Effects of Management Decisions on Employees Turnover in Selected Local Government Councils in Imo State, Nigeria

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Abstract
This study examined the effects of management decisions on employee turnover in selected Local Government Councils in Imo State 2015-2020. Five research questions guided the study and four null hypotheses were posited and tested. A cross-sectional survey research design was used for the study. The target population of the study was made up of 5,347 local government council employees in Imo State. A sample size of 386 respondents was targeted for the survey. The sample was drawn from 6 LGAs out of the 27 Local Government Councils in Imo State using stratified random sampling technique. The instrument used for data collection was developed on the bases of the objective of this study and was made up of 32-content items using 5-points likert scale model. The test-retest method of reliability of the instrument was used and the data obtained were analyzed using Pearson product moment correlation that yielded a correlation coefficient of 0.85. Subsequently, a total number of 377 copies of questionnaire representing a response rate of 98% were returned and used for the analysis. Frequencies, mean scores, standard deviation, average mean scores, percentages and ranks were employed to present the data obtained from the respondents and analyze research question 1, Pearson Product Moment Correlation Coefficient (PPMCC) was used to analyzed research questions 2, 3, 4 and 5 in order to establish the relationship between the variables while Simple Linear regression analysis was employed to test the four research hypotheses at 0.05 level of significance. The results showed that that better job offers elsewhere, poor compensation, poor working conditions (identified as hygiene factors) and autocratic supervisor management styles (a motivator) are the causes of employee turnover among Imo state local government council. That there are high extents of relationship between recruitment and selection process and employee turnover in Imo State local government councils and there was a significant relationship between recruitment and selection process and employee turnover in Imo State local government councils. Based on the findings, it was recommended that in order to retain talents and reduce employee turnover, local government employees should be provided with fair compensation as well as relevant job training and development needs by their employers.

Keywords*: management decisions, employees turnover, Local government councils*

INTRODUCTION

Management decision is an age-old venture undertaken by private or public persons either in their individual capacities or at leadership positions in organizations. When properly taken, it is often the difference between a successful organization and a less than successful one. Nations have also risen or fallen based on the quality of decisions taken by its leaders. This has sometimes been argued as a contributory factor for the current classification of nation states between developed, developing and undeveloped countries. The subject of effective management decision and its impact on employee turnover of organizations have therefore continued to engage the attention of several scholars over the years due to its overwhelming importance (Ongori, 2017).

Several decisions are made by career managers on a daily basis. The more those decisions are made, the more managers acquire expertise but at the same time, they are confronted with problems of employee turnover.A decision is the choice made from two or more alternatives. Langton, Robbins and Judge (2010) highlighted that, management decision occurs as a reaction to a problem or an opportunity. Similarly, Mcshane and Glinow (2004) opines that management decision happens at all levels of the organization. For instance, top managers determine their organizations goals, what products or services to offer, how best to finance operations or where to locate a new high-Tech research and development facility, they determine compensation and rewards policies that will reduce employee turnover. Any management decision that is unable to keep the employees in the organization, is more or less like a failed decision.

Management decision process by organization is meant to arrive at the best suitable alternative and choice which is desirable to move the organization to attain its goals and objectives and to reduce employee turnover in government parastatals especially, the local government workers.

Employee turnover is affected if the quality of management decisions and judgment procedures and processes are distorted by judgment shortcuts, systematic biases and errors. This has been a prominent trend and feature of most Local Government Areas (LGAs) in Nigeria leading to high employee turnover since decision makers and directors are perpetually making mistakes of imbibing on some of the following errors that stand as barriers against effective decision-making process that subvert the attainment of organizational goals and objectives. Some of these systematic errors and judgment shortcuts include; overconfidence bias, anchoring bias, confirmation bias, availability bias, escalation bias, tribalism bias, religious bias, background bias, educational bias amongst others.

As local governments in Nigeria continue to embrace the centrality of creativity, research and development to keep their employee in the parastatal, the necessity of making prudent and productive decisions based on such efforts have become more challenging. Although several theorists have developed various approaches to address the enormous task of taking productive decisions to reduce employee turnover, choosing the optimum approach given scarce time, competitive demands and situational challenges have remained a tough riddle for civil servant leaders to unravel. Furthermore, the rapid pace of industrialization, frequent economic fluctuations, heightened technological advancements coupled with the deployment of artificial

intelligence have all compounded in no small measure the heavy consequences of defective management decisions taken at strategic management levels.

In the approved scheme of service for local government employees in Nigeria, government acknowledged the fact that local government is a service-oriented organization and its effectiveness depends on management decisions. However, management decisions refers to a blend of policies, practices and activities utilized by management to motivate, discipline, hire and train employees. Management decisions in this present study will be measured on four dimensions viz compensation and benefits, recruitment and selection processes, training and development and performance appraisal. On the other hand, employee turnover refers to the proportion of employees who leave the department over a set period (often on a year-to-year basis), expressed as a percentage of total workforce numbers. At its broadest, according to Grobler, Warnich, Carrell, Elbert and Hatfield (2016) and Nel, Erasmus, and Swanepoel (2011), employee turnover is used to encompass all leavers, both voluntary and involuntary including those who resign, retire or are made redundant.

Secondly, it is because of the above importance however, that employee turnover is decided as a way of examining the likely impacts it might have on management decisions in Imo State unified local government system. Employee turnover is one of the most studied topics in organizational behaviour (Shaw, Delery, Jerkins and Gupta, 2018) and is of interest to other professionals, including personnel researchers, and managers of organizations (Allen, 2018).

In fact, employee turnover has to be managed because it is costly and disruptive (Armstrong, 2012), for the reason that it affects workplace performance and effectiveness. On the other hand, the success or failure of any unified local government system as a service-oriented institution in Imo State depends to a large extent on the quality of its management decisions to the local government employees. And as a result, management decisions are often made. Hence, human resources are becoming increasingly expensive to employ. It is therefore essential that they are managed effectively. The need for management decisions arose when there is a very poor and unstructured local government system. Thus, management decisions play a role in attracting, motivating, rewarding and retaining employees. To ensure the retention and effective utilization of local government employees, the management of Imo State local government system must be able to recruit/select the critical skills and abilities it requires; train/develop its human resources; motivate them adequately; and appraise employees' performance accordingly to determine weaknesses and strengths or who is to be promoted. Therefore, it is pertinent to note that management decisions are a basic requisite for local government success.

