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EFFECT OF EMPLOYEE ATTRITION ON ORGANISATIONAL PRODUCTIVITY IN ANAMBRA STATE MANUFACTURING ORGANISATION

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Abstract

This study focused on the effect of employee attrition on organizational productivity in Anambra State manufacturing organizations and to identify the causes of employee attirition. High employee turnover rates may jeopardize efforts to attain organizational objectives. In addition, when an organization loses a critical employee, the Effects on innovation, consistency in providing service to customers and timely delivery of services to customers may be negatively affected. The research design used in this study was the quantitative approach, which allowed the researcher to use structured questionnaires in collecting data. The simple random sampling technique was used to select forty respondents from all levels of management in the company. A high response rate of 95% was obtained using the personal method of data collection, based on which the analysis was made using the frequency tables. The study found that lack of promotion, lack of motivation influence their decision to leave, lack of good working conditions, lack of recognition of one's effort, lack of staff training and development, work load, unfair management treatment, low career development opportunities, pursue of higher education, lack of promotional opportunities, poor quality of job training, lack of proper supervision, and poor chances of improving skills were the primary causes of employee attrition in an organization. Attrition, however, had dual effects on the organization; positive and negative effects. Whiles employee turnover introduced new ideas and skill into the company; it's also led to difficulties in attracting new staff. To reduce the rate of attrition, management should review condition of service for employees; and also ensure that the working environment is conducive.

Keywords: Employee, Attrition, productivity

1.1 Introduction

Attrition is mainly concerned with the movement of employees from one organization to another; this implies also the hiring of new employees by organisations and dealing with exit of employees. The reasons owing to this movement are numerous as would be discussed in this section according to what scholars gathered and how the researcher understands the subject and can be categorized into either pull or push factors.Abasssi and Hollman (2000), define labour turnover as the rotation of workers around the labour market between jobs and occupations, and between the states of employment and unemployment. Armstrong (2010) defined employee turnover as the ratio of the number of workers who left the organization during a certain given period, to the average number of workers employed during the same period. Hill and Trist (1955) as cited in Beardwell (2004) identified three phases on labour turnover namely; induction crisis, differential transit and settled connection. Hill and Trist allude that employees are more likely to leave during the first few months if the relationship between the individual and the organisation is unsettled and insecure and less likely to leave if they manage to fit well hence the longer they stay in the organization .A huge concern to

most companies' employee turnover is a costly expense especially in highpaying job roles, for which the employee turnover rate is highest.

According to Beardwell (2004) many factors play a role in the employee turnover rate of any company and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

Armstrong further assertsthat persistent labour turnover rates are costly both to individualorganizations and the economy as a whole and adversely affect efficiency, productivity, profitability and morale. It is against this backdrop that this study examines employee attrition and organizational productivity

1.2 Statement of Problem

Grobler et al. (2006) states that a certain amount of attrition is expected, unavoidable and considered beneficial to the organization. New employees may inject fresh blood into the firm by introducing new ideas and methods and innovative, more effective ways of doing thing. In addition, attrition may help rectify poor hiring and placement decisions. Such turnover is referred to as functional turnover. Thus some turnover renews a stagnating organization. But excessive attrition creates an unstable workforce and increases human resources (HR) cost. This study seeks to assess the nature and causes of labour turnover, and how it has impacted on organization's productivity.

1.3 Objectives of the Study

The broad objective of the study is to examine employee attrition and organizational productivity, the specific objectives includes:

1. To assess the effect of employees attrition on organization's productivity
2. To determine the causes of employees attrition in organizations.

1.4 Research questions

1. What extent does employee attrition affect organization's productivity?
2. What are the causes of employee attrition in an organization?

1.5 Research hypotheses

1. Employee attrition does not affect organization's productivity
2. There is no relationship between the causes of attrition and organization's productivity.

1.6 Significance of the Study

Study of this nature will be of immense benefit to the following group of people, they include;

1. Students and researchers: This group will find the result very useful because it will serve as a good starting point for those who might want to carry out further studies in this area.
2. Employers, Entrepreneurs and Captains of Industries: These categories of people would be better informed on how to manage and retain their employee to achieve higher productivity.

