



Research Article

Volume-03|Issue-05|2023

AN ASSESSMENT OF THE CAUSES AND EFFECTS OF HIGH LABOUR TURNOVER ON THE GROWTH OF ZIMBABWEAN STATE UNIVERSITIES.Loveness Paulos¹, Mlisa Jasper Ndlovu*², Patience Muriwo²¹ Gwanda State University, Epoch Mine Campus, P.O Box 30 Filabusi, Zimbabwe.² National University of Science and Technology, P O Box 939, Ascot, Bulawayo, Zimbabwe.**Article History**

Received: 16.09.2023

Accepted: 01.10.2023

Published: 07.10.2023

Citation

Paulos, L., Ndlovu, M. J. & Muriwo, P. (2023). An assessment of the causes and effects of high labour turnover on the growth of zimbabwean state universities. *Indiana Journal of Economics and Business Management*, 3(5), 16-26.

Abstract: In the field of people management, one of the fundamental themes is labour turnover, which has an adverse effect on organisational growth. Organisations encounter a number of factors that hinder growth strategies, whilst their expectation is for them to expand. A university has attracted the attention of human resource practitioners in terms of its growth. Being universities, there is an expectation that their growth is important in as far as national development is concerned; however, a number of factors are an obstacle. The study is exploratory and descriptive in nature. The study undertook mixed methods approach, which is qualitative, and quantitative research design. The assessment of what are the really causes of high labour turnover; the effects of labour turnover and the remedial measures to tame high labour turnover in the Zimbabwean universities are the main areas of focus. The study used stratified random sampling to conclude a final sample of 47% of the total population. Regarding the causes of high employee turnover as per employees' perceptions, reward structure, working conditions, lack of flexible work arrangements and work life balance, in adequate resources, intrinsic and personal factors were identified as the major trigger. The effects of employee turnover were identified as, reduced productivity and service quality, stress, work overload, damage to reputation and decreased motivation levels. The research established that the Zimbabwean state universities are faced with high employee turnover discouraging its growth strategies such that they are growing at an unclear pace towards the provision of expected services for national development. A number of remedial measures to minimise labour turnover mostly zeroed on employee relations, recognition, employee welfare, provision of quality working environment and work life balance. The study recommends that universities should pay extra attention to what their workforce is suggesting in terms of challenges these institutions are facing.

Keywords: causes, effects, measures, labour turnover, employee turnover, State University, growth, university.

Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0).

INTRODUCTION AND BACKGROUND

The focus of the study is to look into the causes and effects of high staff turnover on the growth of a university with other areas like remedial measures to minimise staff turnover giving more weight to the study. High labour turnover refers to the share of personnel leaving an entity to the ones ultimate and the prevalence at which this happens at a given period, say one year. Al Mamun and Hasan (2017) quoting the work of Alony (2015) state that labour turnover is connected to the extinguishable lack of expertise, knowledge, which includes distinct advantage, which ultimately outcomes in an unwanted impact on organisational performance. Growth is generally an issue, which organisations aim to achieve for survival and to remain relevant and therefore universities are not spared. In quite a number of studies, the factors identified are broadly categorised as internal and external. In this study, the type of organisation that was zeroed in is a university, with particular reference to the Zimbabwean situation.

Over a decade, employee turnover in companies has acquired a huge attention amongst experts and academics, greater emphasis has been at the factors triggering labour turnover. Al Mamun and Hasan (2017)

posit that high labour turnover and the negative effect it has on organisational growth is the most essential issue that requires critical action by those in leadership. Danha (2021) elaborates that the end result of worker turnovers to any employer is a critical challenge. For an organisation to remain relevant and for sustainability purposes its performance should be efficient and competitive to attain the expected growth (Faulk and Hicks, 2016). Despite the fact that organisations have become aggressive with the use of technology, they strive to reach exquisite overall performance targets by employing techniques that can possibly enhance positive behaviours and minimise staff turnover (Armstrong, 2016). The prevalence of high labour turnover in organisations has affected performance, productivity and service quality; therefore, organisations are facing a challenge to meet their growth strategies.

Employee turnover is proving to be a major milestone in Human Resources (HR) in all economic sectors, as it molds certain attitudes to perform, output, profits and growth (Danha, 2021). On the same note, employee replacement is quite expensive bearing in mind getting well equipped employees and the training costs associated with new hires. Currently in this global village, labour turnover is an organisation wide concern

which requires combined efforts of both human resource practitioners and management, as it yields both unfavourable and favourable outcomes to entities (Faulk and Hicks, 2016).

Kuria *et al.*, (2021) proffer that labour turnover places an uncalled-for strain on employees doing their everyday tasks in organisations. The remaining employees in an entity are faced with an impossible situation to manage workload shutting down their enthusiasm, stress, anxiety leading to high levels of absenteeism. Mote (2014) concurred with Kuria *et al.*, (2021) by proffering that the remaining workforce is arm twisted to carry out the extra loads to cover the gap by those who left. Nanda *et al.*, (2020) state that employees are a driving force towards ensuring the achievement of set organisational objectives, however, this is disturbed by labour turnover especially on service quality to promote organisational growth. Loss of talent in entities bears more strain on performance outcomes resulting in lack of growth.

In 1980, just after gaining independence, the new government of Zimbabwe crafted policies to maximise the education offer at all levels. Retaliating to the designed policies, the government then came up with ways to expedite the growth of higher education (Nherera, 2000). By 1997, the University of Zimbabwe (UZ) could not accommodate a huge increase of seventy-four percent (74%) of the qualifying candidates (Mawere, 2013). Therefore, this necessitated the establishment and growth of state owned universities such as Lupane State University (LSU) in 2004, Gwanda State University in 2013 and others (Majoni, 2014).