Similarly, according to Branham (2015), there are seven main reasons why employees decide to leave, which are lack of recognition, low pay, unfulfilling jobs, limited career advancement, poor management practices and decisions, untrustworthy leadership, and dysfunctional work cultures. Since most of the reasons and factors mentioned above are closely related to management decisions and employee turnover then, management decisions are considered important in predicting employee turnover. In this regard, there is need to study and understand management decisions in relation to employee turnover in the unified local government system of Imo State. It

is against this background that the study examined the impacts of management decisions on employee turnover in selected Local Government Council in Imo State 2015-2020.

STATEMENT OF THE PROBLEM

Decision is arguably at the core of managerial tasks but often head of department/directors make decisions under pressure and with incomplete information. While some directors justify their choices on the basis of facts and evidence, many rely on out-dated information, personal experience, individual observation, or gut feelings (Pfeffer and Sutton, 2006). In addition, head of departments in LGAs are confronted by an overload of information and engage in practices which are hard to evaluate and sometimes irrelevant to the organization and context. The results of poorly supported decisions are choices that cause employee turnover that risk the future of the LGAs. A research conducted in different Local government system reveal that pay and poor management system are some of the serious and basic factors for employee to quit (Powell, 2019). Employee turnover is a threat to many organizations in Africa and Nigeria inclusive. Especially, as it concerns quality, experienced and loyal employees who have worked in the local government system for many years. Today, it has become a very serious problem for any service-organization due to its negative effects on compensation, recruitment and selection, training and development of the local government system. Moreover, in local governments that rely on employees to provide services, turnover threatens the workplaces reservoir of expertise, organizational effectiveness and sustainability (Howard, 2018).

Furthermore, in the Nigerian context, the major problems associated with employee turnover in Imo State local governments in particular however, is poor management decisions and policies on personnel matters such as conditions of service (pay), recruitment and selection policies, training and development programmes, and performance appraisal policies, etc that fails to retain key talent in the system. Considering the importance and widening recognition that management decisions and practices have, an impact on organizational performance and bottom line results to overall effectiveness, while still, in the local government system, effective utilization of human resources (personnel) can give the management its competitive edge. Consequently, failure to address these issues, perhaps will lead to truancy, decay and poor administration in the local government system. For that reason, this study is most timely and paramount if conducted in addressing turnover issues, otherwise the human resources, local government system and management goals would be severely affected.

1.3 OBJECTIVES OF THE STUDY

The major objective of the study is to examine the effect of management decisions on employee turnover in some selected Local Government Council in Imo State between 2015-2020. The specific objectives of the study are to:

i. observe the relationship between management decisions on training and development and employee turnover in Imo State local government system.

ii.   investigate the relationship between management decisions on employee compensation and employee turnover in Imo State local government system.

CONCEPTUAL FRAMEWORK

A conceptual framework is an analytical tool with several variations and contexts. Wikipedia (2016) stated that a conceptual framework is used to make conceptual distinctions and to organize ideas. Hence, the concepts in this study focused on the cause(s) of employee turnover, management decisions on recruitment and selection process, management decisions on training and development, compensation and performance appraisal.

Concept of Employee Turnover

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,2010). Similarly, Price (2011) defines turnover 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. Employee turnover is defined in several ways due to diverse opinions but share a common view in the scholarly literature. Meanwhile, employee turnover is referred to as the rate at which people leave an organization, sometimes known as 'labour turnover', 'wastage', or 'attrition' (Hedwiga, 2011; Armstrong, 2012). In addition, Marisoosay (2019) argue that in human resources context, it refers to the relative rate at which an organization gains and losses its personnel. Secondly, employee turnover is also defined as an employee's decision to quit the employing organization for any reason (Hom and Griffeth, 2015; Price, 2011).

A similar definition is provided by Morrell, Loan-Clarke and Wilkinson (2011) who states that turnover means voluntary cessation of membership of an organization by an employee of that organization. Thus, employee turnover is a generic term that refers to movement of employees from one work organization to another (Allen, 2018; Choi, Musibau, Khalil, and Ebi, 2012). It is important to understand that turnover is a ''process of disengagement from the organization that can take days, weeks, or months'' (Branham, 2015). So, employees don't wake up one day and just decide to leave. Instead, they have been thinking about it for a period of time. In addition, it could manifest when employees are absent from duties without any permission. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover (Allen,2018). This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason. Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained and this replacement cycle is known as turnover, according to Woods, as cited in Ongori (2017). In most instances, the bulk of employee turnover is represented by voluntary turnover. To understand employee turnover, it is important to understand that there are different types of turnover that impact on the local government.

Types of Employee Turnover

Although, there may be shared characteristics and outcomes associated with each incidence of turnover, there are different types of employee turnover, each with its own implications. Types of turnover can be described across three dimensions (Griffeth and Hom, 2011). One important distinction is between voluntary and involuntary turnover. Voluntary turnover is initiated by the employee (for example, a worker quits to take another job), while involuntary turnover is initiated by the organization (for example, a company dismisses an employee due to poor job performance or an organizational structuring). Even within instances of voluntary turnover, however, there is an important distinction between dysfunctional and functional turnover. Dysfunctional turnover is harmful to the management, such as the exit of high performers and employees with difficult-to-replace skill sets, and turnover rates that lead to high replacement costs. By contrast, functional turnover, although disruptive, may not be harmful, such as the exit of employees who are easy – to-replace, and may even be beneficial, such as the exit of poor performers. Finally, even if the management invests substantially in the retention of key employees, some of those employees would still leave. Thus, while some turnover is avoidable, some turnover will always be unavoidable. Avoidable turnover occurs for reasons that the management may be able to influence, such as low job satisfaction, or higher pay job elsewhere. As such, avoidable turnover is something managements can prevent by hiring, evaluating and motivating their employees more effectively. Unavoidable turnover occur for reasons that the management may have little control over, for instance, if employees quit as a result of ill-health or a desire to return to school. This distinction is vital because it may make little strategic sense for management to invest heavily in reducing turnover that is caused by unavoidable reasons. Such information is important as it will direct the management to the type of intervention needed to enhance the retention of employees or address the issue of employee turnover (Morrell, Loan-Clarke and Wilkinson, 2011). Yearly survey conducted by the chartered institute of personnel and development (CIPD) have shown consistently that the majority of employee turnover is attributed to voluntary turnover (CIPD, 2011). Furthermore, research evidence also supports the notion that turnover, if unattended to, also presents the Local Government System with much adverse consequences such as work withdrawal, reduced performance, poor organizational citizenship behaviour and absenteeism (Oluwafemi, 2010; Samad, 2012). **Sources of Employee Turnover**