1.7 Scope of the Study

The study examines employee attrition and organizational productivity in Anambra State with particular reference with Juhel pharmaceutical company Awka, Anambra State.

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1.8 Limitation of the Study

The study faced the challenge of the uncooperative attitude of the target respondents during data collection stage of the survey. However, through explanation and subtle persuasion, the study was able to overcome the problem.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Employee Attrition

Employee turnover, as defined by Hom and Griffeth (1994), is'voluntary terminations of members from organizations'.Loquercio et al.(2006)observed that staff turnover is the proportion of staff leaving in a given time period but prior to theanticipated end of their contract.

According to Singh et al.(1994), staff turnover is the rate of change in the working staffs of a concern during a defined period.Ivancevich and Glueck(1989)opine thatstaff turnover is the net result of the exit of someemployees and entrance of others to the organization.Kossen (1991) definedturnover as the amount of movement in and out (ofemployees) in an organization.

Staff turnover that can occur in any organization might be either voluntary or involuntary.

Voluntary turnover refers to termination initiated by employees while involuntaryturnover is the one in which employee has no choice in the termination as it might bedue to long term sickness, death, moving overseas, or employer-initiated termination. (Heneman, 1998).Turnover is referred as an individual's estimated probability that they will stayor not stayin an employing organization (Cotton & Tuttle, 1986). A number of terms have been used for employee turnover, such asquits, attrition, exits, mobility, migration or succession (Morrell et. al,2004).

REASON FOR EMPLOYEE ATTRITION:

There are plenty of reasons for attrition

1. Poor chances of improving skills
2. Lack of promotional opportunities
3. Poor quality of the job training
4. Poor employee orientation
5. Unfair management treatment
6. Lack of transfer opportunities
7. Lack of good accommodation
8. Lack of staff training and development
9. Higher salary has influence my exit
10. Lack of good working conditions
11. Work loaded is too much
12. Lack of motivation
13. Lack of proper supervision
14. Poor environmental conditions
15. Better Health benefits and other incentives
16. Peer influence
17. Options for flexible work schedule
18. Lack of recognition of one's effort
19. Pursue of higher education
20. Low career development opportunities

PRODUCTIVITY

The concept productivity can be seen as the level of performance, as other social science concepts it does not have a universal definition but several literatures referred it to as the ratio of input and output, some equate it with the level of efficiency and effectiveness. However productivity had been given a variety of meanings either by intent or by default. It has been used in the context of individual behavior, group achievement, the output of the firm or performance. Thus human resources are seen as an important contributor to productivity although the casual links are not always clear.

Marc, (2004) reported that Kendrick, (1981) sees that there is no common widely shared definition of productivity. Productivity is a summary measure of the quantity (size, weight, number, volume of work) and quality (excellence, performance) with resource utilization. It can be measured based on individual or group (Schermerhon, 1993). Personal characteristics and characteristics that describe an individual are usually objective and easily obtained from personal records (Robins 1993). The simplest possible definition of productivity is output per unit of time where output may be measured in the units of production, service, money or some other measurable criterion. In other words, Ruch and Hershauer noted that at its simplest productivity can be regarded as the ratio of output to input.

THEORETICAL FRAMEWORK

Hygiene Theory

The study was conducted within the framework of Herzberg's Motivation –Hygiene Theory. This theory was used to counter Maslow's Hierarchy of Needs theory. Maslow's theory outlines the needs individuals try to satisfy in the workplace but it states that these needs must be satisfied in a hierarchical order, a fact which is difficult to accept (Armstrong, 2006). For instance, a person may not have enough money to satisfy his physiological needs (food, water, and clothing) but may have their friends and co-workers around them who might help them satisfy their social or esteem need. Therefore, the motivation – hygiene theory by Herzberg was used to counter the hierarchy of needs theory and also to guide the study, because it explains that although workers have needs which they try to fulfill in the workplace, some of these needs when fulfilled take away dissatisfaction but does not encourage workers to work harder whiles others when fulfilled motivate and leads to satisfaction. Thus the motivation – hygiene theory was used to explain why workers still find satisfaction with their work despite the presence or absence of certain work conditions

