

**THE INFLUENCE OF WORKING ENVIRONMENT ON LABOUR
TURNOVER**

A Case Study of Some Selected Private Universities in the Kumasi Metropolis

BY

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KNUST

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DECLARATION

I hereby declare that this thesis submitted towards the attainment of the MBA degree is my own and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of this and any other university, except where due acknowledgement has been made in the text.

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DEDICATION

This project is dedicated to God for his immense protection and grace throughout the whole of my MBA program Moreover, I also dedicate it to my husband, Mr. Isaac Akpor Adjei, Your support and encouragement made this study possible for me to undertake successfully. I am very blessed to have you as a husband, my Parents Mr. and Mrs. Mensah especially my mother Mrs. Stella Mensah who took care of my daughter so I could undertake this course, my daughter Angel Naa Atswei Akpor and Sister Miss Abigail Mensah for her support and prayers.

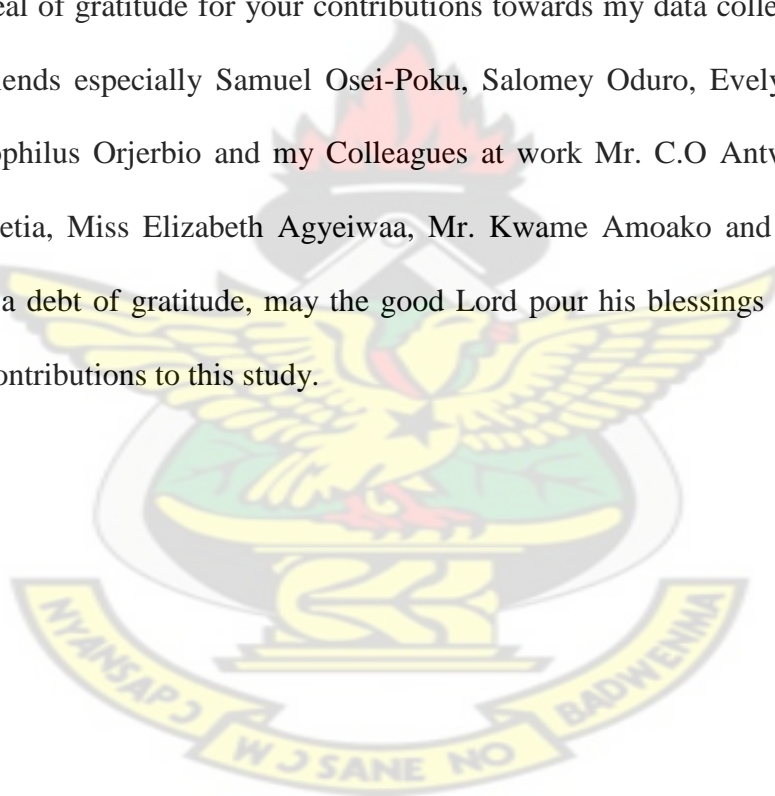


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ABSTRACT

The Working Environment of every organisation is very important. Apart from leading to job dissatisfaction, low morale and low productivity, it can also lead to workplace deaths and injuries physically, emotionally and psychologically. The study therefore seeks to assess the influence of working environment on labour turnover. The research was conducted in three selected private universities. One Hundred and Forty Eight (148) respondents made up of Thirteen (13) management members and one hundred and thirty five (135) employees from the three selected private universities were selected while questionnaire and structured interview questions were used as instruments to gather data. Based on the nature of data collected, the Statistical Package for Social Sciences (SPSS) was used in processing and analyzing primary data gathered through questionnaires which enabled the researcher to do descriptive statistics including frequency tables and graphs. The findings revealed that among the three constituents of the work environment discussed in the study, there is a significant correlation between the physical environment and labour turnover and organisational culture and labour turnover. There is however an insignificant and weak correlation between organisational climate and labour turnover.

The study also revealed that employees from the three selected private universities believe the physical environment and organisational culture of their various institutions can influence their intention to quit. Management also confirmed that their physical environment and organisational culture to some extent account for their current Labour turnover rate. It is therefore prudent for management to make the necessary effort to ensure that their physical environment and organisational culture is conducive and accommodating enough to maintain a desirable turnover rate.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	v
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE	1
INTRODUCTION	1
1.0 Background to the Study.....	1
1.1 Statement of the problem.....	3
1.2 Objectives of the Study	4
1.2.1 Specific objectives	4
1.3 Research Questions.....	4
1.4 Significance of the Study	5
1.5 Overview of the Methodology	5
1.6 Scope of the Study	6
1.7 Limitations of the Study.....	6
1.8 Organization of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0. Introduction.....	8
2.2 Concept of Work Environment.....	8
2.3 Constituents of the working environment.....	10
2.3.1 Physical Environment	10
2.3.2 Organizational Culture.....	12
2.3.3 Organizational Climate	15
2.4 Concept of Labour Turnover	17
2.4.1Classifications of Labour Turnover	18
2.4.2 Internal and External Turnover	19
2.4.3. Voluntary and Involuntary Turnover	20
2.5 Physical Environment and Labour Turnover	20
2.6 Organisational Culture and Labour Turnover	22
2.7 Organisational Climate and Labour Turnover	24

CHAPTER THREE	27
METHODOLOGY AND ORGANISATIONAL PROFILE	27
3.1 Introduction.....	27
3.2 Research Design.....	27
3.3 Scope of the Research.....	27
3.4 Population of the study	27
3.5 Sample Size and Sampling Technique.....	28
3.7 Analysis of Data.....	29
3.8 Brief Profile of Ghana Baptist University College	29
3.9 Profile of Christ Apostolic University College	31
3.10 Brief Profile of Garden City University College	32
CHAPTER FOUR.....	34
RESULTS ANALYSIS AND DISCUSSION	34
4.0 Introduction.....	34
4.1 Demographic/Background Information	34
4.1.1.1: Gender and Age distribution of respondents	34
4.1.3 Number of years worked.....	36
4.1.4 Current job Satisfaction Level	37
4.2.0 Staff /Employees’ Response	38
4.2.1 Physical Environment	38
4.2.1.1. I have access to all or most of the equipment needed to undertake my work responsibilities	39
4.2.1.2 Exposure to Noise	39
4.2.1.3 Ventilation and Lighting System	39
4.2.1.4 Health and Safety Gadgets.....	40
4.2.1.5 Clean office floor and an open space	40
4.2.2 Organisational Culture	44
4.2.2.1 The institution clearly communicates effectively (written and verbal) its goals and strategies to me in a timely manner	44
4.2.2.3 I have a good relationship with my peers and supervisors.....	45
4.2.2.4 I feel that my institution’s culture value my opinion	45
4.2.2.5 My institution recognizes and celebrates successes of Employees.....	45
4.2.2.6 My institution shows respect for a diverse range of opinions, ideas, and people. ...	45
4.2.2.7 The culture of my institution makes me feel driven to make a difference in my institution	46

4.2.3 Organisational climate	51
4.2.3.1 I gain satisfaction from my current job responsibilities.....	51
4.2.3.2 I find that I am challenged in my current job.....	51
4.2.3.3 There is no form of discrimination or harassment be it racial, sexual, age and gender	52
4.2.3.4 When disagreements occur they are addressed promptly in other to resolve them .	52
4.2.3.5 Employees have a good balance between work and personal life	52
4.3.1. Testing for the influence of the working environment and Labour Turnover	55
4.3.2 Influence of Physical Environment on Labour Turnover	57
4.3.3 Influence of Organisational Culture on Labour Turnover	58
4.3.4 Influence of Organisational Climate on Labour Turnover.....	59
4.4 Management Response Analysis	60
4.4.1 Understanding of Working Environment.....	61
4.4.2 Christ Apostolic University College (CAUC)	61
4.4.3 Ghana Baptist University College (GBUC).....	62
4.4.4 Garden City University College.....	62
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	64
5.0. Introduction.....	64
5.1. MAJOR FINDINGS	64
5.1.1 Labour Turnover Rate.....	64
5.1.2 Influence of Physical Environment on Labour Turnover	64
5.1.3 The Influence of Organisation Culture on Labour Turnover	65
5.1.4 Influence of Organisational climate on Labour Turnover.....	66
5.2 Conclusion	66
5.3 Recommendations.....	66
5.3.1 Provision of Health and Safety needs	66
5.3.2 Making Employees feel valued.....	67
5.3.3 Showing Respect for Diverse Range of Opinions, Ideas and People.....	67
5.3.4 Recognising and Celebrating the Success of Employees.....	67
5.4 Areas of Further Research	67
REFERENCES	68
APPENDIX A.....	72
APPENDIX B	76

LIST OF TABLES

Table 4.1.1.2 Age of Respondents	-	-	-	-	-	-	35
Table 4.1.2: Position of Respondents	-	-	-	-	-	-	36
Table 4.1.3 Number of Years Worked	-	-	-	-	-	-	37
Table 4.2.1. Physical Environment	-	-	-	-	-	-	41
Table 4.2.2 Organisational Culture	-	-	-	-	-	-	47
Table 4.2.3: Organisational Climate	-	-	-	-	-	-	53
Table 4.3.1 Correlations between Labour Turnover, Organisational Culture and Organisational Climate	-	-	-	-	-	-	56



LIST OF FIGURES

Fig 4.1.4 Current job satisfaction level of employees	-	-	-	35
Fig. 4.1.1.1 Gender of Respondents	-	-	-	37

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CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

The success of business organizations requires two elements; the individual and the environment. The neglect of either of these two elements makes an organization's success virtually impossible (Aggarwal, 2012). When people leave organizations, they leave with the skills and knowledge accumulated through training and experience on the job. The organisation has to recruit and train new staff to fill vacant positions. This increases the cost of organizations as labour cost forms a greater part of the total cost of organizations with respect to money, time and inefficiencies. Organizations therefore always strive to maintain a low labour turnover rate. To achieve this, they adopt various strategies like training staff and giving them attractive salaries, allowances, bonuses and other reward packages. It should however be noted that if organisations need to maintain a favourable labour turnover rate, they must pay attention to their work environment. This is because the environment imposes several constraints on a business and has a considerable impact and influence on the scope and direction of its activities, (Saleem 2010). The business environment is therefore very critical to the profitability, survival and success of every business organisation. Gopal (2009) defines business environment as the sum total of all aggregate conditions, events and influences that affect it. A business environment can also be defined as the combination of internal and external factors that influence a company's operating situation, (business dictionary.com). The business environment is made up of the internal and external environment. The internal environment comprises of the controllable factors that are inherent to a business and the external environment comprises of uncontrollable factors outside the business (Gopal, 2009). Gopal

further elaborated the factors of the external business environment as political, economical, socio-cultural, technological legal and ecological factors and factors in internal environment as the objectives of the business, employees, the company image, the management, value systems, organizational culture, Organizational climate, organizational structure, assets (design of the workplace) and the financial strength of a business organisation. The internal environment is the working environment of an organisation.

According to Kirch (2008), working environment can be defined as the surroundings, conditions and influences at work that affect an employee. Longman Dictionary also defines it as the situation in which you work, especially the physical things such as pay or safety: improvement in working condition.

Working environment has a great influence on labour turnover in any business organization. This is because employees spend most of their time at work and are affected both physically, mentally, socially and emotionally by what goes on at the workplace. Most researchers and authors outline employee job dissatisfaction as the major cause of high labour turnover. They normally outline the reasons for employees' job satisfaction as poor pay, poor working conditions, long hours, not enough benefits or a negative atmosphere, especially from authority figures. All these elements form part of the working environment. It can therefore be said that poor working environment leads to job dissatisfaction which in turn leads to high labour turnover within an organisation. If employees have a negative perception of their working environment they are likely to be absent, a friendly, trusting and safe environment on the other hand can lead to the experience of greater productivity, communication, creativity and financial health (Kreitser et al, 1997). An unfavorable work environment does not only cause stress, health and safety problems and

productivity problem, it also causes high rate of labour turnover as denoted by Clerc, (1985), “Bad working conditions, an unhealthy and dangerous working environment, and excessive pace of work and poorly scheduled hours of work are all sources of disease, fatigue and accidents causes of absenteeism, high labour turnover and dissatisfaction

1.1 Statement of the problem

In Ghana little attention is paid to working environment. This is because the population is characterized by unemployment, there are fewer jobs and more job seekers. According to a research conducted by the Labour Research and Policy Institute of Ghana on the Labour Market in Ghana in December 2009, “A major socio-economic challenge confronting Ghana is the inability of the economy to generate sufficient jobs for the large number of jobseekers. Official estimates show that Ghana’s economy has achieved sustained improvements in economic performance. The research however described this growth as a “jobless growth” in the sense that it has not reflected in job creation

Organisations therefore feel that by just offering job to employees, they are doing them a great favour and as such the working environment is not even important to employees whom they think are only interested in securing jobs. Besides if they are not comfortable with the work environment, they can leave and there will be a large pool of job seekers willing to replace them. This has led to high turnover rate in most organisations in Ghana and is costing most organisations a lot in terms of replacement cost. Organizations however fail to realize that people spend most of their time at the workplace and some usually travel a long way in a totally unconnected environment from home along with others who also come from very diverse homes to work, the conduciveness of the work environment is therefore very important to employees.