Job Related Factors

Most researchers (Allen, 2018) have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. To date, there has been little consistency in findings, which is partly due to the diversity of employed included by the researchers and the lack of consistency in their findings. Therefore, there are several reasons why people quit from one organisation to another or why people leave organisation. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organisation; and job dissatisfaction make employees to quit (Griffeth and Hom, 2011). This clearly indicates that these are individual decisions which make one to quit. They are other factors like personal agency refers to concepts

such as a sense of powerlessness, locus of control and personal control. Locus control refers to the extent to which people believe that the external factors such as chance and powerful others are in control of the events which influence their lives (Greenberge and Baron, 2013). Magalla (2011) argue that employees quit from organization due economic reasons. Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labour turnover in the market. Good local labour market conditions improve organizational stability Samad,2012). Large organizations can provide employees with better chances for advancement and higher wages and hence ensure organizational attachment. Alley (2011) argues that local unemployment rates interact with job satisfaction to predict turnover in the market. Role stressors also lead to employees' turnover. Role ambiguity refers to the difference between what people expect of us on the job and what we feel we should do. This causes uncertainty about what our role should be. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different (Nwagbara, 2016). Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organizations, and eventually display a propensity to leave the organisation (Thang and Quand, 2015). If roles of employees are not clearly spelled out by management/ supervisors, this would accelerate the degree of employees quitting their jobs due to lack of role clarity.

Voluntarily and Involuntary Turnover

There are some factors that are, in part, beyond the control of management, such as the death or incapacity of a member of staff. Other factors have been classed as involuntary turnover in the past such as the need to provide care for children or aged relatives. Today such factors should not be seen as involuntary turnover as both government regulation and company policies create the chance for such staff to come back to work, or to continue to work on a more flexible basis (Susana, 2011).

Organizational Factors

Organisational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa. In organizations where there is high level of inefficiency there is also high level of staff turnover (Allen, 2011). Therefore, in situations where organizations are not stable employees tend to quit and look for stable organisations because with stable organisations they would be able to predict their career advancement. The imposition of a quantitative approach to managing the employees led to disenchantment of staff and hence it leads to labour turnover. Therefore management should not use quantitative approach in managing its employees. Adopting a cost oriented approach to employment costs increases labour turnover (Susana, 2011). All these approaches should be avoided if managers want to minimize employee turnover an increase organisational competitiveness in this environment of globalization. Employees have a strong need to be informed. Organisation with strong communication systems enjoyed lower turnover of staff

. Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand about issues that affect their working atmosphere (Magalla, 2011). But in the absence openness' in sharing information, employee empowerment the chances of continuity of employees are minimal. Curran (2012) points out that a high labour turnover may mean poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation. All these factors contribute to high employee turnover in the sense that there is no proper management practices and policies on personnel matters hence employees are not recruited scientifically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit.

Griffeth, Home and Gaertner, (2010) noted that pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. If jobs provide adequate financial incentives the more likely employees remain with organisation and vice versa. There are also other factors which make employees to quit from organisations and these are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organisation and toxic workplace environment (Assey, 2019).

Effects of Employee Turnover

Employee turnover is expensive from the view of the organisation. Voluntary quits which represents an exodus of human capital investment from organisations. Curran (2012) noted that the subsequent replacement process entails manifold costs to the organisations. These replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit (John, 2017). Addition to these replacement costs, output would be affected to some extend or output would be maintained at the cost of overtime payment. The reason so much attention has been paid to the issue of turnover is because turnover has some significant effects on organisations (Allen,2018).Many researchers argue that high turnover rates might have negative effects on the profitability of organisations if not managed properly (Assey,2019).

According to Allen, (2018), nearly twenty years ago the direct and indirect cost of a single line employee quitting was between $ 1400 and $4000. Turnover has many hidden or invisible costs and these invisible costs are result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant. And all these affect the profitability of the organisation. On the other hand turnover affects on customer service and satisfaction (Kims, 2012). Allen (2018) argue that turnover include other costs, such as lost productivity, lost sales, and management's time, estimate the turnover costs of an hourly employee to be $3,000 to $10,000 each. This clearly demonstrates that turnover affects the profitability of the organization and if it's not managed properly it would have the negative effect on the profit. Research estimates indicate that hiring and training a

replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary (Johns, 2017) – but the costs do not stop there. Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the Ongoing loss of intellectual capital adds to this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets (Martin, 2013). Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position. However, voluntary turnover incurs significant cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory) and the loss of social capital (Dess and Shaw, 2011).

Strategies to Minimize Employee Turnover

Strategies on how to minimize employee turnover, confronted with problems of employee turnover, management has several policy options viz. changing (or improving existing) policies towards recruitment, selection, induction, training, job design and wage payment. Policy choice, however, must be appropriate to the precise diagnosis of the problem. Employee turnover attributable to poor selection procedures, for example, is unlikely to improve were the policy modification to focus exclusively on the induction process. Equally, employee turnover attributable to wage rates which produce earnings that are not competitive with other firms in the local labour market is unlikely to decrease were the policy adjustment merely to enhance the organization's provision of on-the job training opportunities. Given that there is increase in direct and indirect costs of labour turnover, therefore, management are frequently exhorted to identify the reasons why people leave organization's so that appropriate action is taken by the management. Extensive research has shown that the following categories of human capital management factors provides a core set of measures that senior management can use to increase the effectiveness of their investment in people and improve overall corporate performance of business: Employee engagement, the organization's capacity to engage, retain, and optimize the value of its employees hinges on how well jobs are designed, how employees' time is used, and the commitment and support that is shown to employees by the management would motivate employees to stay in organizations'. Knowledge accessibility, the extent of the organisations' collaborativeness and its capacity for making knowledge and ideas widely available to employees, would make employees to stay in the organisation. Sharing of information should be made at all levels of management. This accessibility of information would lead to strong performance from the employees and creating strong corporate culture (Masri, 2019)

Employee Turnover Drivers/Causes

Hom and Griffeth (2015) identified overall job dissatisfaction to be best predictor of turnover. Similarly, Hom and Kinicki (2011) and Kasimati (2011) attribute it to being dissatisfied with one's job the motivational impetus for withdrawal behaviour. Another research on predictors of

employee turnover has also linked turnover to lateness, absenteeism, work withdrawal, reduced performance, poor organizational citizenship behaviour, low commitment, and poor work engagement and invariably declining output (Oluwafemi, 2019).