The government established the ministry of higher and tertiary education to pave way for private players' engagement in offering education, by granting permission to establish their own universities (Nyambi, 2011). Africa University, a church related institution was granted the charter in 1992. The increase in demand for university education prompted university growth in Zimbabwe. For universities to expand, high staff turnover and a number of other factors have been an obstacle. The revocation of the constitution issued to the Chinhoyi primarily based Zimbabwe International University of Medicine and Dentistry with the aid of using the authorities in 2001 and the closure of programmes on the Reformed Church University in 2004, as well as the suspension of the Medicine programme at the National University of Science and Technology are cases in point (www.nust.ac.zw). The investigators are going to assess the causes and effects of high labour turnover on the growth of state universities in Zimbabwe, using Gwanda State University as the focus of study.

After gaining independence, the government of Zimbabwean government adopted a very special policy to provide education to all citizens known as Education

for all. The policy was twofold; to address the issue of equality between men and women for educational opportunities and work force requirements as well as national development. The sector's major aim was to look into the lack of essential skills influencing other sectors in the nation. The Zimbabwean Human Development Report (2003) states that investment in employee development gives strength to physical and technological advancement, detailing the urgent requirement for highly skilled professionals. The Zimbabwean government since 1980 has been premised on enhancing growth and productivity of the education system that would address both social and economic gaps in the nation.

The establishment of new universities promised a total turn around academic way of doing things that would socially and economically redefine a way of life of Zimbabweans. Expectations and opportunities were common to once disadvantaged provinces such as Mashonaland, Matabeleland and other provinces would produce their own-trained professionals. At international level, it has been argued that universities have become significant for people to advance in their academics (Nyambi, 2011). In this knowledge sphere, another way of doing things has emerged in which reputable universities are constructing their own identities by affiliating smaller upcoming institutions in order to grow.

Zimbabwe Human Development Report (2003) highlighted that, long back, various arguments were raised about the factors that affect the growth and causes of high staff turnover of universities in Zimbabwe. As a result, of their two-fold background as academic spheres, that is, firstly as knowledge spaces upon which a people's tertiary educational processes are held. Secondly, as the highest level of education in the country, universities have been a featuring topic especially on platforms for national and economic development. The outlined responsibilities of universities have raised differing views about the causes and effects of high labour turnover on the growth of Zimbabwean state universities.

Garwe and Thodhlana (2019) postulated that a number of studies have highlighted the contributions that new universities have made in offering expertise and knowledge platforms for the once marginalised groups particularly, the rural population. It is very essential to note that people have embraced the growth of new universities such as Lupane State University (LSU), Gwanda State University (GSU), Bindura University of Science Education (BUSE), the Women's University (WU) and many more. In embracing the growth of these new universities, the Zimbabwean community has been described as stewards of political, economic and socio-cultural transformation in the nation as a whole (Nherera, 2000). The rapid growth of state universities in Zimbabwe, underscores the essentiality of understanding

how citizens have embraced it and influenced their way of doing things.

Zimbabwe has been ranked as having the highest literacy rate in Africa with 94%, followed by Tunisia with 85% (ZimStat, 2018). Zimbabwe has twenty-four (24) registered universities of which 14 are public and 10 are private and almost evenly distributed throughout the nation with a university in every province (Garwe & Thondlana, 2018). In Zimbabwe, institutionalisation of better training is one of the three sub-sectors of training that is a post-independence phenomenon rule dominated by the public at large. Zimbabwean higher training institutions have been confronted with demanding situations of decoupling themselves from the immoderate linkages and dependency created by the colonial structures throughout the colonial generation to be able to create their very own identification and to convert themselves into valid countrywide establishments of higher learning. Currently, the growth of the tertiary institutions is influenced by a million factors with high labour turnover taking a leading role of the study.

RESEARCH QUESTIONS

The study seeks to respond to the following research questions: -

- What causes high staff turnover among universities from the perspective of university staff members?
- What have been the effects of high staff turnover on university growth?
- What measures can be taken to reduce high staff turnover among universities?

THEORETICAL FRAMEWORK

Various research surveys have been carried out on employee turnover touching on varying models, theories have been set aside such as the March and Simon (1958), established the primary model focusing on a solo aspect of job satisfaction. Some other scholars came up with awesome capabilities of turnover, just like the Unfolding Model, which is rooted at the wondering complexities that result in workers leaving an organisation (Al Mamun and Hasan, 2017). The theories that are applicable to this research study are the Multi-Route Turnover theory and Hygiene-motivation theory.

The Multi-Route Turnover theory postulated by Steers and Moway (1981) has fused significant variables which were omitted by earlier models. The theory is of the view that job satisfaction, commitment and involvement has the power to influence certain behaviours and attitudes determining whether there is need to leave or stay with the same organisation. Staying or leaving the organisation is the last sequence of variables as they are all interlinked.

More so, the Multi-Route Model added several concepts that the previous turnover theories did not outline clearly. The model puts emphasis on four factors as detailed: Information accessibility, expectations, job performance and responses to the job (Tuffaha, 2020). The effect of each mind-set and pride at the real turnover of personnel is the third factor. The significance of non-working effect and its interplay with the affective responses on the sensation to depart with the opportunity of a worker to alternate their surroundings before determining to depart the organisation is the final factor. Sahito and Vaisanen (2017) stated that the interactive relationships mentioned in the Multi-Route Turnover model has not been subjected to good enough testing, therefore they may not give expected outcomes. Despite the views of the scholars above, the Mowday's (1981) Turnover theory was perceived congruous for this study since the study aims to assess the causes and effects on high labour turnover on the growth of universities as well as unveil strategies to minimise turnover and promote growth.