This makes the work environment crucial in maintaining and retaining employees. According to the Markus model Croom (1995), there is a unique relationship between a person and an idling environment. This implies that an individual is affected by his/her environment and employees who find themselves in an environment which is not conducive and does not pose a challenge for their advancement are likely to leave. The study therefore seeks to address this problem by making organizations aware of the influence of their working environment on labour turnover.

1.2 Objectives of the Study

The main objective of this study is to assess the influence of working Environment on labour turnover.

1.2.1 Specific objectives

- To identify the influence of the Physical environment on labour turnover in the selected universities;
- To identify the influence of Organisational Culture on labour turnover in the selected private universities;
- To identify the influence of organizational climate on labour turnover in the selected private universities;

1.3 Research Questions

The research questions for this study will be as follows:

- To what extent does physical environment influences labour turnover in the selected private universities?
- How does organisational culture influences labour turnover in the selected private universities?

- What is the influence of organisational climate on labour turnover in the selected private universities?

1.4 Significance of the Study

The study is necessitated by the fact that Private Universities are becoming the norm of the day and individual entrepreneurs, church organizations and other social institutions are eager to own one. Due to this, people are eager to convert their private residence, business premises, schools and other buildings to private universities without prejudice to conducive working environment for their employees. Although the suitability of these premises and facilities is regulated by the national accreditation board, less attention has been given to the working environment of these universities. Since human capital is critical to the success of any business organisation and employees are affected by their working environment, it is essential to draw attention to the significance of the work environment in these private universities. The study will therefore help organisations in Ghana realize the need to pay attention to their work environment. To private universities and managers in general, it will help maintain a low labour turnover rate by ensuring a conducive working environment. To the academia, the study will add up to existing literature and serve as a stepping stone for further research.

1.5 Overview of the Methodology

The research was descriptive. The concept of this research implies design addressed to reveal validate profile of persons, events or situations. Descriptive concept tends to answer on questions such as "who", "where", "how many"; "how much". However, "what" question can be included in situation if the research wants to have u clue about the details of some specific topic or issue (Saunders et al, 2007).

The study used both primary and secondary sources of data from relevant literature, journals, textbooks, internet and questionnaires. Three private universities were selected for the study. Data was collected from Management and staff through questionnaires and structured interview questions.

1.6 Scope of the Study

Working environment is a broad aspect of Human Resource. The study therefore concentrated on the physical environment (actual design of the workplace; building, office setup, health and safety), Organisational Culture and Organisational climate. The study also limited itself to private universities specifically some selected private universities in the Kumasi metropolis.

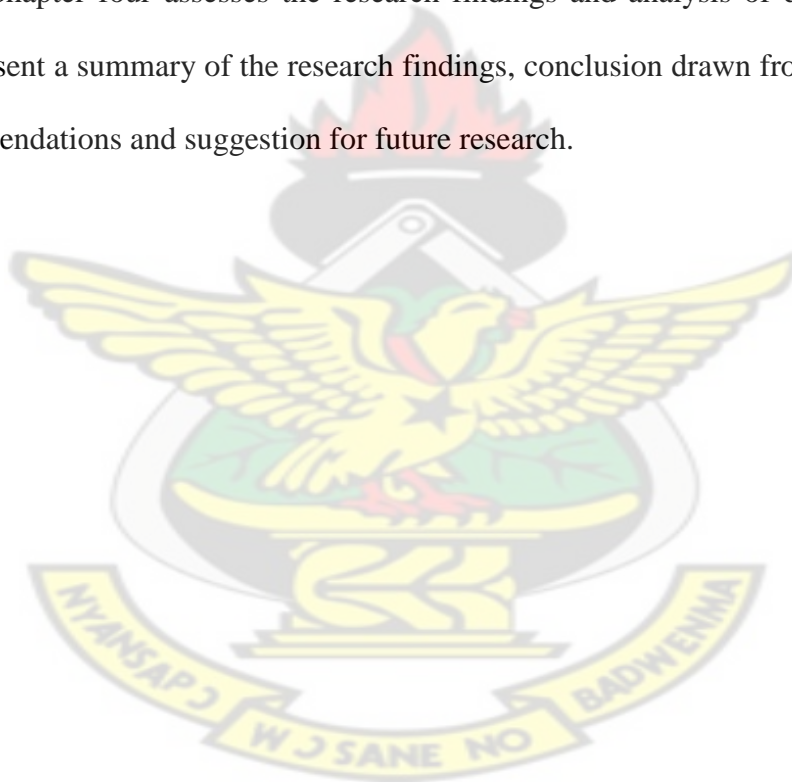
The study also seeks to find the extent to which the work environment with regards to physical environment, organizational culture and organisational climate has contributed to the Turnover rate of the three selected private universities.

1.7 Limitations of the Study

Working environment is a broad area. The researcher was therefore able to just concentrate on the physical environment, organisational culture and organisational climate. Time and Distance constraint limited the coverage of most of the private universities in Ghana due to the importance of the research topic. Another limitation was that, the sample size which was One Hundred and Sixty-eight (168) could not be achieved due to the fact that most of the staff of the three private universities were academic staff who are not positioned in a particular office, reaching them was therefore very difficult.

1.8 Organization of the Study

The research was organized into five chapters. Chapter one comprises of the introduction which gives background information to the research, problem statement, research objectives, research questions, significance of the study, scope, limitation, an overview of the research methodology and organisation of the study. Chapter two gives a detailed literature review of studies conducted by other researchers on working environment and labour turnover. Some key terms and concepts are defined and discussed in this chapter. Chapter three covers methodology adopted for the study, Chapter four assesses the research findings and analysis of data and chapter five present a summary of the research findings, conclusion drawn from the study and recommendations and suggestion for future research.



CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter reviews relevant literature to the study. It outlines the definitions of concepts, and the various classifications of work environment and labour turnover. The chapter then goes further to identify the influence of working environment in private universities, influence of labour turnover in private universities and the influence of working environment on labour turnover in private universities. The review is meant to obtain a frame of reference that will avail the researcher of relevant information out of which to develop recommendations. It is however worth noting that the word labour turnover, employee turnover and staff turnover will be used interchangeably.

2.2 Concept of Work Environment

According to Morin (2004) work provides for basic sustenance needs and decent living conditions, but above all work is an activity through which an individual fits into the world, creates new relations, uses his/her talents, learns and develops his /her identity and a sense of belonging. Work can therefore be seen as a major activity for human beings that meets several needs in their lives. These needs include economic survival, life satisfaction and the provision of a sense of reality.

According to the social work (2003) a workplace is a setting in which one's employment or other work activity occurs. It is where people in different roles and with different functions interact all the time. People work in different work settings with different situations. Kahn (1999) explains that the workplace is a complex environment with different situations such as having too much or too little to do,

being subjected to conflicting demands, feeling distracted by family problems, having family problems, and working for demanding and unhelpful managers. Each workplace is unique and is characterized by an environment from being supportive and nurturing to being challenging and stressful. The work environment, however, will influence how the employees carry out their responsibilities in order to achieve their organization's goal as agreed by Denyer, (1980), that a clear brain and physical conditions that do not cause distractions are prerequisites for efficient work. Adverse conditions cause mental strain which results in lower output, inaccurate work and low morale.

According to Kirch (2008), working environment includes the surrounding, conditions and influences at work that affect an employee. In occupational health, it refers to the physical (physical, biological, chemical and ergonomic factors at work) and psychosocial work environments (work organisation, inter-individual relationships at work, work culture, job security, etc.). The identification of the working environment is essential if occupational health preventive actions are to change the working environment and prevent harm or promote benefit.

The workplace is an environment in which most adults spend a substantial fraction of their time. It has the potential to have both positive and negative influences on their health and well-being sometimes with lasting effects. It is therefore the duty of the office manager to provide an environment which is pleasant, comfortable and conducive to good working habit (Denyer, 1980).

2.3 Constituents of the working environment

In a study conducted by Srivastava (2008) on the “Effect of Perceived Work Environment on Employees’ Job, he outlined the constituents of work environment as the physical environment and psychosocial environment. Ballie et al also outlined eleven major components of the work environment. They include; 1) Goals 2) Attitudes, Beliefs, Values, 3) Roles, 4) Decision-making, 5) Communication, 6) Listening, 7) Self-disclosure, 8) Feelings 9) Conflicts, 10) Task completion and 11) Human Resource (Ballie et al, 1989). Song also outlines three core component of the work environment. They are; 1) Business success and stability, 2) Work Culture, and 3) Workplace personality. For the purpose of the study, all these constituents of the work will be grouped into three; the Physical Environment, Organisational Culture and Organisational climate.

2.3.1 Physical Environment

The physical layout of the job refers to the neatness, organisation, convenience and attractiveness of the work (Luthans, 1998). According to Schabracq (2003), a healthy work environment is one without distracting and unpleasant working conditions, such as noise, slipperiness, cold, heat, inadequate lighting and odour. The work environment also enhances the performance of tasks without unnecessary effort. McConnell (2003) agrees that simple physical conditions such as heating, lighting, furnishing, space and noise can create stress for the employees. If working conditions are good – for example clean and attractive surroundings – employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor – like dirty, noisy and unsafe surroundings- employees will find it difficult to carry out their work.

The physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality. The study of the relationship between people, the equipment they use and the physical environment in which they work is referred to as Ergonomics. Applying ergonomic principles to the design, modification and maintenance of workplace environments, has a benefit on people's work performance and short and long term health and safety.

There must be adequate resources in terms of space, equipment and staff for any organization to function effectively. Lewy (1991) asserts that the equipment must be adequate and appropriate for specific jobs and must be fitted for individual workers. Employees must be given clear instructions on how to use the equipment. There must also be sufficient allocation of resources for the maintenance of the appliances and equipments. Ultimately, employees should be in the position to perceive that the resources at their disposal are adequate to meet their work demands. Gerber et al, (1998) explain that the availability of adequate equipment and appliances facilitate productivity. Failure to provide equipment, appliances and adequate protective clothing make it difficult for employees to carry out their jobs in an easy non-obstructive way. Employers have the responsibility to provide employees with optimal conditions to carry out tasks for which they have been trained.

According to Heffernan (1954), favorable learning should be in an environment that would stimulate interest and curiosity. The physical environment of private universities is therefore very important. All private universities should ensure that the

work environment they provide would stimulate interest and curiosity taking into account the health and safety needs of students, staff and visitors.

To ensure this, private universities must not only select and retain competent staff, but must also provide reasonable care in designing the actual building, procuring and maintaining safe and adequate facilities and equipment. According to Heffernan (1954), in considering the physical setting for learning, the school workers and community people alike are inclined to focus attention on the school building itself. This interest has led to many innovations in school buildings based on sound research in lighting, heating, acoustical treatment, provision for storage space. The factors of the physical work environment discussed above have a direct relationship to the mental and physical health of both staff and students. A poor physical environment will affect well-being of both students and staff and will hamper employees from providing quality service.

2.3.2 Organizational Culture

Organizational culture is defined by Swansburg (1993) as the sum of an organisation's belief, norms, values, philosophies and traditions. Organizational culture actually shapes human relations and interactions and it guides employee behaviour. Mancini (2007) views organizational culture as the reflection of the norms or traditions of the organization and is exemplified by behaviours that illustrate values and beliefs. From these definitions Organizational culture can be said to be the pattern of shared values and beliefs that help individuals understand the organizational functioning. These norms and values take shape in different ways including rituals, rites and symbols. Hofstede (1983, 1984) carried out an extensive series of studies into culture over some 13 years. He defines culture as mental programming because it predisposes individuals to particular ways of thinking, perceiving and behaving. That

is not to say that everyone within a particular culture is identical, simply that there is a tendency for similarity to exist. He developed four dimensions of culture from a factor analysis of his questionnaire research:

1. Individualism-Collectivism. This factor relates to the degree of integration between individuals in a society. At one extreme, individuals concentrate on looking after their own interest and those of their family. The other extreme emphasizes collective responsibility to the extended family and the community.
2. Power Distance. The degree of centralization of authority. The higher the concentration of power in a few people at the top, the higher the power distance score. A low power distance score implies a closer link between those with power and 'ordinary' people.
3. Uncertainty Avoidance. How the members of a society deal with uncertainty. Societies in which individuals are relatively secure do not feel threatened by the views of others and tend to take risk in their stride (weak uncertainty avoidance). Strong uncertainty avoidance requires policies, procedures and institutions to control and minimize the effects of uncertainty and risk.
4. Masculinity-Femininity. In societies classified as 'Masculine' activity tends to be gender based, stressing achievement, making money, generation of tangible outputs and largeness of scale. Societies classified as feminine tended to be those putting people before money, seeking a high quality of life, helping others, preservation of the environment and smallness of scale. (Martins, 2005)

According to Marquis and Houston (2006) organizational culture is a system of symbols and interactions unique to each organisation. Mancini (2007) explains that

culture is demonstrated both formally and informally. It is expressed in a formal manner via written mission, vision and philosophy statements, job descriptions, and policies and procedures. Organizational culture therefore shapes human relations and interactions and it guides employee behaviour.