Empirical studies on turnover have shown that turnover intention is the best immediate predictor of actual behaviour (Samad, 2016). Thus, one of the methods of measuring the turnover risk to the organization is to measure the employee turnover which refers to an individual's willingness of leaving an organization. Mor Barak, Nissly, and Levin (2011) and Price (2011) noted that many studies have used turnover intentions as a proxy in measuring actual turnover. The measurement of employee turnover can determine the likelihood of the staff leaving the service.

Researchers Lambert, Hogan and Barton, (2011); Price, (2011); Hemdi (2016); and Ongori (2017) have tried to determine why people decides to quit. The five main demographic variables such as age, gender, marital status, educational level and organizational tenure were found in precious researches to impact turnover.

Formerly, employee turnover were explained by two factors namely individual-level factors, such as personal preferences and organizational-level factors, such as HRM practice. At the organizational level of analysis, scholars (Shaw, Delery, Jerkins and Gupta, 2018) have established that HRM practice is likely to decrease voluntary employee turnover. In the case of voluntary turnover, many researchers Griffeth, *et al.,* (2010); Ikwukananne, (2019); and Suleiman, (2012) hold the position that employees desire to leave their jobs when their needs are not being satisfied by their present job and an alternative job becomes available. Huselid (2015) extensive survey of literature found that perceptions of HR practices such as job security and compensation level are important determinants of employee turnover. Similarly, the negative relationship between working conditions and voluntary turnover has received attention from many researchers (Gupta and Jenkins, 2011; Ito, 2013) indicating the propensity of employees quitting their jobs when working conditions are not conducive. Research also indicates that HR practices such as pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs (Martin, 2013; Allen, 2018). Empirical studies such as those conducted by Shaw, Delery, and Doty, (2016) indicated that involuntary turnover is affected by staffing practices (recruitment and selection process) and employee monitoring (performance appraisal). Huselid (2015) showed that selective staffing practices are related to total turnover. The relationships between turnover and determinant factors are still not fully understood (Shaw, Gupta and Delery, 2018). In a meta-analytic review of voluntary turnover studies, they found that the strongest predictors for voluntary turnover were age, tenure, pay, overall job satisfaction and employee's perceptions of fairness. Some scholars Kabungaidze, Mahlatshana, and Ngirande, (2013) believed employees' reactions to their jobs, and thus their staying behaviour, results from the interaction between personal or demographic characteristics and the nature of the job. Another study on voluntary turnover and personal attributes conducted by Griffeth, *Hom and Gaertner* (2010) acknowledged that female employees are more likely to feel that their needs are not being met.Meanwhile, Abbasi and Hollman (2010) in the study of employees' voluntary turnover in United States public and private sectors, mention managerial approach as factors that make

workers to quit jobs. As such, managerial practices were noted as major management decisions that contribute to employee turnover. In India Ranjitham (2013), in the study of attrition and retention at Business Process Outsourcing (BPO) Companies in Chennai found that lack of proper training on the new skills has increased stress to employees and have led to increased turnover. Factors such as better opportunity in some other company, scramble for wages, and lack of career opportunities, uneven working hours, health problems, family challenges and job dullness are some of the recommended causes of employees' turnover.

In another study, Sujeewa (2011) found that in Sri Lanka, grievance handling practice that were perceived by workers as unfair and injustice are among the causes of employee turnover. High grievance rates allied with conflicting situation rather than cooperative labour relations which are associated with lower plant productivity and if not effectively resolved could lead to less productivity, lower quality of work, products and customer services, distraction from cooperate goals, low job morale, loss of confidence and communication between employees, managers and supervisors, can lead to increased absenteeism and staff turnover rate.

A study by Ongori (2017) in Botswana observes that among the factors that influence employee turnover in the organization are inadequate information including physically powerful communication systems on effective performance, uncertain supervisors' desire and peer employees, and un-consensus on job functions. These may be termed as the basis of employees to suffer from less involvement in jobs or careers and finally show a partiality to leave the organization. He further added factors such as poor personnel policies, poor recruitment policies, poor supervisory practices, and poor grievance procedures as contributing to high labour turnover in the sense that there is improper management practices and policies on employees matters, thus employees are not recruited systematically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit.

Bula (2012) in the study of labour turnover, in the sugar industry in Kenya found that salary is a major factor causing turnover followed by training, promotion, performance appraisal and work condition. Other factors like recognition, job content, participation in decision making and leadership style were also considered as immediate factors. It was also revealed that although lack of employee commitment and motivation can be major causes of labour turnover, they are dependent on all the other factors causing labour turnover.

Studies on contract of employment in Tanzania higher learning institutions and factors leading to voluntary turnover in Tanzania's local government authorities observed that labour turnover can be influenced by a number of controllable factors. Kiunsi (2018) and Magalla (2011) exposes that controllable factors such as short contract, poor work conditions, poor recruitment procedure, lack of motivation, and poor or inadequate incentives and rewards are the reasons that influence voluntary labour turnover in the public organizations especially for employees living in rural areas. Management controllable factors such as unequal treatment of workers, lack of promotion and growth, low wages and salary, unclear compensations procedures, less recognition and lack of employees' involvement in decision making also mentioned by ALMC (Arusha Lutheran Medical

Centre Annual Report (2010); Susana (2011); and Minja (2011) are other factors that causes voluntary employee's turnover in both public and private sectors including Microfinance and health institutions in Tanzania. It is further revealed that employees who leave from public institutions to other places are looking for good pasture in terms of competitive salaries and incentives, while those who shift from private to public are looking for security and long-term benefit (ALMC, 2010). Contrary to this, Assey (2019) found that employee leaves the organization due to absence or inefficient of formal and specific employee retention strategies.