Herzberg and team (Herzberg *et al.*, 1993) propounded the model that emphasised job satisfaction and dissatisfaction being determined by different factors. Hygiene (or extrinsic) and motivating (or intrinsic) factors were the two main factors emphasised to have an influence on employee needs. Extrinsic factors incorporate salary, working conditions, supervision, company policy, poor interpersonal relations and job security (Tripathy and Sahoo, 2020). Eliminating hygiene factors result in employees' job dissatisfaction. However, scholars went on to say that, the fulfilment of extrinsic factors merely can do away with hindrances to job satisfaction but do not yield job satisfaction. The theory, however, projected that intrinsic elements including achievement, recognition, and the nature of work, responsibility and advancement appear to be associated with activity satisfaction.

More so, organisations must eliminate those factors that dissatisfy employees to motivate their employees (Herzberg, 1966). In line with this assertion, Sahito and Vaisanen (2017) emphasised the need to provide a motivator, which will move the employees' attitudes towards their work. Nevertheless, hygiene factors play a pivotal role in ensuring a pleasant and fair working environment. On a one-of-a-kind note, attainment of lower level desires is not motivating, however may have a demotivating effect if not met in the end. Therefore, true motivation occurs only when an employee's leading needs are met (Tezcan, Sibel and Emine, 2017 quoting the work of La Motta, 1995). Moreover, Herzberg's (1966) growth desires are the maximum crucial elements that inspire employees to the best stage of their accomplishment. According to Tripathy and Sahoo (2020), those motivators are a crucial part of the work itself and consist of elements including the nature of labour itself, the person's experience of achievement, level of

responsibility, personal improvement and growth, recognition for a task nicely performed and feedback. The fulfilment of the motivators can enhance employee task delight (Bevins, 2018).

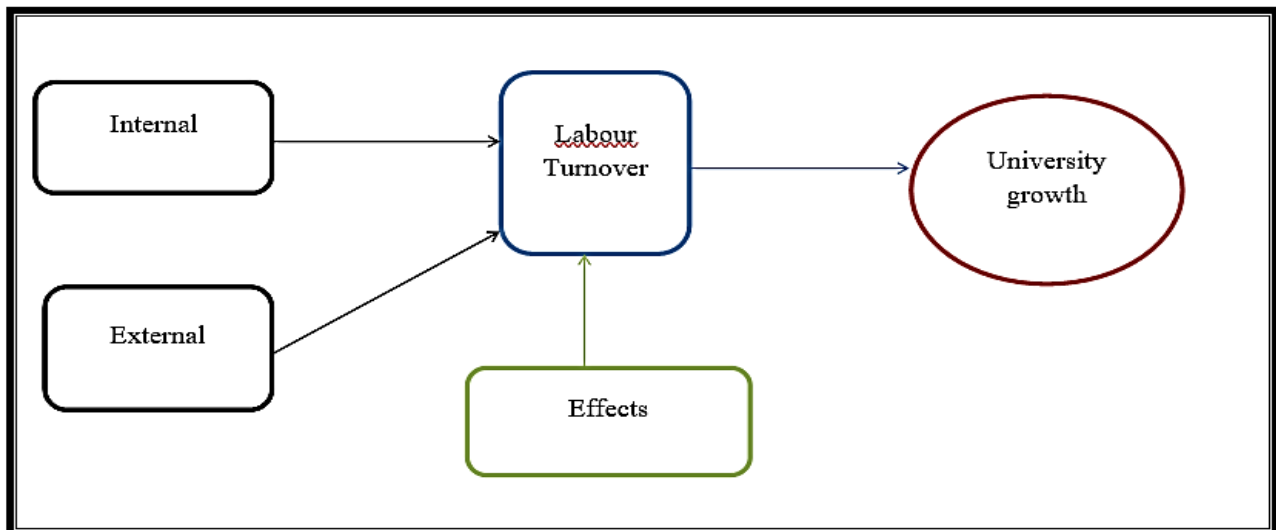
Notwithstanding the condemnation of the two-factor concept on rationale of confined utility to guide employees and “methodologically bound” (Reukau, 2018) the pertinence of the concept to task delight and worker turnover cannot be underrated. Ozsoy (2019)

posits that it may be a challenge to motivate and retain dissatisfied employees and it is therefore assertive that an organisation at first is extra conscious to hygiene factors before instigating the growth component in the workplace.

Conceptual Framework

Employee turnover is the independent variable and university growth is viewed as the dependent variable.

Figure 2.1: The causes and effects of high staff turnover on the growth of state universities



Source: Mote, 2014.

Internal causes of high labour turnover factors

These are issues which cause high staff turnover which emanate in the institutions or organisations themselves. Internal constraints are issues that affect the organisation owner/manager’s capabilities to function efficiently, despite any innate potential in the owner/manager (Al Mamun and Hasan, 2017). According to Walid, *et al.*, (2021) internal (push) factors are controllable issues by the manager, which are inclusive of the personal attributes, skills and competencies of the individual. The constraints include below standard equipment and infrastructure, workplace conflict, job dissatisfaction, challenges of quality and relevance, task attributes, lack of employee development, lack of promotion and recognition, commitment, leadership, management and governance issues (Walid, *et al.*, 2021). The challenges may also take account of socio psychological issues like the impact of work related, like loss of social capital and employee demoralisation, social life and psychological health, intrinsic factors (Kuria *et al.*, 2021) as well as stress, mental wellbeing especially during Covid-19 pandemic era.