Culture is learned, shared and transmitted. In organisations all employees are expected to internalize the organizational culture. Heins and Nicholson (1994) add that culture is a pattern of basic assumptions or behaviors that have worked in the past and are taught to new members as the correct way to perceive, to think, to feel and to act. All employees must therefore learn to adopt the cultures that exist in their organizations.

Organizational culture is also represented in the day to day experience of the staff. Organizational culture can be effective and promote success and positive outcomes or it can be ineffective and result in disharmony, dissatisfaction and high turnover in an organisation. Managers must therefore have a good understanding about their organizational culture and how it can lead to employee turnover. Heins and Nicholson (1994) warn that the real culture is not readily revealed, what appears to be culture may only be what people want us to see. Managers must discriminate between what people say they value and what in fact is valued. Swansburg (1993) argues that culture cannot be easily manipulated, because it influences all or most of the organisation's work. However managers can still promote a culture supportive of productivity improvement to their staff at all times. McConnell (1993) suggests that a culture supportive of productivity improvement can be developed by the manager defining and communicating on a regular basis the organizational mission, values and objectives, and also by explaining the role of productivity improvement in the accomplishment thereof. The persistent and persuasive awareness actions will also

communicate the manager's commitment to the organizational outcomes. The researcher concludes that the organisation's culture promotes understanding of organizational life and helps employees to cope with organizational conflict. Since culture influences performance, managers must focus on and understand the organisation's culture and implement appropriate interventions when the culture seems to become dysfunctional.

2.3.3 Organizational Climate

Organizational climate is different from organizational culture. Organizational climate is the perception employees' hold of the organisation. Thus organisational climate involves a set of characteristics that make an organisation's environment different from others. Bowen and Ostroff, (2004) contended that a crucial link between human resource management and performance is organisational climate. They define climate as "a shared perception of what the organisation is like in terms of practices, policies and procedure. What is important and what is recorded". Further research found that employee perception of the work environment drives work attitude and performance (Parker et al, 2003). Swansburg (1993) also explains that organizational climate is the emotional state shared by members of the system. It can be formal, relaxed, defensive, cautious, accepting, trusting and so on. Luthans (1998) views organizational climate as a feeling that is conveyed by the physical layout, the way participants interact and the way members of the organisation conduct themselves with customers and other outsiders. Schulte, Ostroff and Knicks (2006) distinguish climate on an individual level (psychological level) and at organizational level (organizational climate (Psychological climate). Climate includes characteristics of the job (example Autonomy, variety, feedback, role clarity) and the work group (example, cooperation, and warmth/intimacy). (Glisson, 1989 cited by) Psychological climate is seen as the

way individuals make sense of the organisation's policies, practices and procedures in a psychologically meaningful manner. Organizational climate is viewed as employees within a unit or organisation, who agree on their perceptions of the work context. Based on these definitions it can be said that organizational climate is the sum of the perceptions of the individuals working in an organisation. It can further be viewed as the combination of perceptions of the individuals working in an organisation.

Moorhead and Griffins (1998) agree that management can manipulate the climate which affects the behaviour of employees which in turn can influence employees' performances. Organizational climate influences the behaviour of employees including the decision to quit and other organizational outcomes.

Marquis and Houston (2006) point out that managers can create a motivating climate by knowing the uniqueness of each employee and wherever possible by, giving subordinate recognition and credit. The researcher believes that employees achieve job satisfaction when their achievements are recognized and appreciated.

Marquis and Houston (1992) further point out that when employee's beliefs agree with the organizational culture the employee will perceive the organizational climate as "good" and when his/her beliefs conflicts with the organizational culture he/she will perceive the climate as "poor" and as is likely to leave. A good organizational climate promotes a high level of performance and satisfaction among employees. Poor climate results in complaints, human relations problems, absenteeism, employee rip-offs, hostility, errors and a general lack of enthusiasm (Chapman, 1996). All these factors can result in a high labour turnover rate.

Schabracq (2003) suggests that leaders can stimulate a positive socio-emotional climate that will contribute towards improved productivity by:

- acknowledging and rewarding good performance instead of exclusively correcting substandard performance.
- being fair toward employees because this will strengthen the psychological contract.
- putting problems on the agenda and discussing these in an open, constructive and problem solving way, both in work meetings and individual tasks.
- informing employees on a regular basis and as early and completely as possible in face-to-face meetings about important issues.
- coaching employees and helping them with setting goals, plan their work, point out pitfalls, and give advice as necessary.
- interviewing employees on a regular basis about their personal functioning, professional development, and overall development.

Mangers play an important role in shaping the organisation's culture and stimulating the organizational climate. Implementation of appropriate strategies into daily practice will enable managers at private universities to foster a healthy productive culture which in turn will increase harmony and tranquility at the workplace and reduce labour turnover.

2.4 Concept of Labour Turnover

Labour turnover is a much studied phenomenon (Shaw et al. 1998). This is because it is important for employers to monitor the rate at which employees leave the organisation and how this factor influences the organisation. The term "turnover" is defined by Price (1977) 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. Labour turnover is the rotation of workers

around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment, (Abassi et al, 2000). 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. In the researcher's view, employee turnover is a ratio of the number of employees a company must replace in a given time period to the average number of total employees.

There is no standard reason why people leave organizations. Many factors play a role in employees' 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. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business" (Beam, 2009). Companies incur direct and indirect expenses, which include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training, and customer retention, every time they have to replace an employee. These expenses can add up to anywhere from 30 to 200 percent of a single employee's annual wages or salary, depending on the industry and the job role being filled. (Beam, 2009) Potential negative consequences of employee turnover include operational disruption, demoralization, negative public relations, personnel costs, strategic opportunity costs, and decreased social integration. (Colema, 1987)

2.4.1 Classifications of Labour Turnover

According to Mathis & Jackson (2010) Labour Turnover can be classified into three main categories;

- i) Involuntary performance and voluntary performance. With involuntary performance, employees are terminated for poor performance and with voluntary turnover, employees leave by choice.
- ii) Functional turnover where lower-performing or disruptive employees leave and dysfunctional turnover where key individuals and high performers leave at critical times.
- iii) Controllable turnover where employees leave for reasons outside the control of the employer and uncontrollable turnover where employees leave for reasons that could be influenced by the employer

Employees Turnover is dependent on various factors which are directly or indirectly copulated with personality traits of an individual. However the condition under which labour turnover takes place can be of various types, each depending on various situation and templates which an employee is marked with, some of which are as follows:

2.4.2 Internal and External Turnover

Job turnover experienced by an individual can be an act of transfer from one department to another keeping the base root same or can be from one organization to another, these job turnover frames are classified as Internal and External job turnover. Internal Turnover on a broader term can be elaborated as a sense of change in job description or job specifications of an employee which might cause a discrete behavior towards an organization. Such turnover can result in either positive (such as increase in job performance) or negative (such as disruption, stress or decrease in job performance). However this type of turnover is controlled by Human resources of the organization who makes such turnovers of the employee in order to benefit the basic

need of organization or as a part of succession planning. External Turnover on the other hand is a job turnover experienced by an individual with respect to change in the organization. this type of labour turnover can either result in both positive (increase in the compensation or salary of an employee) or negative (such as decrease in the salary of an employee or lower satisfaction level due to change in nature of job) outcome which is typically based on employees self decision in order to attain a higher satisfaction level related to job.

2.4.3. Voluntary and Involuntary Turnover

labour Turnover based on the social or incidental consequences of an employee's life which at times becomes a reason for flexible change on job satisfaction level and job nature attitudes, these turnovers are classified as Voluntary and in voluntary turnover.

Involuntary Turnover is based on factors which are beyond the control of management but becomes a reason for an employee leave the organization. Such a turnover might not always be favoring for employee itself. Examples of involuntary turnover are death of an employee, anarchy in the country, in fulfillment of basic needs of life and health issues. Human resources department doesn't have any role of controlling such a turnover in an organization. Voluntary turnover on the other hand is dependent on an employee itself and can be experienced by an employee to attain personal satisfaction related to Human resources department can actively participate in the declining of such a turnover in an organization Relationship between working environment on labour turnover.

2.5 Physical Environment and Labour Turnover

People are connected to their physical environment because they spend almost a quarter of their lives in the office (Denyer 1980). The physical environment therefore

influences employees' behaviour. For instance an employee who feels uncomfortable with his or her office setting will feel very uncomfortable at work and may contribute poorly to the success of the organisation or leave when he or she realized that the inappropriateness of the office setting may have an adverse effect on his or her health and safety. It has been said that if a work environment is made as nearly similar to the home as possible, people are much more willing to spend more time in it and to work harder (Denyer 1980). According to Geneva, Bad working conditions, an unhealthy and dangerous working environment, excessive pace of work and poorly scheduled hours are all sources of disease, fatigue and accidents and causes of absenteeism, high labour turnover and dissatisfaction. A safe, healthy and ergonomically acceptable working environment will have a positive effect on an undertaking's prosperity. The pollution of the working environment by gases, vapours, fumes and dusts of all sorts is at present one of industry's severest problems, (Geneva 1985, 1989).

Most organization however fail to take into cognizance the influence of their physical environment on the rate of labour turn over in their establishment.

If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, rest rooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time. Some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment. The provision of a high quality working environment with a range of employee-valued benefits will increase employee satisfaction and hence discourage turn over behavior, (Kusluvan, 2003).

2.6 Organisational Culture and Labour Turnover

“It is argued that strong cultures have a greater impact on employee behaviour and are more directly related to reduce labour turnover (Jain, 2005). One specific result of a strong culture should be a low labour turnover. According to Jain (2005), in a strong culture members agree about what the organisations stand for. Such unanimity of purpose builds cohesiveness, loyalty, and organisational commitment. These qualities, in turn, lessen employees’ propensity to leave the organisation (Jain, 2005). It should however be noted that the effectiveness of culture in reducing labour turnover to a large extent depends on the country and the organisation as Jain puts it “organisational culture results from the national culture” (Jain 2005). For instance, an organisational culture that stresses empowerment appears to be more effective in countries such as United States and Brazil and less effective in countries such as Japan because whiles the United States and Brazil believes in individualism, Japan focuses more on collectivism. (Robbins et al, 2009). This implies that whiles an organisational culture practiced in one country may not affect turnover or an employee’s intention to quit, the same culture in a different country may influence employees to consider leaving the organisation and thus helps determine the rate of labour turnover.

In a study Boella and Tuner developed four approaches in explaining labour turnover theory. Their fourth approach linked labour turnover to workplace or organizational culture, concerned with the development of shared understandings and shared values and beliefs amongst the employees, supported appropriately by the culture of the organisation itself. Deery and Shaw (1997), from research within the hotel sector developed the concept of a labour turnover culture as being ‘a set of shared understandings about the legitimacy of leaving an organisation’. This reinforces a

degree of compatibility between the labour turnover culture idea and the wider psychological school of labour turnover theory, (Boella and Turner, 2013).

Turnover culture was proposed by Deery and Shaw (1997, 1999). They based their research in the Australian hotel industry, and on an amalgamation of two sets of research output and concepts, namely organisational culture and labour turnover. They isolated variables that gave credence to their initial notion that, 'An organizational turnover culture would encourage employee intentions to leave the organisation' (1997). They discovered hotel managers and employees who coexisted within an organisational culture that basically 'expected' employees to be in their job for a short period of time, a situation where it was the norm to be dissatisfied and leave. After a time managers may come to accept this situation as inevitable, and (even subconsciously) reduce their commitment to induction and training and other associated activities, and related to the costs of taking on new employees. The performance and commitment of these employees is likely to be inadequate, they achieve little satisfaction and therefore soon begin to intend to find a better, more satisfying role somewhere else. A vicious cycle has become firmly established. They further suggested that the precursors to an employee determining to find a new job are connected with the culture of the organisation and work group. Their research also notes the importance of the compatibility between the individual and the organisation, declaring that 'employees who do not fit the organisation's task or cultural requirements will have reduced satisfaction and commitment and be more likely to leave the organisation. (Boella and Turner 2013)

Another stream of empirical investigations argues that organisational culture indirectly exerts influence on organisational performance by affecting human resource management practices and employee attitudes and behaviors. For example, Goodman,

Zammuto and Gifford (2001) indicated that organisational cultural values were positively related to organisational commitment, job involvement, empowerment and job satisfaction, and negatively related to intent to turnover (Kusluvan 2003). From all the various researches propounded by the above mentioned authors, it can be seen that organisational culture to a large extent either directly or indirectly influence labour turnover. It is therefore important for managers to ensure that employees feel comfortable enough with their organisational culture to motivate them to stay in the organisation.