Specifically, Minja (2011), while investigating employees' attitude towards their work found that workers have different feelings towards work. Some enjoy, while others hate their job. Those who hate job mentioned a number of reasons among others, said that low salary is the main reason that makes them not satisfied with their job. Other reasons mentioned are lack of social support, unfair treatment, no promotion, no training or career development strategy, they are not satisfied with poor working conditions, no or very little rewards and recognition, stress work and poor management relationship with staff. There has been slight uniformity in finding, due to most of the researches lacked consistency in their findings. Therefore, from those findings, we can say people quit from one organization to another due to a number of factors.

Although, there is presently no accepted model for understanding the process or reason of turnover as a whole. However, Allen (2018) uses the term *"drivers"* to refer to factors that causes employee turnover. A variety of factors can be used to identify the causes of employee turnover. In this present study, we categorized employee turnover drivers into four groups: Personal, Organization-wide, Work-environmental and Job-related drivers **THEORETICAL FRAMEWORK**

The researcher has included a brief review of the relevant theories provided in the literature because they can often inform researchers of the most effective ways of designing relevant procedures to investigate the effect of management decision on employee turnover. These theories include; Theory of Organizational Equilibrium, Unfolding Model of turnover, Job Embeddedness Theory, and Hertzberg's two-Factor Theory.

Theory of Organizational Equilibrium by Barnard-Simon (1938)

To provide a comprehensive view of how human resource management decisions might impacts workplace turnover, we revisited a broad and highly applicable framework developed by March and Simon (1958), who posited that ease of movement and desirability of movement predict employee turnover. However, March and Simon's (1958) seminal book on the theory of organizational equilibrium signaled the beginning of the development of turnover theory. According to this theory, an individual will stay with an organization as long as the "inducements" it offers (such as satisfactory pay, good working conditions, relationships, and developmental opportunities) are equal to or greater than the "contributions" (time, effort) required of the employee by the organization, which ensures continued organizational efficiency.

Moreover, these judgments are affected by both the individual's desire to leave the organization and the *ease* with which he or she could depart. Perceived ease of movement refers to the

assessment of alternative opportunity and perceived desirability of movement is influenced for instance by job satisfaction (Morrell, Loan-Clarke and Wilkinson, 2011; Abdullah, Bilau, Enegbuma, Ajagbe, Ali, and Bustani, 2012). The perceived ease of leaving the current organization is also dependent on several elements. Economic conditions play a great impact on the opportunities that are visible to the individual (Steel, 2012). March and Simon posit that this is most important predictor of employee turnover; the more jobs that are available, the easier it is to find a new position elsewhere. Other factors affecting the perceived ease of leaving the organization include location and visibility of the current organization, with more prestigious organizations providing factor creditability and more network contacts for individuals. Furthermore, extracurricular activities may facilitate the ease with which individuals can leave their jobs because these activities provide network contacts.

Being satisfied in one's job reduces the perceived desirability of leaving. Greenberg and Baron (2013) concluded that naturally, as work people, we all want to be satisfied with our jobs. Not only does satisfaction keep us from withdrawing from our jobs, but it also makes them more pleasant and enjoyable. Hom and Griffeth (2015) maintained that employees decide to leave their organization when they become dissatisfied with their jobs. Likewise, Meyer and Herschovitch (2012) argued that when employees were dissatisfied with their jobs, their decisions to remain in the organization started to erode. Satisfactions occur when inducements outweigh contributions; while dissatisfactions are the result of the contributions prevailing over the inducements. In general, when inducements are increased by the company, this will lower the tendency of the worker to leave and vice versa (Morrell, Loan-Clarke and Wilkinson, 2011).

Unfolding Model of Turnover by Lee and Mitchell (1991; 1994),

Lee and Mitchell's (2014) Theory of Unfolding Model emphasizes that employees who quit their job do not follow one prescribed path. It is often termed as multiple path theory because it allows people to come to the "quit decision" through different cognitive routes. Evidence has shown that there is more than one path to exit behavior (ibid); different people arrive at the same outcome through different means. Studies of turnover in both accounting firms and hospitals suggest that people follow different routes in their turnover decisions (Lee, Mitchell, Holtom, McDaniel, and Hill, 2019). The *unfolding model* of turnover identifies four different paths to turnover namely:

EMPIRICAL REVIEW

Panniruky and Musibau (2012), carried out a study on "The Impact of Human Resource Management Practices on Employees' Turnover Intention: A Conceptual Model". According to them, tt is important for human resource (HR) managers to overcome employees'turnover intention. Issues encountered may be in the areas of shrinking pool of entry-level workers, individual differences, use of temporary workers, productivity and competitiveness, retirement benefits and skills development. Therefore, this paper discusses extensively on the impact of human resource practices that can alter the negative effect on the organization due to high employees' turnover. Several previous researches on this issue have been discussed in this

paper to enable authors to develop a conceptual framework and five propositions. This study is not empirical studies, the researcher do not explain the type of research design and the population which the present study addresses.

Ray, Katherine and Don (2012), carried out study on "the impact of the quality of the work environment on employees' intention to quit". A substantial body of research has linked job satisfaction with employees' quitting intentions. That research predominantly analyses individual-level determinants rather than organisational-level or work environment antecedents of quitting. This study investigates the concept of the quality of the work environment (QWE) in relation to employees' quitting intentions and argues that QWE will influence a manager's ability to shape their employees' quitting intentions. We illustrate this proposition using a small survey of employees across four different industries in New Zealand. The results support the extant literature findings only if employees perceive their QWE is good; if an employee perceives their QWE is poor then extant policy implications could be toothless. This study is difference from the present study as the present study focused on effect of management decision on employee turnover.

