who have 11 years and above experience representing 58 (21.9%). Thus, it could be concluded that the maritime industry is largely dominated by male employees and the employees are highly educated. This could have a positive impact in the rate of employee turnover.



Analysis of Demographic Profiles of Respondents

Variable	Item	Frequency	Percent (%)
Gender	Male	193	72.7
	Female	72	27.3
Marital Status	Single	102	38.3
	Married	135	50.9
	Divorced	16	6.2
	Widowed	12	4.6
Age	20 – 29 Years	48	18.2
	30 – 39 Years	99	37.4
	40 – 49 Years	91	34.3
	>= 50	27	10.1
Educational Qualification	HND/B.Sc.	101	38.0
	M.Sc.	124	46.9
	PhD	40	15.1
Years of experience	0 – 5 Years	75	28.3
	6 – 10 Years	132	49.8
	11 Years & Above	58	21.9

Source: Field Data, 2021.

STATISTICS DATA ANALYSIS

Spearman's rank order correlation coefficient was used in testing hypotheses in the study. This was carried out through SPSS 27 software. The decision

rule: reject null hypothesis if p-value obtained is less than the alpha value of 0.05 and accept the null hypothesis when p-value is greater than the alpha value (0.05).

Ho₁: There is no significant relationship Involuntary Turnover and Effectiveness Correlations

		Involuntary Turnover	Effectiveness
Spearman's rho	Involuntary Turnover	Correlation Coefficient	1.000
		Sig. (2-tailed)	.571**
		N	265
	Effectiveness	Correlation Coefficient	.571**
		Sig. (2-tailed)	1.000
		N	265

** . Correlation is significant at the 0.01 level (2-tailed).
 SPSS output, Version 27

Result shows a strong positive statistically significant relationship between involuntary turnover and effectiveness (0.571). The coefficient of determination ($r^2 = 0.33$) implies that involuntary turnover impacts 33% change in effectiveness. The significant value of

0.000 ($p < 0.05$) reveals a strong and positive relationship. The null hypothesis was rejected and the alternate hypotheses accepted. Thus, there is a significant relationship between involuntary turnover and effectiveness.

Ho₂: There is no significant relationship Involuntary Turnover and Efficiency Correlations

		Involuntary Turnover	Efficiency
Spearman's rho	Involuntary Turnover	Correlation Coefficient	1.000
		Sig. (2-tailed)	.468**
		N	265
	Efficiency	Correlation Coefficient	.468**
		Sig. (2-tailed)	1.000
		N	265

** . Correlation is significant at the 0.01 level (2-tailed).
 SPSS output, Version 27

Result shows a very strong positive statistically significant relationship between involuntary turnover and efficiency (0.468). The coefficient of determination ($r^2 = 0.22$) implies that 22% change in efficiency is triggered by the level of involuntary turnover. The

significant value of 0.004 ($p < 0.05$) reveals a strong and positive relationship. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between involuntary turnover and efficiency was accepted.

Ho₃: There is no significant relationship Voluntary Turnover and Effectiveness
Correlations

Spearman's rho	Voluntary Turnover	Voluntary Turnover		Effectiveness
		Correlation Coefficient	1.000	.645**
		Sig. (2-tailed)	.	.000
		N	265	265
	Effectiveness	Correlation Coefficient	.645**	1.000
		Sig. (2-tailed)	.000	.
		N	265	265

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 27

Result shows a strong positive statistically significant relationship between voluntary turnover and effectiveness (0.645). The coefficient of determination ($r^2 = 0.42$) implies that voluntary turnover is a significant predictor of effectiveness as it accounts for 42% variation in effectiveness. The significant value of

0.000 ($p < 0.05$) reveals a strong and positive relationship. The null hypothesis was rejected and the alternate hypotheses accepted. Thus, there is a significant relationship between voluntary turnover and effectiveness.

Ho₄: There is no significant relationship Voluntary Turnover and Efficiency
Correlations

Spearman's rho	Voluntary Turnover	Voluntary Turnover		Efficiency
		Correlation Coefficient	1.000	.674**
		Sig. (2-tailed)	.	.000
		N	265	265
	Efficiency	Correlation Coefficient	.674*	1.000
		Sig. (2-tailed)	.000	.
		N	265	265

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 27

Result shows a strong positive statistically significant relationship between voluntary turnover and efficiency (0.674). The coefficient of determination ($r^2 = 0.45$) implies that voluntary turnover influences 45% of operational efficiency. The significant value of 0.000 ($p < 0.05$) reveals a strong and positive relationship. The null hypothesis was rejected and the alternate hypotheses accepted. Thus, there is a significant relationship between voluntary turnover and efficiency.

DISCUSSION OF FINDINGS

Base on analyses of data collected from employees of maritime companies in Port Harcourt. The respondent's demographic distribution shows that majority of respondents are male. This finding reveals that majority of respondent's holds Master Degree, these findings reflect in the analyses. Respondents view

on awareness of voluntary and involuntary turnover reveals that most respondents strongly agreed and majority also strongly believed that turnover has effect on productivity and organizational goal attainment. Organisational effectiveness captures goal attainment and the plethora of internal performance outcomes normally associated with more efficient or effective operations. Since the organisation has as its goal the preparation of supplies and the delivery of those services to employees, it measures its goal attainment by trying to determine what actual activities the people in the organisation do in order to generate the outcomes the organisation wants to create. This finding corroborates with that of Kleiman (2003), who sees goal attainment and the as the degree to which the organisation realizes its goals, given certain resources and means, achieves its objectives without placing



undue strain on its employees. Also, Michal, Nissly, and Levin. (2001), conclude that an organization's ability to mobilize and retain employees would result in effective and efficient service delivery

CONCLUSION AND RECOMMENDATIONS

Turnover is a burning issue for maritime companies in Port Harcourt. For the steady flow of business operation and constant goal attainment, it is essential to maintain a skilled workforce. But controlling turnover rate tends to be difficult within this organizations. Obviously satisfactory salary structure helps to reduce turnover though job security is also an important issue too as reveal by respondents in their comments. A person does not stay in an organization only for salary but he/she may stay for many other reasons such as good stream relation, better working environment, preferable job location, good style of management etc. Since attainment of goal within the organization depends on the expertise of its workforce. An experienced worker may be an asset for any organization. If a skilled person, experienced and qualified worker leaves an organization the effects will be very high, this was evident in this research.

Managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source, so that they can be in a position to retain employees in their organisation to enhance their competitiveness in this world of globalization. Managers must understand that employees in their organizations must be treated as the most liquid assets of the organisation which would make the organisation to attain set goals. This asset needs to be monitored with due care, otherwise their organizations would cease to exist. Employees should be given challenging task and all managers should be hired on the basis of know-how by following laid down procedures of the organisation and this would make organisation to have competent managers at all levels of management and hence good supervision

Management should instigate further programs to understand why employees quit the organization and identify the issues that attract and retain them in the organizations. Job satisfaction is the key determinant of turnover intention. Hence, if the above sound strategies are applied, there is a possibility that business organizations continue to exist in a vibrant environment by taking into account their workforce as a vital resource.

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