EMPIRICAL REVIEW

Shamsuzzoha and Rezaul (2008) made a research to find out the actual reasons of turnover, its negative effects and possible recommendations that could be helpful to the local industries for their productivity and market share in Bangladesh. The results of the study showed that turnover rate is higher than government sector due to job insecurity. The study explained that less salary is foremost causes of turnover. Irregular payments, improper management, better job options, job location, noisy work environment, job insecurity, behaviour at root level, job dissatisfaction, delay of promotion insufficient medical allowance, leaving tendency of people, working time, less increment are the next causes of turnover in line. The study also explained the causes of people staying in the organization. Security of the job, pension, good location, increment, better salary structure, good working environment, good behaviour of top management are some of the reasons pointed out in the study.

Kuriya, and Ondigi(2012) assessed the internal and external causes of labour turnover in three and five star rated hotels in Nairobi city, Kenya. The study sampled 133 permanently employed staff working in these star rated hotels by simple random sampling method. The

study found job dissatisfaction,unfavourable working conditions, long working hours with minimal pays and poor employees training programs were the causes of turnover. The unconducive work conditions resulted to the employees developing work related stress and reduced employees' organizational commitment. The study observed that few hotels had employees who worked up to their retirement and the study obser4ved employee resignation was the major form of labour wastage in both these type of hotels. The study revealed that most of the respondents were familiar with the vision and mission statement of the organization they were working with. The employees were not involved in decision making process even those decisions which affected their jobs. This resulted to the main causes of resignation in the hotels under the study. Employers were inflexible and they did not provide a balance between work and employees' personal life. Hence, majority of the respondents reported that they did not know whether they utilized their ability and skills.

Abdali(2011) undertook a research to find the effect of employee turnover on sustainable growth of organization in computer sector of Karachi. The study has sampled 60 respondents from 15 computer graphics companies of Karachi.The findings of the studyrevealed that only professional qualification of the employees may be higher intentions of turnover in these organizations, while age, level of education, tenure in the organization, level of income had not impact the causes of turnover in employees of computer graphic sectors of Karachi, Pakistan. The study has also found that there was a significant difference between the strategies of younger and older employees of CG companies of Karachi-Pakistan in order to control employee turnover for the sustainable growth of organization. Younger age employees of computer graphic sectors of Karachi Pakistan may think the retention strategies for employees in different ways as compare to older age employees.

Ramball (2003) examined to determine the factors that most significantly influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave. The study has used stratified random sampling and sampled 115 nonsupervisory employees, middle level management and senior management employees. The result has reported that locations of the company, compensation, the job itself, the company's reputation, career development, job security, organizational culture, challenge, training and development, empowerment, attractive benefits were the reasons for choosing the corporation as an employer. The study has indicated that salary, lack of challenge and opportunity, lack of career advancement opportunities, lack of recognition, ineffective leadership, inadequate emphasis on teamwork, not having the opportunity for a flexible work schedule, too long of a commute lack of trust in senior management, inadequate opportunities for training and development, low overall satisfaction were the reasons to leave the job from the existing organizations.

Shah, Zainab and Fakhr (2010)analyzed the intentions of employees to quit a job by taking a case of University Teachers in Pakistan and more specifically to find out that which factors was more significantly contributing in the intentions of employees to quit job. The results said that among the push factors, the respondents agreed 3 factors namely family related problems, not liking their boss and their expectation has not been fulfilled were the most important push factors causing turnover. The most significant pull factors which made their intention to quit the job were good location of other organizations, higher education opportunities, good children education, organization support and reputation of pull organization. The most significant factors which contributed in turnover intentions were family living in other area and health related problems. The other factors which significantly contributed in turnover intentions were social status, children education, are unable to follow organization rules. Pull factors were not significantly contributed in the turnover intention.

The overall conclusion was that personal factors were more significant in turnover intention of University teacher in Pakistan.