Nwagbara (2016), carried out study on "the impacts of management decisions on employee turnover in Abia state unified local government system". The study followed a cross-sectional research survey design. Data for the study was collected through self-administered questionnaire. The target population for the study consists of six local government councils in Abia state. The target respondents were local government employees working in Abia state. Out of the 17 local government councils, employees working in 6 urban and rural local governments were sampled to participate in the study. In all the total population of the selected local governments were 4,286 employees. A stratified random sample of 351 respondents was targeted for the survey. Subsequently, a total number of 237 copies of questionnaires representing a response rate of 68% were used for the analysis. Frequencies, mean scores, average mean scores, percentages and ranks were employed to present the data obtained from the respondents and analyze research question 1. WINKS SDS 7 was employed to analyze the data. Finally, linear regression and correlation analysis was employed to test the hypotheses at 0.05 level of significance. the results, it was established that training and development as well as compensation and benefits significantly predicted employee turnover. The relationship between recruitment and selection process and employee turnover, however was insignificant. Also, the relationship between performance appraisal and employee turnover was not significant. The adopted a wrong research designed, the empirical study were not properly reviewed. Moreso, the study was carried out in Abia state but the present study will be carried out in Imo State and took care of the gap created in the previous study.

METHODOLOGY

The Research Design adopted in this study is descriptive survey design. This is because the study involves the use of a representative sample from a population and drawing conclusion based on the analysis of available data. A survey research according to Nworgu (2016) is one which a group of people or items are studied by collecting and analyzing data from only a few people or items

considered to be representative of the entire group. Thus, this research is focused on finding out the effect of management decisions on employee turnover in unified local government system in Imo State.

SOURCES OF DATA COLLECTION

This study utilized two sources of data, namely; primary and secondary data.

Primary Sources:

This includes data from the use of self-administered questionnaire to the local government employees in Imo State so that the result can be applied to the entire population. In addition, the use of self-administered questionnaires as research tools enables the researcher to collect as more data as possible.

Secondary Sources:

Secondary data is made up of include materials from textbooks, Federal Republic of Nigeria Approved Schemes of service for Local Government Employees, journals, internet, etc.

POPULATION OF THE STUDY

The population of the study is 12, 826 local government employees in Imo State (Ministry of Local Government Service Commission and Chieftaincy Affairs, Imo State, 2020). The target population of the study is 5, 348, selected from 6 (six) local government councils in Imo State.

SAMPLE AND SAMPLING TECHNIQUES

The sample size of this study comprised of 386 employee. Multi- stage sampling techniques was employed in the study. First, the 27 local governments which includes Aboh-Mbaise Local Government Area, Ahiazu-Mbaise Local Government Area, Ehime Mbano Local Government Area, Ehime Mbano Local Government Area, Ideato North Local Government Area, Ideato South Local Government Area, Ihitte Uboma Local Government Area, Ikeduru Local Government Area, Isiala Mbano Local Government Area, Isu Local Government Area, Mbaitolu Local Government Area, Ngor Okpala Local Government Area, Njaba Local Government Area, Nkwerre Local Government Area, Nwangele Local Government Area, Obowo Local Government Area, Oguta Local Government Area, Ohaji-Egbema LGA, Okigwe Local Government Area, Onuimo Local Government Area, Orlu Local Government Area, Orsu Local Government Area, Oru East LGA, Oru West LGA, Owerri Municipal LGA, Owerri North LGA and Owerri West LGA were grouped by the three senatorial zones namely Okigwe, Owerri and Orlu using stratified random sampling techniques. In addition, 6 LGs in all was selected, 2 LGs in each of the zones using simple random sampling technique. Thereafter in each zones, 1 LG was picked from urban and 1 LG from rural in all 3 urban and 3 rural local governments were sampled to ensure proper representation, collection and analyses of this research. Stratified random sampling technique was further used to

select employees from the six local governments who make up the target population. Based on Morgan's formulae, a sample size of 386 which constituted 8% of the total population were selected.

Sample Size Determination
Table 1: Sample size distribution

No of LG's	Strata	Population frequency	Multiplier factor (8%)	Sample Size
1.	Ehime Mbano	824		59
2.	Okigwe	740		53
3.	Owerri North	900		66
4.	Ahiazu	890		64
5.	Ideato North	987		71
6.	Orlu	1007		73
	Total	5348		386

Source: Researcher Computation (2020)

METHOD OF DATA COLLECTION

A well-structured questionnaire Responses of a 5- point likert scale ranging from (1) strongly disagree; (2) disagree; (3) undecided; (4) agree; (5) strongly agree was used to collect information from the respondents. This questionnaire was made up of three sections. Section A covered the socio-demographic characteristics of respondents such as gender, age, marital status, educational qualification, positions occupied, length of service/tenure, and location of local governments which were asked using nominal scales.

Section B consist of statements relating to the opinions of the employees' on four dimensions of management decisions which are; person-organization and person-job fit scale with 8-items.These statements measure the management decisions on recruitment and selection process used to hire employees. High degree fit inferred proper recruitment and selection processes. Other dimensions of management decisions include training and development containing 6-items, compensations and benefits dimension with 3-items, and finally performance appraisal containing 5-items.

The section C focused on statements relating to the employee turnover which is the dependent variable, containing 4-items.

Section D concentrate on the causes/drivers of employee turnover with 6-items used to identify the major factors that lead to turnover among local government employees in Imo State.

METHOD OF DATA ANALYSIS

In the analysis of the data collected, simple statistical techniques frequency Table and percentages were employed in the presentation of results to make interpretations and inferences simpler and clearer. Descriptive statistics of Frequencies, mean scores, standard deviation, average mean scores, percentages and ranks were employed to present the data obtained from the respondents and analyze research question 1, Pearson Product Moment Correlation Coefficient (PPMCC) was used to research questions 2, 3, 4 and 5 in order to establish the relationship between the variables. Simple Linear regression and correlation analysis was employed to test the four research hypotheses at 0.05 level of significance.

MODEL SPECIFICATION
Regression model
ET = F (RSP, TD, EC, PA)
Where ET = Employee Turnover
    RSP = Recruitment and Selection
    TD = Training and Development
    EC = Employee Compensation
    PA= Performance Appraisal
$Y = F (X_1, X_2, X_3, X_4)$
$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + ei$
ET = F (RSP, TD, EC, PA)
$ET = b_0 + b_1 RSP + b_2TD + b_3 EC + b_4 PA + ei$
Where;
b_0 = constant
$b_1 - b_4$ = coefficient
ei = error term
Correlation coefficient model was used, thus;
$$r_i = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2) \cdot (n \sum y^2 - (\sum y)^2)}}.$$
Y= Employee Turnover
X = Management Decision
$\sum$ = Summation sign.
r_i = Correlation coefficient in period.
n = Number of respondents.