According to Kenexa (2011) employee survey from both employees and employers in major sectors asserts that managers, directors, chief executive officers and other business leaders are not able to tell the reason

employees are quitting their jobs. Al Mamun and Hasan (2017) argued that some rationale for employees opting out of organisations is lack of personal growth, unreasonable salaries, boredom, poor life work, job stress and unfair treatment. Makhdoom (2017) argued that the significant rationale why employees opt out could be encapsulated up by intrinsic work factors, which include job attributes. Research has shown connection between the reasons employees leaving the organisation and the unchanging culture of the organisation and first line management have been proved very responsible for the most push factors as they have close interaction with management.

External causes of high labour turnover factors

Universities as organisations exist in business environments that consist of several factors that affect their strategic management processes; therefore, Zimbabwean state universities are not spared. In spite of having their clear vision and mission statements, which can take them to higher levels, they are embattling with a number of external factors. These factors are inclusive of environmental factors, organisational factors as well as individual work and non-work variables (Al Mamun and Hasan, 2017). The pull factors refer to those that are outside the organisation like attraction from competitors and other rival companies. Al Mamun and Hasan (2017) proffer that total compensation together with working

conditions are powerful pull components forcing workers to quit their jobs.

Financial factors

Higher paying jobs in other organisations are the prime reasons for staff turnover (Walid, *et al.*, 2021). The effect of better pay elsewhere is actually affecting people from all professions and grades within organisations that are from executives to low-level employees (Al Mamun and Hasan, 2017). Certain experts are of the belief that high turnover is consistent in specific jobs and companies because their atmosphere promotes such behaviours (Walid, *et al.*, 2021). Employees especially the younger generation move from job to another looking for better rewards.

Availability of Alternatives

The availability of alternatives from elsewhere, tainted economies are leading to employees quitting employment (Awal, Kumar, Saha and Saha, 2021). Shaikh and Sahid (2017) argue that the highly skilled employees who offer special skills are not affected much by high employment levels as their services are in great demand, they move from one organisation to another, actually causing staff turnover.

Other causes

Intrinsic Factors

Fishbach and Woolley (2022) state that intrinsic motivation factors are those, which move or cause employ satisfaction, which actually emanate within the individual. The factors include responsibility, autonomy, interesting and challenging work, opportunities for advancement and many more. Bhagwandeem (2021) mentions that the intrinsic job characteristics inclusive of repetitiveness, perceived importance, risk and challenge, which are responsible to mold perceptions towards the job in particular.

Personality

Personality includes individual attitudinal factors inclusive of personal traits, rationale and inclination-commanding employee's response to work and environmental situations (Curran, 2012). Individual rationale has an indirect negative impact on job satisfaction. Bano, Khan, Habib, Rehman and Humayoun (2011) are of the view that the matter with attitudes depend on the individual concerned and their response to a situation at hand. Therefore, it will mean that if the proposition does not impress the individual, opportunities of leaving the organisation are very high.

Stress and other related pressures

Walid, *et al.*, (2021) proffer that stress can emanate from work, conflict between work and life as well as chronic stress known as job burnout. The prevalence of stress related issues is very high especially nowadays during the Covid-19 era. According to Hakim, Sudarmiati, and Sutrisno (2018) work stress is agitation that disturbs a person's reaction, perception, and physical

state promoting negative performance of a worker. Therefore, labour turnover can emanate from burnout due to working extra-long hours (Thomas *et al.*, 2014). Walid, *et al.*, (2021) highlighted that workers who work long unreasonable hours usually prefer to leave their jobs. Prasetio *et al.*, (2019) divulge that work stress has solid and remarkable repercussions on turnover intention. Particularly, strained employees at work are less content with their jobs and are more prone to quitting employment (Nanda *et al.*, 2019). On a different note, stress is not only triggered by work issues, there other factors at play (Kerdpitak and Jermisittiparsert, 2020). Work-life balance is a manner of appeasing work and private life as postulated by Kerdpitak and Jermisittiparsert (2020).

Furthermore, job burnout is immedicable strain, which affects employees due to exposure to some issues in the working environment. Burnout has many dimensions, which include inner fatigue, doubt and effectiveness among the employees (Walid *et al.*, 2021). This type of chronic stress is correlated with work-related accomplishments such as employee turnover that foretell the desire of employees to quit their jobs (Scanlan and Still, 2019). Moreover, job burnout may result in serious health issues for employees, plus restlessness, degrading contentment, and other bodily and cognitive complications (Huang, Wu, and Zhang, 2019).

Effects of high labour turnover on university growth

The rate at which staff move in and out of the institution/organisation have a significant negative impact on growth strategies (Al Mamun and Hasan, 2017). To enhance development and growth, the institution must not find itself in the boardroom recruiting persistently; such happenings have a negative effect on the survival, relevance and liquidity standing of the institution. Employee turnover has both favourable and unfavorable effects (Walid, *et al.*, 2021). According to Al Mamun and Hasan (2017), the effects take account of the following: direct costs and indirect costs. Direct costs include staffing costs, poor production practices, curtailed standards, high reinstatement and training costs. The indirect effects are decreased motivation levels, absenteeism, customer dissatisfaction and poor service delivery and many more.

Measures to overcome challenges of high labour turnover affecting university growth

There are a number of strategies, which may be employed to curtail the obstacles of excessive employee turnover affecting university growth. The measures are inclusive of high-quality working environment, employee engagement, knowledge accessibility, workforce optimisation, job involvement, organisational commitment, good management and leadership, bendy work schedules, work life balance, job satisfaction, attractive remuneration packages, relevant training and

development opportunities and many more (Walid, *et al.*, 2021).