Jhatial and Riaz (2012) examined the inter relationship among major antecedents of employee turnover such as HRM practices, organizational culture, attitudes of boss on employees' intention to quit in Pakistan banking and IT sectors. The study had used HRM practices, organization culture, attitude of boss and self-efficacy and self-esteem as variables. Merit base, connection base, respect, empowerment, trust and trustworthiness, openness in communication, supervision-coercive style, supervision-friendly style, mentoring, harassment, sadistic, self-efficacy and self-esteem were used as sub variables. The result revealed that overall picture of HRM and organization culture in public sector organizations was poor whereas private organization was comparatively better improving. Respondents in MNCs expressed high agreement of merit based HRM, organizational culture and attitude of business with high self-esteem. The study also revealed that there was inter relationship among all the variables and the study concluded that taking care of human factor with mutual respect, mentoring and employee empowerment could enhance employee morale, commitment and satisfaction which virtually linked employee's decision to stay in the organization.

Kayuni, Happy and Richard (2007) made a study "Teacher Turnover in Malawi's Ministry of Education: Realities and Challenges". The study indicated that poor salaries,incentives and poor working conditions, loss of status of teacher, indiscreet reforms and loss of motivation, stress, poor recruitment and selection practices, unfair measures of performance, poor housing and school infrastructure, high death rate due to illness but no medical scheme, frequent changes in the syllabus and education system, lack ofadministrative support system, poor recruitment and training programs were the causes of turnover of teachers in Malawi ministry of education.

Abba, Ayuba and Abubakar (2014).Assesses employee motivation and rate of employee turnover in public and private hospitals. Multi-stage sampling was employed to select hospitals and respondents. One hundred and sixty questionnaires were distributed. Structured questionnaire was used bearing five point Likert Scales. The data generated were analyzed using T-test. The findings show that there is significant difference in method of employee motivation and turnover in public and private hospitals. The study recommends that, since motivation leads to job satisfaction in the workplace private and public hospitals should employ a wide variety of motivational factors to encourage their workers to give out their best.

Namasaka, PoiPoi and Mamuli (2013) examined High staff turnover affects the smooth running of institutions. This study established the effect of staff turnover on performance of work in MasindeMuliro University of Science and Technology (MMUST). Specific objectives of the study were: to identify effects of staff turnover on administrative work and to identify financial/economic effects of staff turnover. A conceptual framework formed the basis of this study. Correlational research design was used in this study. Cluster random sampling procedure was used to collect data. Questionnaires, interviews, document analysis and observation were blended to capture authentic and exhaustive data. A randomly selected sample of 25 departments was used in this study. A total of 152 respondents participated. Data were analyzed using inferential and descriptive statistics. The study established that economically, staff turnover in increases work for the remaining staff, leads to customer dissatisfaction, brings about decreased income due to reduced productivity, and leads to increased liability to the practice. Socially, staff turnover lowers staff morale and creates gaps

in the social groupings. The study recommends that MMUST should improve on mechanisms of getting feedback from its staff members regarding problems that are likely to cause staff turnover. In addition, staff taking over duties performed by those exiting be given proper orientation.

Kwame, Mahama, Boahen and Denu (2017) The purpose of this study was to identify the causes of employee turnover; examine the effect of labour turnover on performance of the organizational and identify strategies for reducing employee turnover in Zoomlion Ghana Limited. A descriptive cross sectional survey was conducted among 120 purposively selected employees of Zoomlion in Ho Township. Both descriptive and inferential statistics were computed. Results show that "lack of motivation influence their decision to leave". The study therefore recommends that recognition for significant accomplishment, chance of advancement and giving opportunity to grow and career development has to be taken in to consideration. Also, proper treatment of employees, enhanced pay, and fair promotion will increase employee responsibility. Therefore, management should properly treat the employees.

