LEADER-MEMBER EXCHANGE (LMX) RELATIONSHIP AND HIGH EMPLOYEE TURNOVER

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By

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Declaration

No portion of this work has been submitted in support of an application for degree or qualification of this or any other University or institution of learning.

Signature: Michael Oghiadomhe

Acknowledgement

This work would not have been completed without the support of a lot of people who are worth acknowledging for their support. I sincerely wish to extend my appreciation to the following people who have contributed in no small measure to the successful completion of this work. First and foremost, I wish to thank God almighty for enabling and blessing me with the wisdom and strength to undergo this program.

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Dedication

This work is dedicated to God Almighty, and to the memory of my late parents – Chief Joseph Oghiadomhe and Mrs. Maria Amoni Oghiadomhe.

Abstract

The Problem of high employee turnover rate has been of important concern to management of enterprises and academics for decades. Yet, not much is resolved about the underlying cause(s) and effects of this phenomenon especially in Nigeria. Our company, Enterprise Foundation Nigeria Limited (EFNL) has been experiencing high rate of employee turnover which preliminary investigation reveals is caused, amongst others, by the lack of high level inter-personal relationships between supervisors and subordinates. This has negatively impacted the stimulation of interest in collaborating towards the actualization of the common goals as enshrined in the corporate vision and mission of the organization. Against this backdrop, this study investigates the causes of high employee turnover rate and the role that Leader Member Exchange (LMX) relationship play in accentuating or ameliorating the problem.

In doing this, I make use of the four dimensions of LMX relationships via the adoption of an Action Research Qualitative Methodology based on data collected from flexible semi-structured and open-ended interviews. These interviews are done via a face-to-face chat, but in rare situations where the interviewees were not immediately available, telephone conversation was adopted in executing the process. Aside note taking, with the permission of interviewees, the face-to-face interviews were recorded to ensure that no part of the interviewee's response and body language was ignored or unacknowledged.

Data for this study were collected from 20 employees of EFNL. There were two action research (AR) cycles, and the results from both cycles (AR cycle 1 and AR cycle 2), indicated that all the factors identified in the literature reviewed except Job Security, strongly impact employee turnover intention. This exempt factor is however peculiar to EFNL because of its policy of non-termination of employee appointment, except on obvious breach of codes of engagement. The study also shows that there are other factors which are not found in literature, but affect employee exit intentions. These other factors (which are external in nature) can be said to be peculiar and relative to Nigerian economy and other underdeveloped economies. These factors include: unemployment rate (labour market); level of poverty in the society (low per capita income); high level of dependents; family background; and level of education (low literacy level) etc. The four dimensions of LMX were found to also strongly influence employee turnover intent via loyalty and dedication to the organization, though the degree of impact varies, while some are mild, others are intense.

These findings significantly add to existing body of knowledge, and imply that LMX relationships have a major role to play in enhancing employee loyalty and dedication which in turn improve employee marginal contribution towards organization's corporate goals. Hence, it is concluded that the creation of higher levels of LMX relationships between employees and management is important in reducing employee turnover rate.

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Abbreviations

ALS: Average Leadership Style

AR: Action Research

CAL: Critical Action Learning

CEG: Collaborative Enquiry Group

CEO: Chief Executive Officer

EFNL: Enterprise Foundation Nigeria Limited

ET: Employee Turnover

HR: Human Resource

IAR: Insider Action Researcher

LMX: Leader-Member Exchange

OC: Organizational Commitment

OCB: Organizational Citizenship Behavior

OPD: Out Patient Department

PAR: Participatory Action Research

TCM: Three-Component Model

VDL: Vertical Dyad Linkage

CHAPTER ONE

1.1 Introduction

The world economies have metamorphosed into a global village, thinning down in its wake, the gap that hitherto dichotomized developed, developing, and underdeveloped economies. In the same vein, Globalization through technological advancement has brought pressure on organizations especially in developing countries to improve the quality of goods and services produced locally in order to compete favorably with those produced in developed economies. To survive this competitive pressure, every organization need to have highly experienced and competent manpower that is dedicated, innovative and committed to the aims and objectives of the organization.

In attempt to proffer solutions to poor quality goods and services, many scholars over time have attributed the main cause of low quality output, especially in developing countries, to the prevalence of obsolete technology in our factories and service delivery channels, but more importantly, leadership problems (Oche & Adamu, 2013; Sede & Ohemeng, 2015). These scholars specifically indicated that leadership ineffectiveness seems to be the crux of inefficient service delivery and low quality products. Their findings corroborate several other studies on organizational behavior that have historically theorized that organizations lacking in good service delivery are void of good leadership (Robins, Judge & Vohra, 2015). These insights suggest that leadership is crucial in helping an organization retain her human capital capacity and deliver high quality and timely service in building a cordial and lasting relationship with customers. Leadership is seen by different scholars and management practitioners as a critical element in impacting both organizational and individual success. The influence of leadership cannot be over emphasized in all human organizations, profit and non-profit organizations (Truckenbrodt, 2000). Hence, leadership is seen as one of the most extensively researched constructs in the behavioral sciences (Milner, Katz, Fisher, & Notrica, 2007).