RESEARCH METHODOLOGY

The adopted research approach for this study is both qualitative and quantitative analysis. Quantitative analysis was employed for the survey of other staff members in the institution. The qualitative approach was used to gather data from middle management. This therefore, will mean employing both qualitative and quantitative approach known as mixed methods approach. Jebreen (2012) argued that combined strategies research is technique to inquiry concerning amassing each quantitative and qualitative data, merging the two styles of data, and the usage of distinct designs that could contain philosophical assumptions and theoretical frameworks. The important assumption of this form of inquiry is that the combination of qualitative and quantitative techniques affords a clean knowledge of a research problem than using one technique (Creswell, 2013).

The sample size is a critical characteristic of any research wherein the intention is to make inferences on the population from a sample. In general, the sample size utilised in this research is primarily based totally on the value of data collection and enough statistical power. The researchers used stratified random sampling approach in determining the sample and settled for a size of sixty-eight (68) potential respondents.

In the study the researchers used questionnaires for data collection because this enabled one to cover sensitive topics which respondents may feel uncomfortable to speak about and it give them time to think about their responses since they are not required to answer immediately. Interviews for middle management were conducted to obtain their views on certain issues that other employees may not reveal. The study responded to the following broad questions:

- What causes high staff turnover among universities from the perspective of university staff members?
- What have been the effects of high staff turnover on university growth?
- What measures can be taken to reduce high staff turnover among universities?

FINDINGS AND DISCUSSIONS

The qualitative analysis of data was based on the interviews that were done with participants from middle management whereas the quantitative data was responded to by general staff members in the university. The quantitative data was analysed using Statistical Package for Social Sciences (SPSS) and the qualitative data was analysed using thematic analysis. Results from interviews and questionnaires indicated that state

universities are affected by high staff turnover and some of the factors are controllable and non-controllable.

GENERAL QUESTIONS

Are state universities strongly affected by staff turnover?

Eighty-nine (89%) percent of respondents agreed to the fact that state universities are strongly affected by high staff turnover, whilst 8% of the respondents were not sure and only 3% disagreed.

Table 5.1: State universities strongly affected by high staff turnover

| Rating | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 28 | 47 |
| Agree | 25 | 42 |
| Not sure | 5 | 8 |
| Disagree | 2 | 3 |
| Strongly Disagree | 0 | 0 |
| Total | 60 | 100 |

Source: Survey data (2023)

Therefore, it entails that the institutions are indeed affected by employee turnover, due to the majority (89%) of the respondents being agreeable to the fact that employee turnover exists. Such a whooping response to agreeing to the effect of high staff turnover raises a serious concern, which requires immediate attention for the institutions to grow. More than 50% of middle managers interviewed expressed concern that state universities are heavily affected by staff turnover.

Are state universities giving you reasons to stay?

More than 50 percent of employees did not see the reason to stay. The fact that more than 50% of the respondents are seeing no reason to stay with the institution is actually a great challenge to the institutions, which requires a total turnaround to change the employees' feelings and attitudes towards the institutions. More so, this is actually supported by response from interviews that 65% respondents have not experienced something which can give them a reason to stay.

RESEARCH QUESTIONS

What causes high staff turnover among universities from the perspective of state university staff members?

A number of responses and views were obtained concerning the internal causes of high labour turnover in state universities in Zimbabwe. More workers expressed dissatisfaction on the reward structure, opportunities for career and personal development, working conditions, flexible work arrangements and work life balance, resources and may more. The response from both groups was between 60% and 83% in agreement with factors given below explaining staff turnover.

Satisfaction on the reward structure

A number of responses and views were obtained concerning the internal causes of high labour turnover in the state universities in Zimbabwe. When respondents were asked about the reward structure in place, 50% were dissatisfied and 33% were extremely dissatisfied with the compensation they receive from their employer, 3% were very satisfied, 7% satisfied and the other 7% was not sure about how they feel about their pay. The table below shows the response rate and percentage.

Table 5.2: Satisfaction on the reward structure

| Rating | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 2 | 3 |
| Agree | 4 | 7 |
| Not sure | 4 | 7 |
| Disagree | 30 | 50 |
| Strongly Disagree | 20 | 33 |
| Total | 60 | 100 |

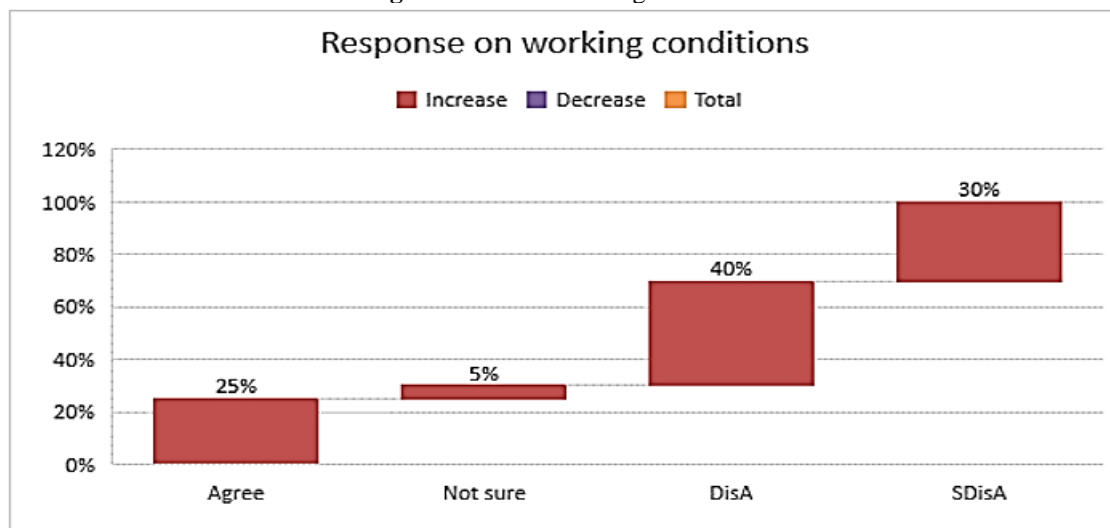
Source: Questionnaire Response Analysis

Therefore, from the high percentages of 83% dissatisfaction on the reward structure in place, it is a clear indication that workers are not motivated at all, which maybe a major cause of labour turnover in universities. The overall analysis shows that most of the respondents are not satisfied with the salary they are receiving from the employer. This will mean the interaction between universities and the employer, through their ministry to come up with stringent measures to deal with the challenge at hand.