RESULTS AND DISCUSSION

PRESENTATION OF DATA

Table 2: Distribution of Total Response Rate by the Local Governments Sampled

Name of LG's	Questionnaire Distributed	% of Questionnaire Distributed	Questionnaire Recovered	% of Questionnaire Recovered	Questionnaire lost	% Lost
Ehime Mbano	59	15.3	57	15	2	0.5
Okigwe	53	13.7	51	13	2	0.5
Owerri North	66	17.1	64	16	2	0.5
Ahiazu	64	16.6	62	16	2	0.5
Ideato North	71	18.4	71	18	-	-
Orlu	73	18.9	72	19	1	0.25
Total	386	100	377	97	9	3

Source: Field Survey (2020)

Three hundred and eighty six respondents were targeted for the survey hence that same copies of questionnaires were administered. However, out of this number, 377 copies of questionnaires were collected and therefore used in the analysis and this represents 97%. The 9 copies were not returned. The response rate of 97% was deemed adequate for both the analysis and interpretation of the data and hence used in that regard.

The Socio-demographic characteristics of respondents
Table 3: Distribution of the respondents by Gender

Gender	Frequency	Percentages (%)
Male	191	51
Female	186	49
Total	377	100

Source: Field Survey (2020)

Data in Table 4.2 show that out of 377 respondents in the study, 51% of the respondents were male and 49% were female. This implies that more male were involved in this study.

Table 4. Distributions of the respondents by Age

Age	Frequency	Percentages (%)
18-38	173	46
39-59	124	33
60 and above	80	21
Total	377	100

Source: Field Survey (2020)

Data in Table 4.3 show that 18-38 years had 46% and 39-59 years of the respondents is rated 33% and 60 and above year of respondents is rated 21%. It implies that 18-38 years of the respondents constitutes the actual population.

Table 5: Distributions of the respondents by Marital status

Marital Status	Frequency	Percentages (%)
Single	148	39
Married	171	45
Widower/Widow	58	15
Total	377	100

Source: Field Survey (2020)

Data in Table 4.4 revealed that 45% of the respondents were married, 39% were single and 15% were widower/widow. It implies that more married employees were involved in this study.

Table 6: Distributions of the respondents by Educational Qualification

Qualification	Frequency	Percentages (%)
FSLC	13	3
SSCE	56	15
NCE/OND	108	29
HND/B.Sc/B.Ed	167	44
PGD/M.Sc/P.hD	33	9
Total	377	100

Source: Field Survey (2020)

Data in Table 4.5 show that HND/B.Sc/B.Ed had 44%, NCE/OND had 29% SSCE had 15%, PGD/M.Sc/P.hD had 9% and FSLC had 3%. This implies that employees with HND/B.Sc/B.Ed

constitute much of the respondents while FSLC, PGD/M.Sc/P.hD, SSCE and NCE/OND were not much involved in this study

Table 7: Distributions of the respondents by Position Occupied in the workplace

Position	Frequency	Percentages (%)
Junior staff	173	46
Senior staff	204	54
Total	377	100

Source: Field Survey (2020)

Data in Table 4.6 show that senior staff was much involved in this study as it was indicated by 54% against junior staff of 46%.

Table 8 Distributions of the respondents by Length of Service/Tenure

Tenure	Frequency	Percentages (%)
1-14 years	255	68
15 and above	122	32
Total	377	100

Source: Field Survey (2020)

Data in Table 4.7 show that staff below 15 years in service was much involved in this study as it was indicated by 68% against 32% of the staff above 15 years.

Table 9: Distributions of the respondents by Location of local government.

Location	Frequency	Percentages (%)
Urban	218	58
Rural	159	42
Total	377	100

Source: Field Survey (2020)

Data in Table 4.8 show that Staff in Urban Area was much involved in this study as it was indicated by 58% Urban against 42% Rural

Research Hypothesis 1

There is no significant relationship between training and development and employee turnover in Imo State local government councils. The data for answering research question 3 and testing hypothesis 2 are presented in Table 4.11.

Table 10 Linear Regression Summary for Training and development and Employee Turnover

Variables	Term	Sum of Square	Df	Mean Square	F-cal	Sig.
Training and development	Regression	4101.011	1	4101.011		
					63.492	.000
	Residual	31571.592	375	83.967		
	Total	35672.603	377			
$R = 0.867^a$, $R^2 = 0.801$						

Source: Field Survey (2020)

Data in Table 4.11 show that there are high extents of relationship between management decisions on training and development and employee turnover in Imo State local government council as indicated by $R = 0.867^a$ However, the results in Table 4.12 also revealed that there was significant relationship between training and development and employee turnover in Imo State local government councils. The study revealed that training and development has a strong positive relationship with employee turnover as indicated from regression results, the model performed relatively well with correlation coefficient ($R = 0.87$, Adjusted $R^2 = 0.80$). This shows the strength of the model, and 87% indicate a strong model. This was also backed up by an Adjusted R^2 of 80%, which the variable accounted for the variance in the employee turnover. The F-statistics is 13.087; this shows a significant difference between the variance of the estimate and the variance of the independent variables, $p < 0.05$.

Research Hypothesis 2

There is no significant relationship between employee compensation and employee turnover in Imo State local government councils. The data for answering research question 4 and testing hypothesis 3 are presented in Table 4.12.

Table 11: Linear Regression Summary for Compensation and Benefits and Employee turnover.

Variables	Term	Sum of Square	Df	Mean Square	F-cal	Sig.
Compensation and Benefits	Regression	313.107	1	313.107		
					14.127	0.021
	Residual	8311.500	375	22.164		

	Total	8624.607	377

$R = 0.871^a$,
$R^2 = 0.742$

Source: Field Survey (2020)

Data in Table 4.12 show that compensation and benefits has a positive relationship with the employee turnover to a high extent as indicated by ($R = 0.87$, Adjusted $R^2 = 0.74$) which shows the strength of the model, 87% indicate a strong model. This was backed up by an Adjusted R-square of 74% also, suggesting that about 74% variations in the employee turnover in Imo State local government councils were accounted by compensation and benefits given to the staff. The F- statistic is 14.127 with p-value of 0.02 which was less than the alpha value of 0.05 which shows a significant difference between the variance of the estimate and the variance of the independent variables, $p < 0.05$. The null hypothesis which stated that there is no significant relationship between employee compensation and employee turnover in Imo State local government councils is rejected. It implies that there was a significant relationship between employee compensation and employee turnover in Imo State local government councils.