The quality of relationship that exists between leaders and subordinates could critically impact subordinates decisions and how well a leader can lead in achieving the aims and objectives of an organization. Moreover, the nature of the relationship between supervisors and subordinates is increasingly being seen as a potent force that increases employee engagement and loyalty, an imperative to enhance operational effectiveness (Hsiow-Ling, 2012). What can be seen from such studies are evidence that the relationship between supervisors and subordinates in organizations are catalysts in achieving set goals and retaining members of an organization, as well as creating the right environment (physical and emotional) which have important implications for employee retention and job performance.

In Enterprise Foundation Nigeria Limited (EFNL), the technology is up-to-date; the organization has conducive work environment and ambience; competitive remuneration package; and highly qualified and experienced diverse workforce. Despite attempts to create the right environment for employees, there still exists high turnover rate, leading to constant depletion of our human resource (HR) capacity and efficiency, relative to those of our emerging competitors. This is quite worrisome, and I wonder what the issue is with employee loyalty, as loyal employee will commit to remain in the service of the organization, rather than defect to other organizations.

1.2 Pre-Understanding

As the Executive Chairman of EFNL, I have responsibility for overall success of the organization. When financial performance is not manifesting in line with planned strategic objectives, there is need to worry. Hence the need to review all the key indices to which human resource is primary in ensuring high quality products and services; high market share; cost minimization etc., that are pre-requisite for sustainable growth. I had thought that providing the right environment; competitive remuneration; and the needed tools and technology, are sufficient to motivate all organizational members to achieve our corporate goals and objectives, while paying little or no attention to inter-personal relationships in the organization.

Recently, I noticed a very worrisome trend of high employee resignation, and observed that the organization was spending so much money on solicitation for new hires, and wasting valuable time conducting interviews regularly. At first, the issue was discussed with the HR Manager who confirmed that this has been on for a while, even before my return from Public Service. But he said the company has a policy of conducting exit interview for a resigned staff. I decided to review the various reasons given by exiting staff, and thereafter set up a four-man committee made up of the Production Manager, Quarry Manager, Admin and Accounts Officer, and a Marketing Officer to examine the problem of high employee turnover in the organization. The committee members had to talk to minimum of three staff each, especially those in their department to know what could be responsible for the regular employee exit.

The committee reported at the end of their work that most employees gave the nature of relationship between them and their supervisors as the major reason they quit. Some are frustrated by their supervisors; while others have very strong relationship with their supervisors and as such they are ready to do what their supervisors request of them, - even if it means defecting with their supervisors to take another job offer. The report of this committee paved way to do further and thorough investigation of the identified work place based problem.

1.3 The Problem Statement

At EFNL, the challenge of high rate of employee turnover is said to have arisen from the perceived gap between supervisors and subordinates. This gap is critical among other factors responsible for high employee turnover rate in organizations. Curtailing high rate of employee turnover has the capability of ensuring long term sustainability and stimulation of interest in achievement of organization’s long and short-terms strategic objectives. A reduction in quantity and quality of our HR capacity makes the organization less competitive.

Therefore, this research is focused on examining LMX relationships influence on the causes of employee turnover.

Anecdotal evidence indicates that the organization's (EFNL) employees are constantly moving to its competitors as a result of the level of relationships between supervisors and subordinates. Therefore, this study adopts the concept and theories of LMX Relationships in investigating the problem of high employee turnover rate in EFNL.

1.4 Research Question

In light of the above stated research problem, this study addresses understated research question using relevant theories in literature on employee turnover and LMX relationships to show how the factors influencing employee turnover and dimensions of LMX relationships affect employee retention in EFNL.

The research question therefore is:

- Why the high employee turnover rate in EFNL?

It is also important, while addressing this problem, to examine the challenges faced by exited employees of EFNL that informs their decision to quit.

1.5 Research Aim and Objective

Literature showed that studies which addressed antecedents and possible consequences of high employee turnover rate in organizations in Nigeria, especially using LMX relationship theory in enhancing employee retention, and reducing high employee turnover rate were mainly quantitative studies (Adenuga, Adenuga and Ayodele, 2013). Consequently, this research study delved into a relatively new ground as there is dearth of research works in this area in Nigeria and Africa using qualitative methodology as stated by Adenuga, et al. (2013). This work provides new insights into what happens when employers fail to formulate policies and strategies that seek to anticipate and fulfill employee perceived obligations or expectations from their employers using a qualitative research approach.