2.7 Organisational Climate and Labour Turnover

Various researchers have established clearly the existence of a relationship between the concepts of organisational climate and turnover within members of an organisation. In most of these studies it was found that organisational climate has an inverse relationship with labour turnover and the intention of employees to leave. Thus all things being equal the better the organisational climate the lower the labour turnover rate. The following studies proved this assertion:

Gomez et al. (1984) investigated the organisational climate of governmental offices in relation to size and frequency of managerial turnover in a study involving 140 government employees from two large and two small agencies with both high and low turnover. Results of the study revealed that organisational climate was similar across different large organisations and generally better in small organisations. Results of the study also indicated that agencies that possessed a large managerial concern for employees and low employee turnover rates had better organisational climates than agencies with little managerial concern for high employee turnover rate.

Roberts-Clarke (2004) also investigated the influence of employee perceptions of organisational commitment to diversity, organisational discriminatory practices,

cultural comfort, instrumental relations, and social relations upon the outcomes of job satisfaction, turnover intentions, and opportunities for advancement in a study involving 204 minority employees. Results of the study revealed that employee perceptions of organisational commitment to diversity, discriminatory practices, and cultural comfort significantly predicted employee retention rates.

Aarons and Sawitzky (2006) also examined the influence of organisational culture and organisational climate upon employee work attitudes and employee turnover. Results of the study revealed that both organisational culture and organisational climate influence employee work attitudes, and those work attitudes predicted employee turnover (Berry, 2008).

It can be seen that all the above researches clearly support the existence of a relationship between organisational culture and organisational climate on labour turnover.

Recently in 2011, Saungweme and Gwandure investigated into Organisational Climate and Intent to Leave among Recruitment Consultants in Johannesburg, South Africa. The research findings indicated that organisational climate in a recruitment agency was related to turnover intentions among recruitment consultants. A negative correlation indicated an inverse relation between organisational climate and intent to leave in this study. The organisational climate factors that were reported to be unfavourable to the retention of recruitment consultants were organisational structure, responsibility, rewards, support, and warmth. Future research could focus on improving the organisational climate of recruitment consultant sand the reduction of turnover intention.

According to Spruill, (2008), a poor organisational climate characterized by lack of trust, no collaboration, lack of accountability, or any of the other contextual factors

used in the present study may lead to low productivity and possibly high employee turnover.

Staff turnover, a consequence of poor organisational climate, was identified by Brunette and Colleagues (2008) as a barrier to the implementation of integrated dual-disorders treatment in community mental health settings (Palinkas and Soydan, 2012). Another element that has attracted some research is that of organisational burnout. There is evidence of the link between a non-supportive organisational climate and the burnout of service staff, sometimes termed 'emotional exhaustion of labour (Van Dijk and Brown, 2006). This often occurs in companies that do not use a consultative management style. One symptom of burnout is increased labour turnover; this in turn has an impact upon training and recruitment which flows on to a negative impact on service quality.

Since the organisational climate is measured using variables like individual autonomy, the degree of structure imposed as the positions, reward orientation, consideration, warmth, support communication, it has a major influence on motivation, productivity and job satisfaction. It is also a major motivating factor responsible for satisfaction and dissatisfaction of employees and affects the quantum of their turnover.

CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.1 Introduction

This chapter focuses on the methodology used in the study. This includes the research design, population, sample size, sampling technique, instruments, sources of data, method of data collection and analysis.

3.2 Research Design

A research design is the program that guides the researchers in the process of collecting, analyzing and interpreting the data. The researcher decided to use the descriptive form of research design to provide solutions to the research problems. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection. This research design is used because it often uses visual aids such as graphs and charts to aid the reader in understanding the data distribution.

3.3 Scope of the Research

Although there are so many private universities in Kumasi, the study was based on the three leading Private Universities in the Kumasi metropolis. They include; Garden City University, Ghana Baptist University and Christ Apostolic University College all in the Kumasi metropolis. The researcher chose private Universities because of its recent rapid emergence and growth in the Ghanaian economy.

3.4 Population of the study

Population is the full set of cases from whom the required information to find answers to your research questions is obtained (Kumar 2011). The study was limited to

management/sectional heads and staff of Garden City University, Baptist University and Christ Apostolic University College. The total number of staff including management in Baptist University is one Hundred and ten (110), Garden University is one hundred and fifty (150) and Christ Apostolic University College is forty (40). This implies that the targeted population for the study is Three hundred (300). It is from this figure that the sample size was selected.

3.5 Sample Size and Sampling Technique

Researchers normally determine their sample size and technique to validate their objectives of the study. The researcher used both probability and non-probability sampling techniques such as simple random sampling and purposive sampling for the selection of the various respondents. Data was gathered from Management of the selected Universities through purposive sampling while simple random sampling was used to gather data from staff. The purposive sampling enables you to use your judgment to select cases that will best enable you to answer your research question(s) and to meet your objectives (Saunders et al, 2007). The simple random sampling was used because the issues being investigated affected every staff who worked within the environment and for that matter each staff has the opportunity to be selected for the research. Structured interview questions were used for management. The sample size for the study was one hundred and sixty- eight (168). However One Hundred and forty eight (148) valid responses made up of thirteen (13) management members and on hundred and thirty five (135) employees from the three selected Private Universities were received.

3.6 Sources of Data

The research will be based on both secondary and primary data collection. The primary sources of data will be used purposefully in the analysis stage of the study. This data will be gathered through questionnaires and structured interview questions designed to solicit information from management officials and workers of chosen Universities. Also, the secondary sources of data will be gathered from relevant reading materials obtained from the internet, books in journals, articles, magazines, newspapers and the internet on issues relating to the work environment.

3.7 Analysis of Data

The Statistical Package for Social Science (SPSS) Software will be used to obtain frequency distributions, graphs and cross tabulations. To guard against making unjustified conclusion, a statistical test will be carried out to consider whether differences between variables are statistically accurate. In addition, the analysis of the data will be done by using both qualitative and quantitative data.

3.8 Brief Profile of Ghana Baptist University College

Ghana Baptist University College is among the leading private universities in Kumasi. It has two campuses. One is located at Amakom-Kumasi and the other is at Abuakwa-Kumasi. The University College was established in 1956 by Dr. William A. Poe, a missionary from the Southern Baptist Convention in the USA. He started by giving Pastoral training to five young men in his garage at Amakom. In 1958, the Baptist Church started a Secondary School at Asokore Mampong and merged it with the Pastors' training school under the name Sadler Baptist College. In 1961 the Pastor's training school was separated from the secondary school and was moved to Abuakwa, where it became full-fledged theological seminary. The name of the school

has gone through several changes until it was finally decided that it should be called the Ghana Baptist Theological Seminary.

After fifty years of theological education (1956-2006), the Ghana Baptist Convention resolved to take the theological education to a higher level, and thus changing it into a University College. It was launched and inaugurated on Saturday, November, 25, 2006 and was christened the Ghana Baptist University College. The University College however started operation in January 2007 with 29 employees. The Ghana Baptist University College, with an initial campus at Abuakwa, now has a second campus at Amakom and this is sited on the ground of the old Ghana Baptist Convention offices near the Anglican Senior High School, Kumasi. Currently the university college has two schools; the school of Theology and Ministry (formerly Ghana Baptist Theological Seminary) at Abuakwa and the School of Business Administration at the Amakom Campus.

Vision

The vision of Ghana Baptist University College (GBUC), Kumasi is to be a centre of excellence for creative teaching and learning, innovative and relevant research, professional competence, and godly ethics in academic disciplines from a biblical Christian worldview.

Mission

The mission of the Ghana Baptist University College (GBUC), Kumasi is to educate, develop, train, and mentor men and women who will excel in influencing and impacting society through integration of academic learning and Christian faith.

(Source: researcher's field data)

3.9 Profile of Christ Apostolic University College

Christ Apostolic University College started as a Bible School for training pastors for the church. The pastoral training was organized intermittently, meaning that the training facility was vacant and unused for the greater part of the year. The University project conceptualization stage was at the March, 2007 emergency General Council/Synod meeting. At the October 2007 General Council/Synod of the CACI, a resolution was passed to begin the process for tertiary degree programs using the existing facility at Kwadaso in Kumasi.

On February 19, 2010, the National Accreditation Board granted the Christ Apostolic University College an approval of a 3-year authorisation with effect from February 1, 2010, to commence and/or continue its preparation for accreditation of the Institution. The Christ Apostolic University College (CAUC) was granted accreditation by the National Accreditation Board in February 15, 2011. Its application for affiliation to the University of Cape Coast was approved in July 2010. CAUC started academic work in September, 2011.

The first batch of students reported for lectures in October, 2011. Currently the university has three schools; school of business, school of technology and school of theology.

Vision

The vision of the CAUC is to be a distinguished seat of learning for its academic quality that emphasizes integrity, intellectual achievement and employability.

Mission

A Christian university in the Pentecostal tradition, the Christ Apostolic University College (CAUC) exists to provide excellent student-centered undergraduate and graduate education that seeks to integrate the intellectual, spiritual, moral, ethical and social development of students. And, through university extension, the CAUC will provide continuing education for students to improve their job skills, marketability and enhance the quality of their lives. (Source: www.cauc.edu.gh)

3.10 Brief Profile of Garden City University College

The Garden City University College was established as College of Information Technology and Management Systems (CITMAS) in 2001 and was after due accreditation, granted permission to operate the University College in January 2004.

A vast area was acquired at Kenyase, near Kumasi, to construct an ultra-modern lecture room campus and offices which were constructed with facilities to meet every identified need. Among these facilities are internet connectivity with Wi-Fi accessibility, a fully equipped library, office equipment, and a fully dedicated satellite system.

The College commenced in October 2002 with four main courses: Certificate in Auto Cad Certificate in Integrated Business Computer Applications Diploma in Computer Programming and Operations Diploma in Network Information Systems.

In January 2004, the Board of Directors voted to convert the College into a University College . This was done to broaden the scope of the college and utilize the vast resources that had been assembled. Some of the initial accredited programmes were:

BSc. Accounting with Computing

BSc. Economics and Statistics

BSc. Finance and Entrepreneurship

Many more programs have been accredited and are running currently including BSc (Nursing), Diploma in Nursing, BSc (Computer Science), BSc. (Information Technology), Bachelor of Business Administration programmes.

GCUC has a staff strength of 160 comprising both faculty and administrative/support staff.

Vision

Garden City University College seeks “To become the premier University in West Africa with distinctive scholarship and competence in the four core areas of education, research, and enterprise and community service”.

Mission

The mission of the University College is to effectively blend communication and information technology, business managerial education in arts and sciences as the engine of development and change in the Ghanaian society. (Source: Researcher’s field data)

CHAPTER FOUR

RESULTS ANALYSIS AND DISCUSSION

4.0 Introduction

In this section the actual findings of the research is analyzed and discussed. The researcher used questionnaires and structured interview questions as research instruments to gather data from Staff and Management of the selected private universities (Christ Apostolic University College, Garden City University College and Ghana Baptist University College) all in the Kumasi Metropolis. The outputs are presented in the form of tables and charts. The outputs are presented to indicate the response to the three main Research questions:

1. To what extent does the physical environment influences labour turnover in the selected private universities?
2. How does organisational culture influence labour turnover in the selected private universities?
3. What is the influence of organisation climate on labour turnover?

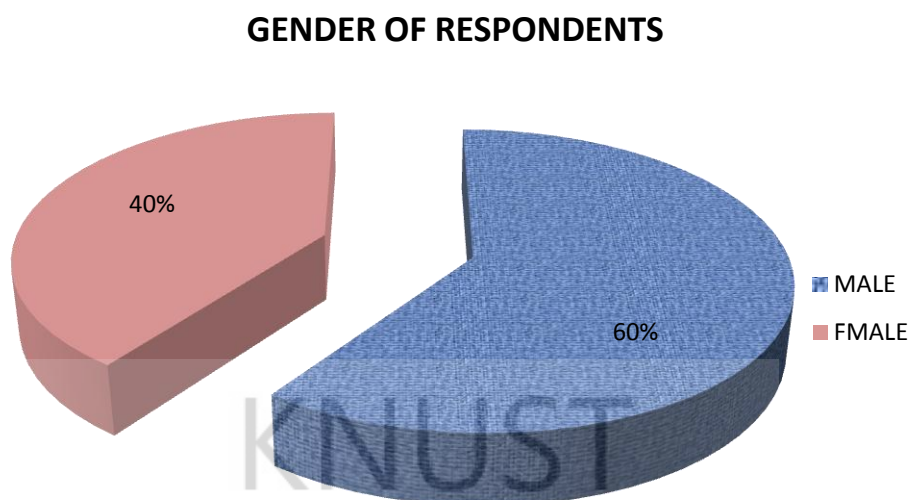
4.1 Demographic/Background Information

Before addressing the research questions, the characteristics of the three selected Private Universities must be analyzed.