WEBOMETRIC TABLE/ ANALYSIS

S/N	AUTHOR /DATE	TOPIC /TITTLE	FINDINGS	RECOMMENDATION
1`	Shamsuzzoha and Rezaul (2008)	Examines the actual reasons of turnover, its negative effects and possible recommendations	The results of the study showed that turnover rate is higher in local industries than government sector due to job insecurity.	Security of the job, pension, good location, increment, better salary structure, good working environment, good behaviour of top management. Should be adopted.
2	Kuriya, and Ondigi (2012)	Assessed the internal and external causes of labour turnover in three and five star rated hotels in Nairobi city, Kenya	The study found job dissatisfaction, unfavourable working conditions, long working hours with minimal pays and poor employees training programs were the causes of turnover.	Organizations should create conducive working environment for employees
3	Abdali (2011)	Examined the effect of employee turnover on sustainable growth of organization in computer sector of Karachi	The findings of the study revealed that only professional qualification of the employees may be higher intentions of turnover in these organizations, while age, level of education, tenure in the organization, level of income had not impact the causes of turnover in employees of computer graphic sectors of Karachi, Pakistan.	The study recommends that management should consider professional qualification of the employee and treat them according in order to reduce employee turnover
4	Ramball (2003)	Examined to determine the factors that most significantly influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave.	The study revealed that salary, lack of challenge and opportunity, lack of career advancement opportunities, lack of recognition, ineffective leadership, inadequate emphasis on teamwork, not having the opportunity for a flexible work schedule, too long of a commute lack of trust in senior management, inadequate opportunities for training and development, low overall satisfaction were the reasons to leave the job from the existing organizations	The study recommends that adequate remunerations structure should be adopted

5	Shah, Zainab and Fakhr (2010)	Analyzed the intentions of employees to quit a job. A study of University Teachers in Pakistan	The study showed that not liking their boss and their expectation has not been fulfilled were the most important factors causing employee turnover.	Employees should keep their expectation within the organization's capability.
6	Jhatial and Riaz (2012)	Examined the inter relationship among major antecedents of employee turnover	The result revealed that HRM and organization culture in public sector organizations was poor whereas private organization was comparatively better improving.	The study recommends that taking care of human factor with mutual respect, mentoring and employee empowerment could enhance employee morale, commitment and satisfaction which virtually linked employee's decision to stay in the organization
7	Kayuni, Happy and Richard (2007)	Studied "Teacher Turnover in Malawi's Ministry of Education: Realities and Challenges".	The result shows that high rate of employee turn over has negative effect on organizational performance	The study recommends among other things that management should develop strategies that will help to reduce labour turnover.
8	Abba, Ayuba and Abubakar (2014).	Assesses employee motivation and rate of employee turnover in public and private hospitals	The findings show that there is significant difference in method of employee motivation and turnover in public and private hospitals	The study recommends that, since motivation leads to job satisfaction in the workplace private and public hospitals should employ a wide variety of motivational factors to encourage their workers to give out their best
9	Namasaka, PoiPoi and Mamuli (2013)	Examined high staff turnover affects the smooth running of institutions.	Staff turnover in increases work for the remaining staff, leads to customer dissatisfaction, brings about decreased income due to reduced productivity, and leads to increased liability to the practice	The study recommends that organisations should improve on mechanisms of getting feedback from its staff members regarding problems that are likely to cause staff turnover.
10	**Kwame, Mahama, Boahen and Denu (2017)**	The causes of employee turnover in Zoomlion Ghana Limited	Results show that lack of motivation, decision to leave AN organisation	The study therefore recommends that recognition for significant accomplishment, chance of advancement and giving opportunity to grow and career development has to be taken in to consideration.

GAP IN LITERATURE

The aim of the empirical review was to establish existing gap in literature in order to establish that the subject matter has not received sufficient treatment in the study area. From the body of review of related literature, especially the empirical review section, it was seen that most of the researches done in this area of study were done outside Nigeria. For instance, Kuriya, and Ondigi (2012) Assessed the internal and external causes of labour turnover in three and five star rated hotels in Nairobi city, Kenya., Kwame, Mahama, Boahen and Denu (2017) The causes of employee turnover in Zoomlion Ghana Limited. None of such study has been carried out in Anambra. It is in the light of the above that it becomes necessary to

carry out a study that will examine employee attrition and organizational productivity in Anambra state

METHODOLOGY

3.1 Research Design

The study used descriptive, cross-sectional study design.