DISCUSSION OF FINDINGS

The study found that there are high extents of relationship between management decisions on training and development and employee turnover in Imo State local government council as indicated by $R = 0.867^a$ However, the results in Table 4.6 also revealed that there was significant relationship between training and development and employee turnover in Imo State local government councils. The study revealed that training and development has a strong positive relationship with employee turnover as indicated from regression results, the model performed relatively well with correlation coefficient ($R = 0.87$, Adjusted $R^2 = 0.80$). This finding agrees with the findings of Martin (2013); Chee, Kamai, and Gangara (2017); Allen (2018); Abdullah, Bilau, Enegbuma, Ajagbe, Ali, and Bustani (2012) and Thwala, *et al* (2012) who in their various studies found a complex relationship between training and development with employee turnover. They further demonstrated that general and transferable training instead of job-specific training is strongly associated with higher employee turnover, presumably because this aspect of training imparts more general skills and as a result make an employee more attractive to other rival establishments. Similarly in consistent with the present findings, previous studies conducted by Rhoades and Eisenberger (2012) as well as Allen, Shore, and Griffeth (2013) found that Management decisions that promote growth opportunities simultaneously lower employee turnover. This suggests that such programmes reduce turnover by removing skilled-related obstructions. In support of this view, Martin (2013); Kim (2012) and Barbara (2012) revealed that the existence of career advancement within the organization actually lower employees' turnover. When specific job training opportunities are provided by local government system in their in-service training programmes, employee turnover would be remarkably reduced, hence current employees remain satisfied and well-positioned for future growth opportunities and job performance.

The study accepted that compensation and benefits has a positive relationship with the employee turnover to a high extent as indicated by (R = 0.87, Adjusted R^2 = 0.74). The correspondents hypothesis revealed that there was a significant relationship between employee compensation and employee turnover in Imo State local government councils. This finding agrees substantially with the findings of Shaw, Delery, Jenkins, and Gupta (2018); Griffeth, Hom, and Gaertner (2010); Ingraham, Selden, and Moynihan (2010) and Rhoades and Eisenberger (2012) that found compensation and benefits to be strongly related to employee turnover, indicating the lower compensation and benefits, the higher employee turnover. They further suggested that when high performers are insufficiently rewarded, they leave. This finding is also supported in the Currall, Towler, Judge, and Kohn (2015) study of public school teachers, showing that pay satisfaction is significantly associated with employee turnover. Since public school teachers are civil servants, like local government employees, the relationship makes sense. In addition, Allen, Shore, and Griffeth (2013); Blomme, Van Rheede, and Tromp (2018); Haines, *et al*, (2010); Kim (2012) and Lobburi (2012) found that competitive and fair compensation packages are crucial to decrease job dissatisfaction and employee turnover. According to March and Simon (1958) as long as an organization pays an individual monetary inducement that is lower than the individual's contribution or input into the organization, the individual will leave. In other words, money can influence employees' behaviour and encourages turnover. As noted earlier, the majority of respondents were between 18 and 40 years old. These younger employees are more life-style centered and they are also more demanding at work and they also are more likely to leave jobs compared to their older employees. Moreover, as compared to training and development, compensation and benefits were considered as more important in fulfilling their basic and instant needs. As such, they placed higher value on reward-related matters, particularly compensation and benefits, in ensuring their stay in the local government system. Another reason why compensation and benefits affect employee turnover is that employees who receives low compensation may feel that they are not appreciated by the local government for their performance and contributions, otherwise they may not be motivated to contribute more and also leave the employment. Since employees place a lot of value on compensation and benefits and it is therefore not surprising that compensation has a positive significant relationship with employee turnover. This explanation most likely justified the significant impact of compensation and benefits on employee turnover.

SUMMARY OF FINDINGS

1. The study found that there are high extents of relationship between management decisions on training and development and employee turnover in Imo State local government council as indicated by R = 0.867[a] However, the results in Table 4.6 also revealed that there was significant relationship between training and development and employee turnover in Imo State local government councils. The study revealed that training and development has a strong positive relationship with employee turnover as indicated from regression results, the model performed relatively well with correlation coefficient (R = 0.87, Adjusted R^2 = 0.80).

2. The study accepted that compensation and benefits has a positive relationship with the employee turnover to a high extent as indicated by (R = 0.87, Adjusted R^2 = 0.74). the

correspondents hypothesis revealed that there was a significant relationship between employee compensation and employee turnover in Imo State local government councils.

CONCLUSION AND RECOMMENDATION

CONCLUSION

The local government system in Nigeria particularly in Imo state, however suffers the risk of labour turnover due to poor management decision and intensive competition. Human resource is valuable and serves as the backbone of management in the world over. Indeed, resources that are rare and valuable create competitive advantage. It is therefore imperative for local governments to institute appropriate measures to motivate and retain adroit employees. Because employee turnover is disruptive and as such can negatively affect organizational effectiveness and performance if care is not taken. Effective management decisions can however help local government councils as a service-oriented organization to motivate as well as retain their valued employees.

Based on the findings, discussions and conclusion of this study, the following recommendations are made:

i. Organization should make sure that employee job qualifications, experience and productivity must be in commensurate with the compensation packages they receive.
ii. Management of the local government system should identify the relevant training needs of the various employees and adopt specific jobs training that will make an employee more attractive to other organizations.
iii. LGAs should make sure that performance appraisal will be based on individual performance, Individual contributions to the organization, there should be immediate supervisor supports that encourages regular feedback on employee performance.
iv. Management of the LGAs should introduce some level of empowerments and the employees should be provided with challenging tasks that will require them to make use of their full potentials.
v. Finally, the human resource management policies, schemes of LGAs should be reviewed from time to time to reduce employee turnover.

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