4.1.1.1: Gender and Age distribution of respondents

It is very important to find the gender and age of the respondents although it will not influence the final analysis. This is because it helps eliminate the possibility of gender and age bias in the survey.

Fig. 4.1.1.1 Gender of Respondents



It could be seen from fig. 4.1.1, that the male respondents were 89 (60%) and female was 59 (40%). This indicates that most of the respondents were males and this can be due to the fact that most employees of the three selected private universities are males.

4.1.1.2 Age of Respondents

	Frequency	Percent %
Below 20 years	4	2
20-30 years	66	45
30-40 years	60	41
40 years and above	18	12
Total	148	100

Source: Field Data (2013)

It was observed from the survey that, most of the respondents fell within the age bracket of 20-30 years followed by 30-40 years before respondents below 20 years and 50 years and above. Respondents from 20-30 years were 66 which forms 45%, 30-40 years 60 (41%), 40 years and above 18 (12%) and below 20 years, 4(2%). This may also be as a result of the fact that most of the working population in Ghana is around 20-40 years.

4.1.2 Table: Position of Respondents

	Frequency	Percent %
Senior Member	77	52
Senior Staff	52	35
Junior Staff	19	13
Total	148	100

Source: Source: Field Data (2013)

The Frequencies in Table 4.1.1.2 indicates that, most of the respondents were senior members. They formed 77 (52%) out of 148 respondents. This is due to the fact that most of the respondents were academic staff whose work is related to the core business of the universities. This is followed by Senior Staff 52 (35%) and Junior Staff 19 (13%).

4.1.3 Number of years worked

The respondents' years of working with the various institutions were ascertained in order to know the extent with which respondents have worked with the various institutions. All things being equal, the more you stay with an institution, the more you are acquainted with its working environment

Table 4.1.3 Number of Years Worked

	Frequency	Percent %
0-1 year	12	8
1-2years	76	51
3years and above	60	41
Total	148	100

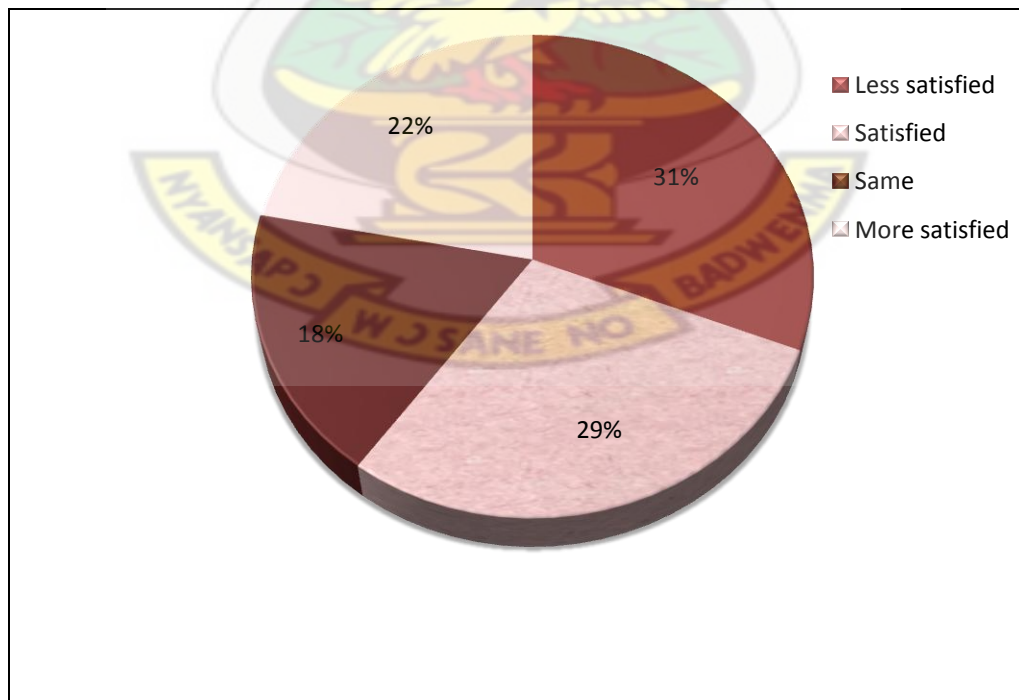
Source: Field Data (2013)

From the table, it could be seen that 76 (51%) of the respondents have worked in the various institutions from one - two years, 60(41%) from 3 years and above and 12 (8%) from 0-1 year. This implies that majority of the respondents have worked for the various institutions from one to 3 years and above and as such are well acquitted with their working environment. Their opinions therefore reflect what their working environments really are.

4.1.4 Current job Satisfaction Level

As revealed in the literature review, poor working environment leads to job dissatisfaction which in turn leads to high turnover rate. The current job satisfaction level is therefore very important in ascertaining the influence of the working environment on Labour Turnover.

Fig 4.1.4 Current job satisfaction level of employees



Source: Field Data,(201)

From fig 4.1.1 above, 46(31%) out of 148 respondents are less satisfied with their job, 43, (29%) are satisfied, 33(22%) sees their current job satisfaction level the same as the previous years and 27(18%) feel more satisfied. This implies that some percentages of employees are less satisfied and some do not see any improvement in their satisfaction level. This makes the respondents ideal for the study because all things being equal a satisfied or more satisfied employee is not likely to leave or quit the institution.

4.2.0 Staff /Employees' Response

The goals and strategies of any institution are carried out by its employees. Making employees comfortable at the workplace is therefore very important in attracting and retaining the best of them. In all, one hundred and thirty five (135) employees responded to the questionnaires. Twenty six (26) from Christ Apostolic University College, Fifty -five (55) from Ghana Baptist University College and Fifty -four (54) from Garden City University College

4.2.1 Physical Environment

The design of the work place with regards to the building, furniture arrangements, decorations, health and safety gadgets and its cleanliness is very important in ensuring that the workplace is comfortable for employees. Poorly designed buildings, decorations and dirty surroundings at the work place makes employees uncomfortable at work and this is likely to influence their decision to quit. To ascertain how employees perceive their physical work environment, respondents were made to respond to the following statements;

4.2.1.1. I have access to all or most of the equipment needed to undertake my work responsibilities

The availability of equipments needed by employees to undertake their work responsibilities is another way of making employees comfortable with their work environment. Referring from the literature review, Lewy (1991) asserted that equipment must be adequate and appropriate for specific jobs and must be fitted for individual workers. These equipment ranges from information to sophisticated machineries as required by the employee for effective performance of job responsibilities.

4.2.1.2 Exposure to Noise

Exposure to noise at work can harm workers' health. Not only can it bring about ear problem but it can also exacerbate stress and increase the risk of accidents, therefore when employees are exposed to noise that distract them from performing their responsibilities, they feel very uncomfortable at the workplace and also feels that their health is being threaten. This can influence their decision to quit and as such lead to a high labour turnover

4.2.1.3 Ventilation and Lighting System

Efficient and effective ventilation is very important in the working environment. A lighting and ventilation system that allows the control of workspace by employees goes a long way toward satisfying their needs and reducing complaints. Providing task lighting and giving employees the ability to adjust lighting levels, temperature, and ventilation within the personal workspace will result in more satisfied and productive employees and reduce labour turnover.

4.2.1.4 Health and Safety Gadgets

In assessing the influence of the working environment on Labour Turnover, the role of health and safety cannot be ignored. As a basic human need according to Abraham Maslow's theory of needs, the health and safety needs of employees are very relevant to them and as such any threats to their health and safety at the workplace is likely to cause dissatisfaction, low productivity and high turnover

4.2.1.5 Clean office floor and an open space

When people feel crowded they often feel stressed, which influences their satisfaction which is likely to influence their decision to quit. The perception of space and whether a person feels crowded varies greatly by cultural background, individual preferences and gender, (Hok 2013). Access to clean floor and an open space is very important at the workplace, dirty floors and overcrowded offices can lead to contamination which is harmful to the health of workers. This makes employees very uncomfortable at the workplace and can influence their decision to quit.

Table 4.2.1. Physical Environment

STATEMENTS	UNIVERSITY	CAUC		GBUC		GCUC	
		Freq	%	Freq	%	Freq	%
I have access to all or most of the facilities needed to undertake my job responsibilities	Likest Scale						
	strongly disagree	2	8	2	4	1	2
	Disagree	8	31	14	26	15	28
	Neutral	3	12	6	11	5	9
	Agree	10	38	24	43	26	48
	Strongly Agree	3	11	9	16	7	13
Total		26	100	55	100	54	100
Am exposed to noise that distract me from performing my job responsibilities	strongly disagree	8	31	2	4	11	20
	Disagree	9	35	12	22	25	46
	Neutral	3	12	10	18	12	23
	Agree	5	19	21	38	6	11
	Strongly Agree	1	3	10	18	0	0
Total		26	100	55	100	54	100
there is an efficient ventilation and lighting system in my institution	strongly disagree	0	0	0	0	0	0
	Disagree	1	4	10	18	10	19
	Neutral	5	19	10	18	8	15
	Agree	17	65	29	53	31	57
	Strongly Agree	3	12	6	11	5	9
Total		26	100	55	100	54	100
Health and Safety gadgets are provided in my institution	strongly disagree	1	4	3	6	0	0
	Disagree	8	31	22	40	26	47
	Neutral	4	15	8	15	10	19
	Agree	8	31	7	30	15	28
	Strongly Agree	5	19	5	9	3	6
Total		26	100	45	100	54	100
I have access to a clean office and space	strongly disagree	0	0	4	7	0	0
	Disagree	0	0	12	22	0	0
	Neutral	7	27	18	33	19	35
	Agree	14	54	16	29	33	61
	Strongly Agree	5	19	5	9	2	4
Total		26	100	55	100	54	100

Source: Field Data (2013)

From table 4.2.1.1 it could be seen that, out of the one hundred and thirty five (135) employees who responded to the questionnaires, 10 (38%), 24 (43%), 26 (48%) from CAUC, GBUC and GCUC respectively, agreed to have access to all or most of the equipment needed to undertake their job responsibilities, 3(11%), 9 (16%) and 7 (13%) strongly agreed, 3(12%), 6(11%),5 (9%) were neutral about it, 8(31%), 14(26%), 15(28%) disagreed and 2 (8%), 2(4%) and 1(2%) strongly disagreed. This implies that most of the employees from all the three private universities have access to the equipment and tools needed to undertake their job responsibilities.

With noise distraction, 5(19,) 21(38%), 6(11%) from CAUC, GBUC and GCUC respectively agreed to this statement, 1(3%) 10(18%) from CAUC and GBUC strongly agreed to it, 3(12%), 10(18%), 12(23%) were neutral about it, 9(35%),12(22), 25 (46%) disagreed and 8(31%), 2(4%), 11(20%) strongly disagreed to the statement. It could be seen from the analysis most of the employees from the various institutions except GBUC are not exposed to noise that distracts them from performing their job responsibilities. This can be due to the fact that GBUC is situated in the middle of the town where lots of activities go on.

With ventilation and lighting system in the various institutions, the results from table 4.2.1 indicates that 17(65%), from CAUC, 29(53%) from GBUC and 31(57%) from GCUC agreed to the statement that there is an efficient ventilation and lighting system in their institution, 3(12%), 6(11%) and 5(9%) from CAUC, GBUC and GCUC respectively strongly agreed to the statement. 1(4%), 10(18%) and 10(19%) from CAUC, GBUC and GCUC however disagreed with this statement but none of the three selected private universities strongly disagreed to this statement. This implies that although there is efficient ventilation and lighting system in all the three private

universities, CAUC has the most efficient ventilation and lighting system followed by GCUC and GBUC.

It could also be seen in the table that with the provision of health and safety gadgets, 8(31%) from CAUC, 17(30%) from GBUC and 15(28%) from GCUC agreed to the statement that they are provided with health and safety gadgets, 5(19%), 5(9%), 3(6%) from CAUC, GBUC and GCUC respectively strongly agreed to it 4(15%), 8(15%), 10(19%) were neutral about it, while 8(31%), 22(40%), 26(48%) from CAUC GBUC and GCUC respectively disagreed to it and 1(4%) from CAUC and 3(6%) from Baptist strongly disagreed with the statement. This implies that though some of the employees from the three selected private universities believe that they are provided with health and safety gadgets, most of them disagree that they are provided with these gadgets. GCUC had the highest percentage of disagreement followed by GBUC and CAUC.

The last statement on the table has to deal with access to an open space and a clean floor, 14(54%) from CAUC, 16(29%) GBUC and 33(61%) from GCUC agreed to the statement that they are have access to an open space and a clean floor, 5(19%), 5(9%), 2(4%) from CAUC, GBUC and GCUC respectively strongly agreed to it 7(27%), 18(33%), 19(35%) were neutral about it, while 12(22%) from GBUC disagreed to it and 47% strongly disagreed none of the respondents from CAUC and GCUC disagreed or strongly disagreed with the statement. This implies that out of the three selected private universities, Employees from CAUC have the most access to a clean floor and open space, followed by GCUC and GBUC.