Ideal working conditions

The response rate on the research instrument (ideal working conditions) indicates a great concern on this area. Forty (40%) percent disagreed and 30% strongly disagreed that there is availability of ideal working conditions. Twenty-five (25%) agreed and 5% were not sure that the working conditions were ideal.

Figure 5.1: Ideal working conditions



Source: Survey data (2023)

Reflecting from the percentage response, there is need for overhaul improvement on the working conditions. Mostly working conditions, which will minimise labour turnover, tackled at institutional level especially citing issues, which the university management has overall control. For instance, the way the workforce is treated plays a significant role in boosting their intrinsic motivation, which is powerful in reducing staff turnover.

Flexible work arrangements

The response on the general questionnaire concerning work life balance and flexible work arrangements showed the disparities in views of respondents. Those disagreeing and strongly disagreeing had a total percentage response rate of 70%, unsure 10% and those who agreed 17% and 3% strongly agreed to the

availability of flexible work arrangement. The table below shows the response rate: -

Table 5.3: Flexible work arrangements

| Rating | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 2 | 3 |
| Agree | 10 | 17 |
| Not sure | 6 | 10 |
| Disagree | 23 | 38 |
| Strongly Disagree | 19 | 32 |
| Total | 60 | 100 |

Source: Survey data (2023)

The feedback from interview participants shows that tight work schedules and lack of work life balance are the cause of staff turnover.

Shortage of resources

Table 5.4: In-adequate Resources, equipment, technology and infrastructure

| Rating | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 19 | 32 |
| Agree | 13 | 22 |
| Not sure | 2 | 3 |
| Disagree | 3 | 5 |
| Strongly Disagree | 23 | 38 |
| Total | 60 | 100 |

Source: Survey data (2023)

Respondents acknowledged that there are inadequate of resources, which can be a major reason for high staff turnover and in turn affecting growth of institutions. Thirty-two (32%) percent strongly agreed and 22% agreed, giving a total of 54% that there is lack of resources, equipment, technology and infrastructure to fuel growth and reduce staff turnover. Three (3%) percent were not sure, 5% disagreed and 38% strongly disagreed. Deducing from the responses outlined, shortage of tools to meet deadlines and accomplish tasks may not sound well on some employees and opt to leave the organisation.

What have been the effects of high staff turnover on university growth?

Mixed views from respondents zeroed on that effects are so damaging highlighting the following effects as per their perspective: - high staffing costs and resource wastage, reduced productivity and service quality, stress, work overload, damage to institution reputation as well as decreased motivation. More so, responses from both middle management and general staff indicated that labour turnover can affect an organisation’s growth.

Labour turnover affecting growth

Table 5.5: Do you think labour turnover can affect growth?

| Rating | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly agree | 35 | 58 |
| Agree | 19 | 32 |
| Not sure | 3 | 5 |
| Strongly Disagree | 3 | 5 |
| Total | 60 | 100 |

Source: Survey data (2023)

In response to the above question, 90% agreed and strongly agreed that it can have an adverse effect on growth. Deducing from the stated response, labour turnover can have an adverse effect. Therefore, there is need to act timeously to contain the challenge before it damages institutions.

High costs and resource wastage

The response concerning that high costs and wastage of resources causing high labour turnover was very positive for R4 and R5 27% rate for each respectively (54%), R3 23%, R2 8% and R1 15%. The overall analysis shows that majority (54%) of the respondents have pointed out that high employee turnover causes high costs and wastage of resources, which is an obstacle faced by the state universities. This means that when there is high labour turnover, there are high costs especially staffing costs and resources maybe wasted on training on boarding employees who are not well- versed with the operations of their new jobs.

Table 5.6: High costs and resource wastage

| Rating | Frequency | Percentage |
|--------------|-----------|------------|
| R1 (5) | 9 | 15 |
| R2 (10) | 5 | 8 |
| R3 (15) | 14 | 23 |
| R4 (20) | 16 | 27 |
| R5 (25) | 16 | 27 |
| Total | 60 | 100 |

Source: Survey data (2023)

Note that R refers to the ratings given by respondents with 5 being the lowest and 25 the highest (R1 being our lowest rating of 5 while R5 being the highest of 25).

Reduced productivity and service quality

In response to reduced productivity and service quality of the questionnaire, R5 62% and R4 23% were of the view that high staff turnover impacts negatively on university growth and reduces productivity as well as quality of service. Responses from R3 to 1 were shown as follows respectively, 7%, 3% and 5%. The overall analysis shows that majority (87%) of the respondents have pointed out that high employee turnover leads to reduced productivity and service quality, which is a challenge faced by the state universities. With the view of that labour turnover had an adverse impact on productivity and quality, therefore, the need to ensure that the root cause of the challenge should be identified and dealt with extra care.