3.2 Population of study

The population for this study was 195 employees, which was obtained from a list of employees provided by the Juhel pharmaceutical company, Awka. A total of 120 employees were selected for the research.

3.3 Sampling Technique

The study employed a purposive sampling technique in selecting the employees. Purposive method was used because all the employees were not available during the time of the data collection**.**

3.4 Sources of Data

The study sourced data through primary and secondary sources.

3.5 Instrument for data collection

Data for the study was obtained using questionnaire. The questionnaire had two sections. The first section consisted of demographic information such as gender, age, marital status and length of service. The second section consisted of information on the causes and effect of employee turnover.

3.6 Method of data collection

Both descriptive and inferential statistics were computed during the analysis of the data using. frequency tables and percentage.Five likert scale of strongly agreed, agreed, undecided , disagreed and strongly disagreed was equally adopted.

DATA PRESENTATION AND ANALYSIS

4.1 DATA PRESENTATION

Table 4.1.1 Background Information of the Respondent

Gender	**Frequency**	**Percentage**
Male	22	57.89
Female	16	42.11
Total	38	100
Age:		
18 -28	5	13.16
29 –39	18	47.37
40 –50	10	26.32
50-60	5	13.16
Total	38	100
Educational Background:		
Diploma / Higher National Diploma	14	36.84
First Degree	18	47.37
Masters	6	15.79

Total	38	100
Status of Respondents		
Top	6	15.79
Middle	14	36.84
Lower	18	47.37
Total	38	100
Work Experience		
Below 5 Years	18	47.37
5 –10 Years	10	26.32
10 –15 Years	8	21.05
15 and Above	2	5.26
Total	38	100

Source :field survey 2018

Table 4. 1 above revealed that out of the 40 respondents 57.89% of them were male, 42.11% were females. Also the distribution ofrespondents by age appears to be quite evenly distributed among three categories with the 18-28; 29-39; 40-50; and 50-60 years age group recording 13.16%; 47.37%; 26.32% and 13.16% of the respondents respectively. The analysis further indicates the proportion of respondents by level of education. It could be seen that out of the total 38 respondents, about 14 of them are diploma holders, 18 are with first degree while 6 of them are masters degree holder.
The table also shows that 15.79% of the respondents are top level managers, 36.84% are middle level mangers while 47.37 are lower level managers. Finally, it was observed that out of the 38 employees who responded to the questionnaire, about 47.37%% of them stayed at current work between 0 to 5 years; 26.32% of them have stayed between 5 to 10 years; and above whilst the rest 23% of them have stayed between 1 to 3years.21.05% of them have stayed between 10 to 15 years while 5.26 have stayed 15 years and above.

Table 4.1.2: Effect of Employee Attrition (Positive Effect of Employees Attrition)

Impact	Frequency	Percentage %
Opens up promotion channels for employee	-	-
It helps in reducing redundancy in the organization	-	-
New ideas and skills are introduced into the organization	-	-
Replacement of poor performers	-	-
All of the above	38	100
Total	38	100

Source: Field Data 2018

Table 4.1.2 above depicts positive impact of employee turnover on the organization. All the respondents chose all the alternatives.

Table 4.1.3 **Negative Effects of Employee Attrition**

Impact	Frequency	Percentage %
Additional costs of replacement recruitment	8	21.1
Poor quality of work	4	10.5
Difficulties in attracting new staff organization	2	5.3
Loss of skilled manpower	10	26.3

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All of the above	14	36.8
Total	38	100

Source: Field Data 2018

Table 4.1.2 and 4.1.3 above shows the effectof turnover; the study found out both positive and negative effects.

Thepositive effectincludes: new ideas and skills are introduced into thecompany, it opens up promotion channel for employees, it helps in reducing redundancy in the organization and it also helps in replacement of poor performers. And the negative effectinvolves; loss of skilled manpower, additional cost of replacement recruitment, poor quality of work and difficulties in attracting new staff affect the organization most. All the respondents agreed to the positive effectsbutoptions werechecked for the negative effects

Table 4.1.4: Response to Causes of Employee Attrition.