4.2.2 Organisational Culture

The Organisational culture of any institution is very important because it gives a distinct personality to the institution. It defines the beliefs, norms attitudes and behaviours of the institution. When employees are committed to the culture and values of an organisation, it becomes difficult for them to quit. In order to assess the influence of organisational culture on labour turnover, employees opinions were seek on the following statements;

4.2.2.1 The institution clearly communicates effectively (written and verbal) its goals and strategies to me in a timely manner

Communicating the goals and strategies of the organisation to employees is very necessary. This is because when goals and strategies are communicated to employees, they get to know the direction the institution wants to take and as such exert their efforts towards that direction. If the goals and strategies of organisations are well communicated to employees either verbally or written, it helps them appreciate the future of organisation and as such feel motivated to be a part of it.

Table 4.2.2.2: I clearly understand and belief in the mission, vision, norms and values of my institution and will stand for them at all times

Although communicating the mission, vision, norms and values to employees ensures a conducive environment and reduced turnover, its real impact is felt when they are understood by employees such that, there are prepared to stand by them at all times. Communicating the mission, vision, norms and values of an institution to its employees cannot therefore be effective without the understanding of employees.

4.2.2.3 I have a good relationship with my peers and supervisors

Human beings are social beings and employees are no exception. They therefore feel very comfortable in a surrounding where they can relate to their peers. The ability of employees to have a good relationship with their peers and supervisors is therefore very important in ensuring a conducive working environment. An organisational culture that does not encourage a good relationship with peers and supervisors is likely to breed a high labour turnover rate.

4.2.2.4 I feel that my institution's culture value my opinion

An organisational culture that values the opinion of employees is important in every organisation. This is because when employees feel that their opinions are valued in an organisation, they feel part and committed to the organisation. This can prevent any intention for an employee to quit.

4.2.2.5 My institution recognizes and celebrates successes of Employees

The ability of institutions to adopt the culture of recognizing and celebrating the success of employees motivates them. It is therefore an important part of the working environment. This can be done through the various forms of rewards. When employees' success are recognized and celebrated, it increases their drive for achieving greater success and boost the morale and confidence level in them

4.2.2.6 My institution shows respect for a diverse range of opinions, ideas, and people.

Showing respect for a diverse range of opinions, ideas and people is a determinant of the influence of working environment on labour turnover. When respect is shown to employees' diverse range of opinions and ideas, they feel appreciated and it boosts

their confidence level. This influences their decision to either stay with the institution or quit

4.2.2.7 The culture of my institution makes me feel driven to make a difference in my institution

The extent to which the culture of institutions make employees feel driven to make a difference can be a determinant of how conducive the working environment is. Organisational cultures that are characterized by delegation of authority and reward for innovation and achievements are likely to influence employees to make a difference in their organization. When employees perceive that they have a chance to make a difference at their workplace, they feel reluctant to quit.

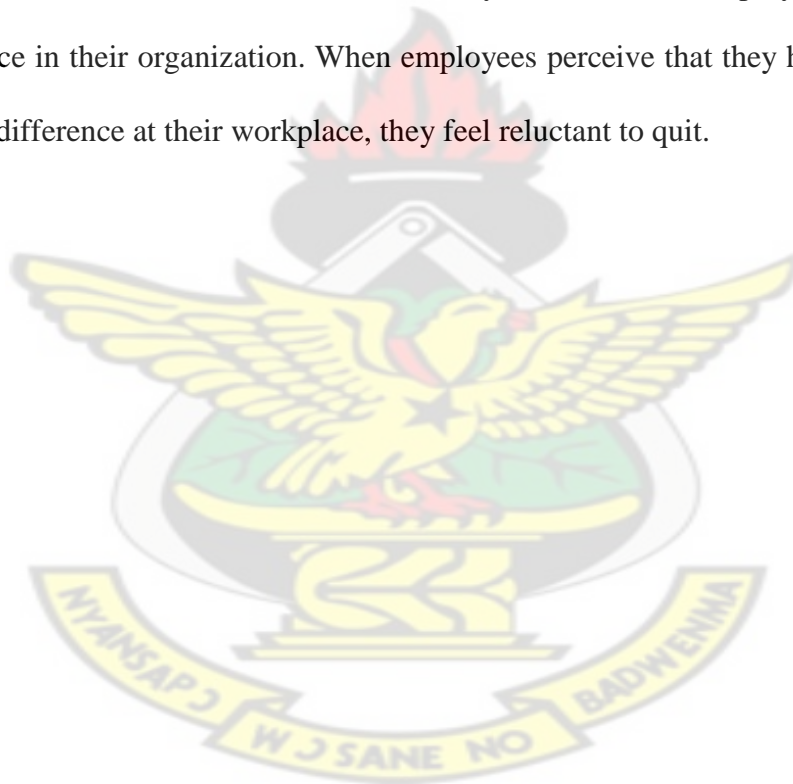


Table 4.2.2 Organisational Culture

STATEMENTS	UNIVERSITY	CAUC		GBUC		GCUC	
		Freq	%	Freq	%	Freq	%
The institution clearly communicates(written & verbally) its goals and strategies to me	Likest Scale						
	strongly disagree	4	15	9	16	12	22
	Disagree	9	35	14	26	20	37
	Neutral	4	15	11	20	8	15
	Agree	9	35	21	38	14	26
	Strongly Agree	0	0	0	0	0	0
Total		26	100	55	100	54	100
I clearly understand in the mission, vision, norms and values of my institution and will stand by them at all times	strongly disagree	0	0	0	0	0	0
	Disagree	8	31	14	26	17	32
	Neutral	2	8	3	6	4	7
	Agree	15	58	38	54	29	54
	Strongly Agree	1	3	8	14	4	7
Total		26	100	55	100	54	100
There is an efficient ventilation and lighting system in my institution	strongly disagree	0	0	0	0	0	0
	Disagree	1	4	10	18	10	19
	Neutral	5	19	10	18	8	15
	Agree	17	65	29	53	31	57
	Strongly Agree	3	12	6	11	5	9
Total		26	100	55	100	54	100
I have a good relationship with my peers and supervisors	strongly disagree	2	8	3	6	6	11
	Disagree	4	15	8	14	4	8
	Neutral	4	16	7	13	7	13
	Agree	11	42	28	51	24	44
	Strongly Agree	5	19	9	16	13	24
Total		26	100	45	100	54	100
I feel that my institutions culture values my opinion	strongly disagree	6	23	10	18	11	20
	Disagree	5	20	18	32	15	28
	Neutral	4	15	11	20	10	19
	Agree	11	42	16	30	18	33
	Strongly Agree	0	0	0	0	0	0
Total		26	100	55	100	54	100

My institution recognizes and celebrate success of Employees	strongly disagree	8	31	14	26	17	32
	Disagree	5	19	8	15	10	19
	Neutral	8	31	23	42	17	32
	Agree	5	19	10	18	10	19
	Strongly Agree	0	0	0	0	0	0
Total		26	100	55	100	54	100
My institution shows respect for a diverse range of opinions, ideas and people	strongly disagree	6	23	12	22	15	28
	Disagree	6	23	14	26	12	22
	Neutral	4	15	12	22	11	20
	Agree	9	35	15	27	12	22
	Strongly Agree	1	4	2	4	4	7
Total		26	100	55	100	54	100
The culture of my institution makes me feel driven to make a difference in my institution	strongly disagree	5	19	11	20	14	26
	Disagree	11	42	15	27	22	41
	Neutral	3	12	14	26	8	15
	Agree	7	27	14	26	10	19
	Strongly Agree	0	0	1	2	0	0
Total		26	100	55	100	54	100

Source: Field Data, (2013)

It could be seen from Table 4.2.3 that 9(35%) from CAUC, 21(38%) from GBUC and 14(26%) from GCUC agreed to the statement that their institutions clearly

communicates effectively (written and verbal) its goals and strategies to them in a timely manner none of them strongly agreed with it, 4(15%),11(20%) and 8(15%) from CAUC, GBUC and GCUC respectively was neutral about it, 9(35%), 14(26%), 20(37%), disagreed with it and 4(15%), 15(16%) and 12(22%) strongly disagreed to the statement. This implies that GBUC clearly communicates its goals and strategies to employees in a timely manner as compared to CAUC and GCUC whiles CAUC does it better than GCUC.

With the statement of understanding the mission, values, vision, norms and beliefs of their institution 15(58%) from CAUC, 38(54%) from GBUC and 29(54%) from GCUC agreed to this statement, 1(3%), 8(14%),4(7%) strongly agreed with it, 2(8%), 3(6%) and 4(7%) from CAUC, GBUC and GCUC respectively was neutral about it, 8(31%), 14(26%), 17(32%), disagreed with it and none of them strongly disagreed to the statement. This implies that out of the three selected private universities, employees of GBUC understand the mission, values, vision, norms and beliefs of their institution more than employees of GCUC whiles employees of GCUC is also understand theirs better than CAUC.

When it comes to having a good relationship with peers and supervisors, 11(42%) from CAUC, 28(51%) from GBUC and 13(44%) from GCUC agreed to the statement that they have a good relationship with their peers and supervisors, 5(19%), 9(16%),13(24%) strongly agreed with it, 9(16%), 7(13%) and 7(13%) from CAUC, GBUC and GCUC respectively were neutral about it, 4(15%), 8(14%),4(8%), disagreed with it and 2(8%), 3(6%), 6(11%) strongly disagreed to the statement. This implies that most of the employees who responded to the questionnaires from the three selected private universities agree that they have good relationship their peers

and supervisors. However GCUC had the most percentage of agreements followed by GBUC and CAUC.

With the statement that their institution's culture value their opinions, it could be seen from the table that, 11(42%), 16(30%), 18(33%) from CAUC, GBUC and GCUC respectively agreed the statement 4(15%), 11(20%), 10(19%) was neutral about it, 2(20%), 18(32%), 15(28%) disagreed with and 6(23%), 10(18%) 11(20%) strongly disagreed with it. This implied that although all the three private universities agreed that their organisations value their opinion to some extent the percentage is not encouraging. Looking at the percentages of those who were neutral, who disagreed and strongly disagreed, most employees does not feel that the culture in their institutions value their opinion.

With the statement of recognizing and celebrating the success of employee, 5(19%), 10(18%) and 10(19%) from CAUC, GBUC and GCUC respectively agreed to the statement 8(31%), 23(42%), 17(32%) were neutral about it, 5(19%), 8(15%), 10(19%) disagreed, and 8(31%), 14(26%), 19(32%) strongly disagreed. This implies that in all the three institutions, the ability of management to recognize and celebrate the success of employees is minimal.

With the statement of showing respect for diverse range of opinions and ideas, 9(35%), 15(27%) and 12(22%) from CAUC, GBUC and GCUC respectively agreed to the statement, 1(4%), 2(4%) and 4(7%) strongly agreed, 4(15%), 12(22%), 11(20%) were neutral about it, 6(23%), 14(26%), 12(22%) disagreed, and 6(23%), 12(22%), 15(28%) strongly disagreed.

From the table, the response on the last statement which is the culture of their organisation, makes them feel driven to make a difference indicated that 7(27%),

14(26%) and 10(19%) from CAUC, GBUC and GCUC respectively, agreed to the statement whiles 1(2%) from GBUC strongly agreed to it. 3(12%), 14(26%), 8(15%) were neutral about it, 11(42%), 1(5) 2(7%), 22(41%) disagreed, and 5(19%), 11(20%), 14(26%) strongly disagreed. This implies that most of the respondents disagreed with the statement that the culture of their institution makes them feel driven to make a difference in their institution. Thus it can be said that in all the three private universities, employees are not driven by their culture to make a difference in the institution. The details are provided in the table below;

4.2.3 Organisational climate

The way employees perceive their institution is very important in the working environment. This is because it boosts their confidence and commitment level therefore to ascertain the organisational climate of the respondents, the following statements were asked;

4.2.3.1 I gain satisfaction from my current job responsibilities

When employees are satisfied with their work responsibilities, it becomes easier for them to accomplish them effectively and efficiently. This creates a good perception of the institution for employees and as such reduced their decision to quit.

4.2.3.2 I find that I am challenged in my current job

A challenging work responsibility motivates employees to go beyond their comfortable zone and strive to achieve a higher level. When employee find themselves in a working environment which is challenging, they never get bored with their work responsibilities and as such do not feel the need to quit.

4.2.3.3 There is no form of discrimination or harassment be it racial, sexual, age and gender

Discrimination in any form should not be encouraged at the workplace. This is because it impedes the utilization of all available talents and creates a working environment in which people feel uncomfortable and dissatisfied (kraal et al, 2009).

4.2.3.4 When disagreements occur they are addressed promptly in other to resolve them

Disagreements at the workplace lead to lack of coordination and teamwork. A harmonious work environment makes employees comfortable and encourages team work and innovation which leads to greater productivity, efficiency and reduced turnover rate. Disagreements are however impossible to eliminate from the work place. There is therefore the need for managers to address them promptly in other to resolve them when they occur.