Table 5.7: Reduced productivity and service quality

| Rating | Frequency | Percentage |
|--------------|-----------|------------|
| R1 (5) | 3 | 5 |
| R2 (10) | 2 | 3 |
| R3 (15) | 4 | 7 |
| R4 (20) | 14 | 23 |
| R5 (25) | 37 | 62 |
| Total | 60 | 100 |

Source: Survey data (2023)

Work overload

The responses were also uniform as to other effects with R4 and R5 having high rates. R5 63%, R4 17%, R3 8%, R2 7% and R1 5%. The overall analysis shows that majority 80% of the respondents have pointed out that high employee turnover leads to work overload. When employees leave, their workload is shared among

the remaining ones adding more load to what they already have, and therefore this becomes a burden to them.

Table 5.8: Work overload

| Rating | Frequency | Percentage |
|--------------|-----------|------------|
| R1 (5) | 3 | 5 |
| R2 (10) | 4 | 7 |
| R3 (15) | 5 | 8 |
| R4 (20) | 10 | 17 |
| R5 (25) | 38 | 63 |
| Total | 60 | 100 |

Source: Survey data (2023)

Damage to the reputation of the organisation

R5, R4 and R3 had a total response rate of 92% clearly showing that an organisation’s image maybe tainted largely if labour turnover is high. If more employees are leaving the organisation, the question raised is, why and the obvious answer is an element of a negative act within the institution. R2 and R1 had a very low response rate of 8%. The overall analysis shows that majority 92% of the respondents have pointed out that high employee turnover may taint the reputation of the institution, which is a challenge faced by state universities.

Table 5.9: Damage to the reputation of the organisation

| Rating | Frequency | Percentage |
|--------------|-----------|------------|
| R1 (5) | 2 | 3 |
| R2 (10) | 3 | 5 |
| R3 (15) | 7 | 12 |
| R4 (20) | 17 | 28 |
| R5 (25) | 31 | 52 |
| Total | 60 | 100 |

Source: Survey data (2023)

Decreased motivation

Sixty-two (62%) percent of the respondents were of the view that employees in the Zimbabwean state universities are demotivated by the fact that their colleagues are leaving the organisations and this also raises their intention to leave. The response rate from R3 to R1, showed a response rate of 18%, 15% and 5% respectively. Therefore, deducing from the stated response that labour turnover leads to decreased motivation levels among employees, which is a major challenge to university growth.

Table 5.10: Decreased motivation

| Rating | Frequency | Percentage |
|--------------|-----------|------------|
| R1 (5) | 5 | 5 |
| R2 (10) | 9 | 15 |
| R3 (15) | 11 | 18 |
| R4 (20) | 18 | 30 |
| R5 (25) | 19 | 32 |
| Total | 60 | 100 |

Source: Survey data (2023)

What measures can be taken to reduce high staff turnover among universities?

The overall analysis 90% response rate plus shows that most of the respondents have pointed out that work relations must be improved, recognition for outstanding performance, employees awarded reasonable salaries, decent working environment, employee engagement, knowledge accessibility, apply suitable and recent management and leadership styles.

Table 5.11: Strategies to reduce labour turnover

| Strategy | Response rate (%) |
|---------------------------------------------------------------------------------|-------------------|
| Improvement on supervisor/subordinate relations | 90 |
| Recognition for outstanding performance | 90 |
| Reasonable/ competitive salaries as well as improvement in the reward structure | 95 |
| Provision of high quality working environment | 90 |
| Employee engagement | 91 |
| Work life balance and flexible work schedules | 90 |
| Job satisfaction and involvement | 93 |
| Provide opportunities for career and personal development | 93 |
| Organisational commitment | 95 |

Source: Survey data (2023)

More so, ensure employees have a balanced work and family life as well as flexible work arrangements, involve employees when strategic decisions are being crafted, provide employees with adequate opportunities for career and personal advancement so that there is workforce optimisation leading to a highly committed workforce.

RECOMMENDATIONS

Arising from the analysis, findings derived, and conclusions drawn, the subsequent pointers made for the state universities in Zimbabwe, in order that appropriate remedial measures could be implemented to alleviate employee turnover and promote university growth. The following recommendations are given:

1. State universities through their employer should ensure that a proper, attractive reward structure and the disparities in the current grading system are dealt with to reduce staff turnover to promote university growth.
2. The working conditions of universities should improve with a purpose of maximising performance and productivity. A work environment that is conducive is whereby there may be positive energy, adequate assets supplied and working is enjoyable. A supportive and conducive work environment is a key achievement for any corporation due to the fact results are accomplished via human beings and while the workplace is not ideal low morale levels emanate amongst employees exacerbating employee

turnover within the corporation. Management should develop modern workplace formats to satisfy modern requirements as well as emergency devices for the protection of the workforce. Management should promote work life balance and flexible work arrangements to satisfy the evolving desires of the modern generation.

3. Employees in institutions should be acknowledged and rewarded for their contributions, especially after they achieve goals and wonderful overall performance. Recognition and praise contribute to a life of respect, gratitude for personal and task accomplishment, which in turn reinforces worker dedication to the institution and improves overall performance in addition to assuaging staff turnover.
4. Management should ensure that there are flexible work arrangements promoting family, work life balance to minimise staff turnover.
5. The management in state universities should ensure that there is a balanced communication between management and staff members. Use of two-way communication and open door policy may play a vital role in alleviating the rate of employee turnover in institutions.
6. Management should ascertain that workers in various sections are provided with adequate tools, equipment and resources to complete tasks and reduce employee turnover in institutions.
7. Management should develop and implement viable staff retention strategies to reduce labour turnover in institutions.
8. Management should implement promotion from within the institution as a way of retaining employees. In establishments where there are considerable promotional opportunities, worker turnover is low than in establishments where there are limited promotional opportunities. Internal promotions could give employees a reason to stay with the organisation and reduce staff turnover.
9. Management should involve employees in the decision-making processes. The workforce ought to take part in any subjects, which can have an effect on them in the manner they work. The most important reasons why workers ought to take part in decision-making are to boom performance, enhance job pleasure and work relations.
10. Management should ensure that there is financial injection through the introduction of resource mobilisation activities to enhance growth and reduce staff turnover.
11. Management through their human resources sections should take a critical look at unclearly communicated job descriptions.