	SA/A (%)	U (%)	SD/D (%)	Mode	Mean/Std.
Poor chances of improving skills	58.33	8.33	33.33	A	3.31/1.38
Lack of promotional opportunities	65.00	5.83	29.17	A	3.58/1.37
Poor quality of the job training	60.00	8.33	31.67	A	3.38/1.32
Poor employee orientation	49.17	16.67	34.17	A	3.25/1.13
Unfair management treatment	74.17	8.33	17.50	A	3.86/1.15
Lack of transfer opportunities	49.17	7.50	44.17	D	3.16/1.31
Lack of good accommodation	26.67	20.83	52.50	D	2.61/1.23
Lack of staff training and development	75.83	8.33	15.83	A	3.92/1.14
Higher salary has influence my exit	61.67	7.50	30.83	A	3.48/1.25
Lack of good working conditions	80.83	7.50	11.67	A	4.06/1.03
Work loaded is too much	70.00	8.33	21.67	SA	3.80/1.22
Lack of motivation	88.33	5.00	6.67	SA	4.43/0.89
Lack of proper supervision	59.17	8.33	32.50	A	3.43/1.35
Poor environmental conditions	39.17	10.83	50.00	SD	2.81/1.57
Better Health benefits and other incentives	45.83	11.67	42.50	SD	3.03/1.57
Peer influence	14.17	13.33	72.50	D	2.13/1.18
Options for flexible work schedule	43.33	20.83	35.83	A	3.09/1.18
Lack of recognition of one's effort	79.17	10.00	10.83	A	3.99/1.04
Pursue of higher education	62.50	13.33	24.17	A	3.60/1.25
Low career development opportunities	65.00	10.00	25.00	A	3.53/1.20

Source: Field survey, 2018

With the use of a five-point Likert scale, with one as "strongly disagree" and five as "strongly agree", respondents rated 20 possible factors which causes employee decision to leave current work. A higher mean score for a statement indicates greater importance. Results presented in table 2 indicate that majority respondents agree that "lack of motivation influence their decision to leave" with a mean score of 4.43 and a standard deviation of 0.89. This was followed by "lack of good working conditions" with a mean of 4.06 and standard deviation of 1.03. Also there was a unanimous agreement on "lack of recognition of one's effort", "lack of staff training and development", "work loaded is too much", "unfair management treatment", "low career development opportunities", "pursue of higher education", "lack of promotional opportunities", "higher salary has influence my

exit", "poor quality of job training", "lack of proper supervision", and "poor chances of improving skills". However, it was evident from the mean score of 2.13, 2.61 and 2.81 with a standard deviation of 1.18, 1.23 and 1.57 respectively that respondents expressed disagreement opinion about these three factors, "peer influence", "lack of good accommodation" and "poor environmental conditions" as causes of employee turnover.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The study explored employee attrition and organizational productivity in Anambra state through the method of descriptive survey design, the following findings were made:

1. It was found that employee attrition has both positive and negative effect on organizational productivity
2. The study found that lack of motivation, lack of good working condition and lack of recognition among others contributes to employee attrition in an organization.
3.

Conclusion

Conclusively, it was apparent from the findings that, lack of motivation influence their decision to leave, lack of good working conditions, lack of recognition of one's effort, lack of staff training and development, work loaded is too much, unfair management treatment, low career development opportunities, pursue of higher education, lack of promotional opportunities, higher salary has influence my exit, poor quality of job training, lack of proper supervision, and poor chances of improving skills are the causes of labour turnover in organizations. Furthermore, the study has been able to identify and establish that on Loss of productivity, Reduce profitability of business, High cost of training and recruiting new employees, Management frustration and Decline in service quality are the effects of employee attrition on organization productivity

Recommendations

The study therefore recommends that employees should be given compensation which commensurate withthe job, and be provided with good working environment since most of the employees are influence by these factors. Also, recognition for significant accomplishment, chance of advancement and giving opportunity to grow and career development has to be taken in to consideration. Finally, proper treatment of employees, enhanced pay, and fair promotion will increase employee responsibility. Therefore, management should treat the employee fairly so that they will yield the expected result and stay permanently with the organization.

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