4.2.3.5 Employees have a good balance between work and personal life

The ability of management to recognize the need for employees to balance work with home life is a very important aspect of the working environment. A study conducted by the women in cable and telecommunications foundation found that, companies which invested heavily in work-life balance and significantly demonstrated strong top management support for work-life balance had much higher retention and lower labour turnover than the norm (Clutterbuck, 2003).

Table 4.2.3: Organisational Climate

STATEMENTS	UNIVERSITY	CAUC		GBUC		GCUC	
		Freq	%	Freq	%	Freq	%
I gain Satisfaction from my current job responsibilities	Likest Scale						
	strongly disagree	4	15	6	11	9	17
	Disagree	7	27	11	20	15	28
	Neutral	6	23	17	31	13	24
	Agree	7	27	18	33	13	24
	Strongly Agree	2	8	3	6	4	7
Total		26	100	55	100	54	100
I find that am challenged in my current job responsibilities	strongly disagree	3	12	7	13	7	13
	Disagree	7	27	12	22	13	24
	Neutral	11	42	28	50	44	10
	Agree	5	19	8	15	10	19
	Strongly Agree	0	0	0	0	0	0
Total		26	100	55	100	54	100
There is no form of discrimination or harassment be it racial, gender, sexual and age	strongly disagree	2	8	6	11	4	7
	Disagree	13	50	8	36	6	43
	Neutral	5	19	16	29	15	28
	Agree	5	19	20	15	23	11
	Strongly Agree	1	4	5	9	6	11
Total		26	100	55	100	54	100
When disagreements occur, they are addressed promptly in other to solve them	strongly disagree	1	4	3	5	2	4
	Disagree	5	19	12	22	14	26
	Neutral	8	31	11	20	13	24
	Agree	11	42	22	40	21	39
	Strongly Agree	1	4	7	13	4	7
Total		26	100	55	100	54	100
Employees have a good balance between work and personal life	strongly disagree	0	0	0	0	0	0
	Disagree	6	23	12	22	10	19
	Neutral	14	54	22	40	25	46
	Agree	5	19	16	29	17	32
	Strongly Agree	1	4	5	9	2	3
Total		26	100	55	100	54	100

Source: Field Data (2013)

From Table 4.2.3, it could be seen that out of one hundred and thirty five (135) employees who responded to the questions, 7(27%), 18(33%) and 13(24%) from CAUC, GBUC and GCUC respectively, agreed to the statement that they gain satisfaction from their current job responsibilities, while 2(8%), 3(6%), 4(7%) strongly agreed to it. 6(23%), 17(31%), 13(24%) were neutral about it, 7(27%), 11(20%), 15(28%) disagreed, and 4(15%), 6(11%), 9(17%) strongly disagreed. This implies that although employees from CAUC and GBUC agreed to it most of the employees from GUCU disagreed with it.

The table also depicts that with the statement of finding their job responsibilities challenging, 5(19%), 8(15%) and 10(19%) from CAUC, GBUC and GCUC respectively, agreed to the statement that none of them strongly agreed to it, 11(42%), 28(50%), 24(44%) were neutral about it, 7(27%), 12(22%), 13(24%) disagreed, and 3(12%), 7(13%), 7(13%) strongly disagreed. It could be seen from the response that most of the employees are neutral about whether they are challenged by their current jobs or not

When it comes to discrimination, 5(19%), 20(15%) and 23(11%) from CAUC, GBUC and GCUC respectively, agreed to the statement while 1(4%), 5(9%), 6(11%) strongly agreed to it. 5(19%), 16(29%), 15(28%) were neutral about it, 13(50%), 8(36%), 6(43%) disagreed, and 2(8%), 6(11%), 4(7%) strongly disagreed. This implies that there is some form of discrimination in all the three Private universities since the percentage for disagreement is the highest in all three private universities.

The table also depicts the response of employees on how disagreements are resolved 11(42%), 22(40%) and 21(39%) from CAUC, GBUC and GCUC respectively, agreed to the statement while 1(4%), 7(13%) and 4(7%) strongly agreed to it.

8(31%), 11(20%),13(24%) were neutral about it, 5(19%),12 (22%),14 (26%) disagreed, and 1(4%),3(5%), 2(4%) strongly disagreed. This implies that most of the employees agreed to this statement.

Last but not the least, the table also depicts that 5(19%), 16(29%) and 17(32%) from CAUC, GBUC and GCUC respectively, agreed to the statement that they have a good balance between work and personal life whiles 1(4%), 5(9%), 2(3%)f strongly agreed to it. 14(54%), 12 (22%), 25(46%) were neutral about it, 6(23%), 12(22%), 10(26%) disagreed to it. This implied that most employees from the three selected private universities were neutral about. This shows that either they are unaware of it or is less important to them.

4.3.1. Testing for the influence of the working environment and Labour

Turnover

To test for the influence of the working environment on Labour Turnover, the responses to the above statement were correlated with labour turnover as the dependent variable and physical environment, Organisational Culture and Organisational Climate as independent variables. The result is depicted in table below; it should however be noted that the level of significance = $p \leq 0.05$ where p shows the level of significance

Table 4.3.1 Correlations between Labour Turnover, Organisational Culture and Organisational Climate

Control Variables			Turnover	Physical environment	Organisational Climate	Culture
gender & age & position	Turnover	Correlation	1.000	-.212	-.051	-.286
		Significance (2-tailed)	.	.015	.560	.001
		Df	0	130	130	130
Physical environment	Physical environment	Correlation	-.212	1.000	.315	.237
		Significance (2-tailed)	.015	.	.000	.006
		Df	130	0	130	130
Organisational Climate	Organisational Climate	Correlation	-.051	.315	1.000	.531
		Significance (2-tailed)	.560	.000	.	.000
		Df	130	130	0	130
Culture	Culture	Correlation	-.286	.237	.531	1.000
		Significance (2-tailed)	.001	.006	.000	.
		Df	130	130	130	0

Source: Field Data (2013)

4.3.2 Influence of Physical Environment on Labour Turnover

From the table, it can be seen that the correlation between Labour Turnover and physical environment was $r = -0.212$ and $P = 0.015$. This shows a negative significant correlation which means that when there is an improvement in the physical environment, Labour Turnover will reduce and vice versa. This confirms what Kusluvan, (2003) wrote. “The provision of a high quality working environment with a range of employee-valued benefits will increase employee satisfaction and hence discourage turn over behavior”, (Kusluvan, 2003). It also explains why Denyer (1980) said that if a work environment is made as nearly similar to the home as possible, people are much more willing to spend more time in it and to work harder. This goes to prove the point that indeed there is an influence of Physical environment on Labour Turnover given the response received from the employees of the three selected private universities to the following statements;

- I have access to all or most of the equipment needed to undertake my work responsibilities following statement
- Am exposed to noise that distract me from performing my responsibilities effectively
- My office is well ventilated
- There is an efficient and effective lighting system in my office
- Health and safety gadgets are provided for me
- I have access to clean office floor and an open space

4.3.3 Influence of Organisational Culture on Labour Turnover

It could also be seen from the table that the correlation between Organisational Culture and Labour Turnover was $r = -0.286$ with a significance level of 0.001. This also shows that there is a negative and significant relationship between the culture of an organisation and Labour Turnover. Thus the more accommodating an organisations culture is to employees the more they feel reluctant to leave. This also goes to confirm the assertion Jain made that “Strong cultures have a greater impact on employee behaviour and are more directly related to reduce labour turnover (Jain, 2005). It also in line with the study Boella and Tuner developed on four approaches in explaining labour turnover theory. Their fourth approach linked labour turnover to workplace or organizational culture, concerned with the development of shared understandings and shared values and beliefs amongst the employees, supported appropriately by the culture of the organisation itself.

It can therefore be concluded based on the response of employees from the three selected private universities that there is an influence between Organisational culture and Labour Turnover. The responses were made on the following statements discussed above;

- The institution clearly communicates effectively (written and verbal) its goals and strategies to me in a timely manner
- I understand clearly the mission and vision of my institution the norms and values of my institution and will stand for them at all times
- My Institution recognizes and celebrates successes of team members
- My institution shows respect for a diverse range of opinions, ideas, and people

- The culture of my institution makes me feel driven to make a difference in my workplace
- I feel that my institution's culture values my opinion

4.3.4 Influence of Organisational Climate on Labour Turnover

From table the correlation between Organisational Climate was $r = -0.051$ and the significance level of $p = 0.560$. This implies that there is a weak correlation and no significance between Organisational Climate on Labour Turnover. Thus there is no influence of organisational Climate on Labour Turnover according to the responses from the employees on the following statements;

- I gain satisfaction from my current job responsibilities
- I find that I am challenged in my current job
- There is no form of discrimination be it racial, age and gender in my institution
- When disagreements occur they are addressed promptly in order to resolve them
- Employees have a good balance between work and personal life in my institution

This disproves the various literatures that have been reviewed in the research on organisational climate and labour turnover. Most of the authors and Researchers whose literature were reviewed depicted a good and significant correlation between organisational climate and intent to leave in this study. Contrary to this finding, Saungweme and Gwandure (2011) investigated into Organisational Climate and Intent to Leave among Recruitment Consultants in Johannesburg, South Africa. The research

findings indicated that organisational climate in a recruitment agency was related to turnover intentions among recruitment consultants.. Roberts-Clarke (2004) also investigated the influence of employee perceptions of organisational commitment to diversity, organisational discriminatory practices, cultural comfort, instrumental relations, and social relations upon the outcomes of job satisfaction, turnover intentions, and opportunities for advancement in a study involving 204 minority employees. Results of the study revealed that employee perceptions of organisational commitment to diversity, discriminatory practices, and cultural comfort significantly predicted employee retention rates.

4.4 Management Response Analysis

The provision of a conducive and Hazard free work environment to a large extent depends on the management of the organisation in question. This is because they make all the major policies in the Organisation including policies on the working environment. It was therefore important that the researcher solicits for the views of management since their influence on the working environment cannot be over emphasized. In other to solicit for the views of management, Structured interview questions were designed seeking for their views on Statements about their understanding of the work environment, provision of feedback to employees on their performance, health and safety measures, office design, provision of facilities needed by employees to work efficiently and effectively, perception of work environment and Labour Turnover, physical environment , organisational culture and organisational climate and labour turnover and Labour Turnover rate.

4.4.1 Understanding of Working Environment

In order to solicit for the views of management on the working environment, management were asked in the questions provided to them their understanding of work environment in their own opinion. Among the various definitions given were:

- It includes facilities and people in an institution
- Effective management, Good salary, health and safety conditions and conducive physical structure
- Efficient management, excellent human relations between Management and staff, good communication and healthy conditions
- Physical surroundings including equipment and human resources of an organisation

4.4.2 Christ Apostolic University College (CAUC)

In all five (5) management members from CAUC responded to the structured interview questions. Their views were solicited on statements about providing feedback to employees, Health and Safety measures, Office design, provision of facilities needed by employees to undertake their work responsibilities comfortably and efficiently, the design of the office, the physical environment and Labour Turnover, Organisational Culture and Labour Turnover and the influence of the above factors on Labour Turnover. From the responses received, Management of CAUC have good policies on the design of the office, health and safety measures and provision of facilities which are all part of the physical Environment. However policies on organisational culture and climate such as the provision of timely feedback on employees' performance were absent. They however agreed that their physical environment, Organisational Culture and Organisational Climate influences the turnover rate and the lack of good policies on organisational culture and Climate is

due to the fact that they have been in operation for less than two years. This is also the reason why they have a low turnover rate though most of their employees claim they are less satisfied. They believe that as the institution grows things will get better.

4.4.3 Ghana Baptist University College (GBUC)

Five (5) Management members from GBUC also responded to the questions. Their views were also solicited on the same statements as CAUC. It was discovered that the physical environment at their Campus in Kumasi is not Conducive. The Abuakwa Campus was however good. This is because the land allotted to the Kumasi Campus is very small but the site is strategic for the courses they ran on that campus. Policies on Organisational culture and climate however were very good and effective. They also agreed that the unconducive state of their physical environment contributes to the moderate Turnover rate in their institution. The Labour turnover rate is moderate because the good policies on the organisational culture and climate to a large extent compensates for the unconduciveness of the physical environment.

4.4.4 Garden City University College

The responses from Garden City University indicates that unlike GBUC and CAUC which have a clear shortfall in the three constituents, they neither have or short fall or an upper hand in neither of the constituents be it Physical Environment, Organisational Culture and Organisational Climate. Although there are policies on all the three their level of effectiveness is not the best. This implies that most of the employees are just ok with their environment. They are neither very comfortable nor uncomfortable. They also agree that this accounts for the moderate turnover rate they experience in their organisation

Implications

The responses given by the thirteen (13) management members from all the three Private Universities indicates that they unanimously agreed the working environment of their institutions to some extent contribute to their current turnover rate

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter highlights on the major findings of the study. The findings are outlined in direct response to the objectives of the study which sought to among other things assess the influence of working environment on labour turnover in three selected private universities; Christ Apostolic University College, Ghana Baptist University College and Garden city university college, all in the Kumasi metropolis. It is also crucial to note that the chapter captures a summary of recommendations that have been provided to improve the working environment in other to reduce the turnover rate in Private universities. The main purpose for these recommendations is to ensure a safe and conducive working environment for private universities in other to reduce labour Turnover rate.