CONCLUSION

The significant findings of the reasons of staff turnover in the Zimbabwean state universities were unveiled as; reward structure, working conditions, work-life balance and flexible work arrangements, organisation politics and conflict, task attributes, socio-

psychological factors and personal and intrinsic factors. The findings also showed that state universities in Zimbabwe are prone to high labour turnover, which influences negatively on growth strategies. Furthermore, the findings unearthed the negative effects of labour turnover on university growth, which are inclusive of; high costs and wastage of resources, reduced productivity and product quality, work stress and overload, damage to an organisation's reputation and decreased motivation levels. Finally, the measures to tackle staff turnover were identified as; improvement on supervisor / subordinate relations, recognition for outstanding performance, reasonable compensation, provision of high quality working environment, employee engagement, knowledge accessibility, good management and leadership, work life balance and flexible work schedules, job satisfaction and involvement, provide opportunities for career and personal development.

REFERENCES

1. Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, (15, Iss. 1), 63-71.
2. Armstrong, M. (2016) *Armstrong's Handbook of Strategic Human Resource Management*. Kogan Page Publishers, ISBN 0749476834, 9780749476830.
3. Bhagwandeem, T. P. (2021). *Relationship between Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, and Employee Turnover Intentions* (Doctoral dissertation, Walden University).
4. Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
5. Danha, F. (2021). High staff turnover: What are the causes? *Industrial Psychology Consultants*. <https://thehumancapitalhub.com/articles/High-Staff-Turnover-What-Are-The-Causes>.
6. Faulk, D., & Hicks, M. J. (2016). The impact of bus transit on employee turnover: Evidence from quasi-experimental samples. *Urban Studies*, 53(9), 1836-1852.
7. Fishbach, A., & Woolley, K. (2022). The structure of intrinsic motivation. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 339-363.
8. Garwe, E. C. and Thondhlana, J. (2019). Higher education systems and institutions, Zimbabwe. In Mohamedbhai, G., Langa, P. (Eds.), *Encyclopedia of international higher education systems and institutions* (pp.1-25). Springer. https://doi.org/10.1007/978-94-017-9553-1_371-1
9. Hakim, A. L., & Sudarmiatin, S. (2018). The Effect of Work Stress on Turnover Intention with Work Satisfaction and Commitment as Intervening Variable

- (Study at PT Infomedia Solusi Humanika in Malang). *European Journal of Business and Management*, 10(12), 85-95.
10. Jebreen, I. (2012). Using inductive approach as research strategy in requirements engineering. *International Journal of Computer and Information Technology*, 1(2), 162-173.
 11. Kerdpitak, C., & Jermittiparsert, K. (2020). The Effects of Workplace Stress, Work-Life Balance on Turnover Intention: An Empirical Evidence from Pharmaceutical Industry in Thailand. *Systematic Reviews in Pharmacy*, 11(2), 586-594
 12. Kurian, J.S., Rajin, K. and Reddy, A.V. (2021). Socio-Psychological factors on employee turnover: a demystifying perspective. *Journal of Organizational Psychology*. 11(3), 168-179.
 13. Majoni, C. (2014). *Integrating Traditional African Education into current education practices; Suggestions of Primary school pedagogy*. Zimbabwe Open University. Mashonaland Central: Bindura.
 14. Mawere, D. (2013). An evaluation of the implementation of the national gender policy in teacher education in Zimbabwe. *International Journal of Asian social science*, 3(2), 443-450.
 15. Mote, M. F. (2014). *An assessment of the impact of employee turnover on organisation performance: A case study of Barclays Bank Tanzania Ltd*. Unpublished Thesis (Masters), Mzumbe University, pp 7-25.
 16. Nanda, A., Soelton, M., Luiza, S., & Saratian, E. T. P. (2020, February). The effect of psychological work environment and work loads on turnover interest, work stress as an intervening variable. In *4th International Conference on Management, Economics and Business (ICMEB 2019)* (pp. 225-231). Atlantis Press.
 17. Nherera, C. (2000). The role of emerging universities in Zimbabwe. *Zimbabwe Journal of Educational Research*, 12(3), 38-61.
 18. Nyambi, E. (2011). *The Zimbabwean Institutional Repositories Facilitators and barriers to implementation*. http://www.inasp.inf/uploads/filer_public/2015/02/08/
 19. Prasetio, P., Partono, A., Wulansari, P., Putri, S. T., Ramdhani, R., & Abdullah, A. (2019, May). The mediation of job satisfaction in the relation of work stress and turnover intention in hotel industry. In *1st international conference on economics, business, entrepreneurship, and finance (ICEBEF 2018)* (pp. 608-612). Atlantis Press.
 20. Reukauf, J. A. (2018). *The correlation between job satisfaction and turnover intention in small business* (Doctoral dissertation, Walden University).
 21. Shaikh, T. and Zahid, M. (2017). Retention strategy to increase organisation commitment and reduce employee turnover in hospitality sector of Karachi, Pakistan. *International Journal of academic research in Business and Social sciences*. 7(2), 64-78
 22. Thomas, M., Kohli, V., & Choi, J. (2014). Correlates of job burnout among human services workers: Implications for workforce retention. *Journal of Sociology and Social Welfare*, 41(4), 69-90.
 23. Tuffaha, M. (2020). The determinants of employee's performance: A literature review. *Journal of economics and management sciences*, 3(3), p14-p14.