5.1. MAJOR FINDINGS

5.1.1 Labour Turnover Rate

Most of the management members accepted that factors such as providing employees' feedback on their performance, providing health and safety gadgets, designing the office to make employees comfortable and providing employees with facilities and tools needed to undertake their work responsibilities which are all part of the working environment account for the current labour turnover rate in their institutions.

5.1.2 Influence of Physical Environment on Labour Turnover

The general consensus of both management and employees of the three private universities indicated that the physical environment of organisations can influence

labour turnover rate of their institutions. A good percentage of employees agreed to the fact that the physical environment of their institution can influence their decision to quit. This was also supported by management. The findings also indicated that; Most of the employees from the three selected private universities have access to all or most of the equipments needed to undertake their job responsibilities, Most of them are less exposed to noise that distract them from performing their responsibilities effectively, A good percentage of employees from the three selected private universities are not provided with health and safety gadgets, A good percentage of employees from one of the private universities do not have access to an open space to carry out their job responsibilities.

5.1.3 The Influence of Organisation Culture on Labour Turnover

The findings also indicated that the culture of organisations has an influence on Labour Turnover. Most of the responses gathered indicated that employees will be willing to quit their job in organisations whose culture is not accommodating enough. The findings also revealed that, there is a difference between communicating the missions, vision, norms and values to employees and making them understand them. Thus it is one thing communicating the mission, vision and goal of an organisation to employees and another thing for employees to really understand and be prepared to stand by them at all times. It could also be seen from the findings that most of the employees from the various institutions agreed that they have good relationships with their peers and supervisors, Most of the employees from the three universities are neutral about whether their opinions are valued or not. A good percentage of employees from all the three private universities disagreed that their institution recognizes and celebrate their success, Most of the employees feel that their

institutions does not show respect for diverse range of opinions, ideas, and people and as such do not feel driven to make a difference.

5.1.4 Influence of Organisational climate on Labour Turnover

The findings however indicated that, Contrary to what other researchers have established, there is a weak and insignificant influence of organisational climate on Labour turnover based on the responses gathered from the three private universities.

5.2 Conclusion

The study has proved that a harmonious work environment cannot only help reduce Labour turnover rate but can help maintain a desirable turnover rate in the three selected private institution. Since the control of labour turnover rate helps organisations to reduce replacement cost and maintain experienced staff, there is the need for management to make good policies on their physical environment and Organisational Culture to make employees feel comfortable at the work place.

5.3 Recommendations

Based on the analysis of the data collected from the survey, the researcher made the following recommendations;

5.3.1 Provision of Health and Safety needs

The study showed that the management of the private universities do not provide health and safety needs for most of the employees. Lack of health and safety gadgets could cause accidents, injuries and even death. It is therefore recommended that management prioritize the provision of health and safety gadgets in the three institutions

5.3.2 Making Employees feel valued

Making employees feel valued is another sure way of preventing them from harbouring any decision to quit. If employees feel valued it boosts their confidence and morale level. It is therefore recommended that the three private universities put in place policies to make employees feel valued.

5.3.3 Showing Respect for Diverse Range of Opinions, Ideas and People

Showing respect for diverse range of opinions is very important in maintaining a favourable Turnover rate. This is because it makes employees feel part of the organisation and as such boost their level of commitment

5.3.4 Recognising and Celebrating the Success of Employees

When the efforts of employees are recognized and their successes are celebrated, they feel motivated to strive to achieve higher levels. This helps reduce any intention to quit. Management of the three Private Universities should therefore make an effort to recognise and celebrate successes of employees

5.4 Areas of Further Research

- The influence of Physical Environment on Productivity
- The influence of Organisational culture on Productivity
- The influence of Organisational Climate on Productivity

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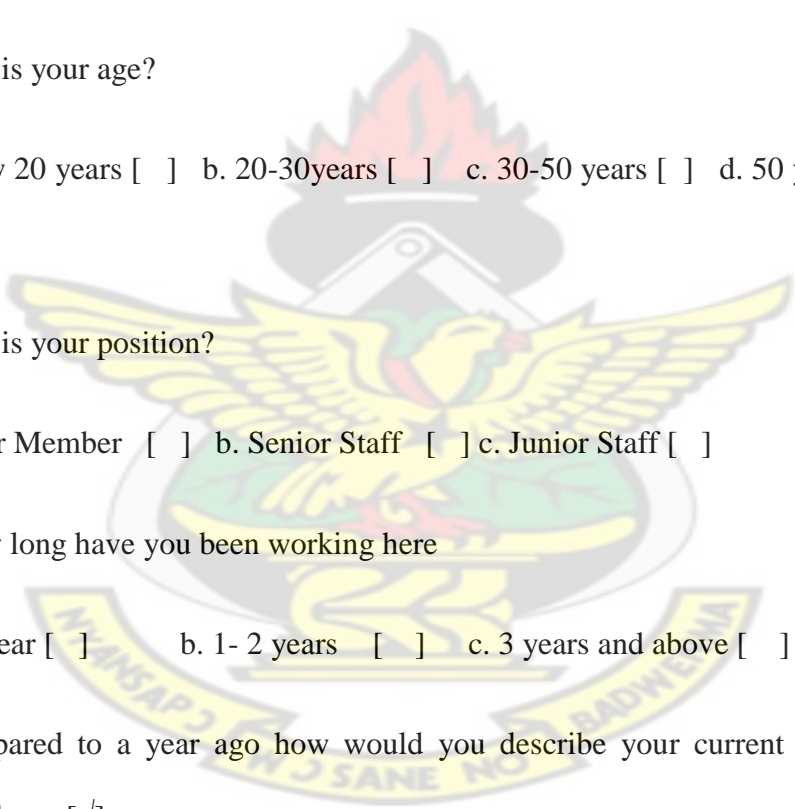
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APPENDIX A

KNUST SCHOOL OF BUSINESS, KUMASI

The Researcher is an MBA student at KNUST School of Business, Kumasi, reading Human Resource Management. She is currently engaged in a study on the Influence of Working Environment on Labour Turnover. The answers you provide will be held confidential and used purely for academic purposes. Thank you for your time.

STAFF/EMPLOYEES

- 
1. What is your gender? a. Male [] b. Female []
2. What is your age?
- a. Below 20 years [] b. 20-30years [] c. 30-50 years [] d. 50 years and above []
3. What is your position?
- a. Senior Member [] b. Senior Staff [] c. Junior Staff []
4. How long have you been working here
- a. 0- 1 year [] b. 1- 2 years [] c. 3 years and above []
5. Compared to a year ago how would you describe your current job satisfaction level? Please [√]
- a) Less Satisfied []
- b.) Satisfied []
- c) Same []
- d) More satisfied []

Please tick [√] to indicate your position on the following statement

a). Strongly Agree (SA) = 5

c. Neutral (N) = 3

e. Strongly

Disagree (SD) =1

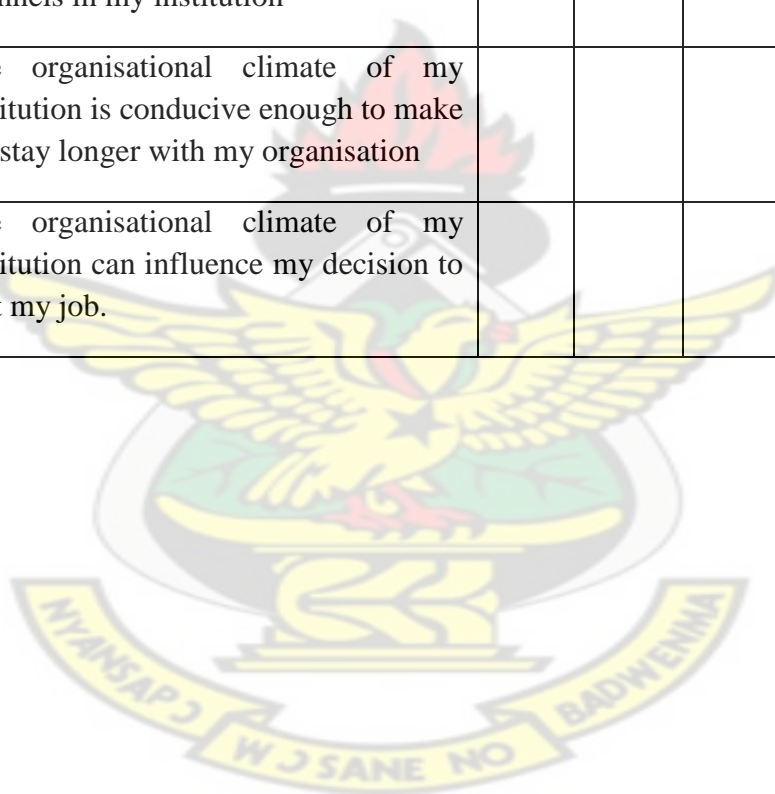
b) Agree (A) = 4

d. Disagree =

Physical Environment		SD	D	N	A	SA
6	I have access to all or most of the equipment needed to undertake my work responsibilities					
7	Am exposed to noise that distract me from performing my responsibilities effectively					
8	My office is well ventilated					
9	There is an efficient and effective lighting system in my office					
10	Health and safety gadgets are provided for me					
11	I have access to clean office floor and an open space					
12	In my opinion the physical environment in my institution is conducive enough to make me want to stay longer with my institution					
13	The physical environment of my institution can influence my decision to quit my job.					
Organisational Culture						
14	The institution clearly communicates effectively (written and verbal) its goals and strategies to me in a timely					

	manner					
15	I understand clearly the mission and vision of my institution					
16	I have a good relationship with my peers and supervisors					
17	I belief in the norms and values of my institution and will stand for them at all times					
18	I feel that my institution's culture values my opinion					
19	My Institution recognizes and celebrates successes of team members					
20	My institution shows respect for a diverse range of opinions, ideas, and people					
21	The culture of my institution makes me feel driven to make a difference in my workplace					
22	In my opinion the culture in my institution is accommodating enough to make me want to stay longer with my institution					
23	The organisational culture of my institution can influence my decision to quit my job.					
Organisational Climate						
27	I gain satisfaction from my current job responsibilities					
28	I am recognized by my supervisor					

29	I find that I am challenged in my current job					
30	There is no form of discrimination be it racial, age and gender in my institution					
31	When disagreements occur they are addressed promptly in order to resolve them					
32	Employees have a good balance between work and personal life in my institution					
33	There is an effective communication channels in my institution					
34	The organisational climate of my institution is conducive enough to make me stay longer with my organisation					
35	The organisational climate of my institution can influence my decision to quit my job.					



APPENDIX B

INTERVIEW QUESTIONS

KNUST SCHOOL OF BUSINESS, KUMASI

The Researcher is an MBA student at the KNUST School of Business, Kumasi reading Human Resource Management. She is currently engaged in a study on the Influence of Working Environment on Labour Turnover. The answers you provide will be held confidential and used purely for academic purposes. Thank you for your time.

MANAGEMENT

1. What is your gender? a. Male [] b. Female []
2. What is your age?
a. Below 20 years [] b. 20-30years [] c. 30-40 years [] d. 50 years and above []
3. What is your position?
a. Senior Member [] b. Senior Staff [] c. Junior Staff []
4. How long have you been working here?
a. 0- 1 year [] b. 1- 2 years [] c. 3 years and above []
5. What is your understanding of Working Environment?

.....
.....
.....

Please give your views on the questions that are going to be asked by just responding yes or no to the statements.

6. Feedback is given to employees on their performance. Yes. ☐ No. ☐
7. The Health and Safety of my employees is very important to me. Yes ☐ No. ☐
8. I make sure that the office is designed in such a way that accidents are reduced. Yes. ☐ No. ☐
9. I perceive working environment more important in maintaining a desirable turnover rate than conditions of service. Yes. ☐ No. ☐
10. I provide employees with the needed facilities needed to undertake their job responsibilities encourages them to work to the best of their abilities. Yes. ☐ No. ☐
11. The physical environment of my institution can influence labour turnover. Yes. ☐ No. ☐
12. The culture of my organisation can influence labour turnover. Yes. ☐ No. ☐
13. The organisational climate of my institution influences labour turnover. Yes ☐ No. ☐
14. How will you describe the average turnover rate of your organisation?
- a. low ☐ b. moderate ☐ c. high ☐ d. very high ☐
15. Does any of the factors in questions 6-11 above account for your answer in question 14?
- a. Yes ☐ b. No ☐ c. To some extent ☐ d. Not sure ☐