Therefore, the objective of this study is to *investigate the causes of high rate of employee turnover in EFNL, using the concept and theories of LMX relationships*.

1.6 Background to the Study

Enterprise Foundation Nigeria Limited (EFNL) was incorporated 29 years ago (June 1992) principally as a mining and processing company, with Head Office at Ikpeshi, in Edo State of Nigeria. At incorporation, the focus was on production of local raw materials for industries. Various mineral deposits across the country, such as: Limestone deposit at four different locations across the country; Feldspar and kaolin deposits in the South-South region; Barytes deposit in the middle belt region; and Gypsum deposit in Potiskum in the North East region of Nigeria, were all acquired. The company's product lines include: Lime and Dolomite for paints, glass, asbestos, livestock feeds, detergents manufacturing industries; Hydrated lime for water purification and soil liming; Feldspar for glass manufacturers; Kaolin for paints and rubber industries; Barytes for oil drilling services; etc.

The company's main objective is to be an undisputed leader in the provision of best quality local raw materials, especially for industries in Nigeria and sub-Sahara Africa; and save the country and sub-region the pressure on scarce foreign exchange through import substitution for such items. As one of the pioneers in the extractive industry, EFNL had a very good business outing for the first five years after which was the emergence of vibrant competitors. Within this period, EFNL also faced stiff competition from firms importing these raw materials which were said to be cheaper and of higher quality. This compelled EFNL to re-strategize and redefine its operations and products in order to compete favorably in the emerging market.

EFNL is dedicated to providing quality products and services to its customers. As an extractive and processing company, the organization partners with its numerous stakeholders to identify the needs of their customers, and work collaboratively towards not only meeting these needs, but surpassing the expectations of their customers. Management of EFNL believes that by empowering and collaborating with their employees, they will be able to enjoy industrial harmony, higher levels of loyalty, productivity, and improved quality goods and services that will invariably lead to higher returns on investment and long-term corporate sustainability. But against our expectations, we have been experiencing high rate of employee turnover in recent times. The information available at our HR Department shows that the number of resignations from the organization - three months prior to commencement of this research - stood at six per quarter. This gives an average of two resignations per month. These resignations cut across board, i.e. Senior, Supervisory, and lower level employees. It also cuts across different levels of qualification – tertiary, technical, professional, and even manual labour that are more of temporary staff. The routine exit interview conducted by HR Department indicates that some managers and supervisors exit with their proficient subordinates. This is an indication of lack of loyalty and dedication on the part of our employees to the organization.

In an attempt to resolve this, management decided to set up a committee to inquire what could be responsible for this problem. The team, headed by the Production Manager, comprised three other staff members made up of one management, and two middle management staff. Their mandate was to investigate the cause(s) of frequent resignation of staff from the employment of EFNL. They adopted the interview method of data collection, and an in-depth review of exit interview conducted by HR Department at the point of employee exit. The staff were sensitized at departmental meetings on the need for the interviews, and were encouraged to speak without inhibition, as management is concerned about their welfare and improving the existing work conditions. The team interviewed a sampled population of twelve out of the twenty one employees in the company's employment at the time of inquiry.

The interview questions are:

- What do you think the organization should do differently from what it is doing now to retain her employees?

- How do you feel about your take-home pay relative to industry standard?
- What specifically do you think management should do to deserve your loyalty?

Their responses were documented and analyzed subsequently to reveal that majority of those interviewed are not satisfied with the close to absolute powers that their supervisors exercise, and the uni-directional communication flow (top to bottom). On the second question pertaining to how they feel about their remuneration, majority seems satisfied with their pay as it compares favorably with industry's best. While on the third question, majority are of the opinion that management should empower them more and engage them in contributing to decisions relating to their job roles. A review of the exit interviews conducted on employees at the point of exit shows that most exits stem from out-group dyadic relationships, and senior staff resign for fear of lack of career advancement due to the relatively small size of the organization. Hence the need for this study, as only satisfied employees can make EFNL achieve its goals and objectives.

1.7 Implications of High Employee Turnover Rate

Beside the cost implications of constantly recruiting new staff to fill vacancies created by exited staff, high employee turnover rate also negatively impact the quality of an organization's final goods and services, as well as depletion in the organization's stock of Human Capital intellectual capacity. Hence leading to its inability to produce high quality competitive products and services; thereby making the firm's products less competitive in the market. High employee turnover rate has the capability of affecting an organization's output (quantity and quality) with negative implications on income, profitability, cost (recruitment expenses and time), disruption in team dynamics; unnecessary work pressure on those left behind, and importantly, loss in the organization's market share, amongst others.

High employee turnover rate also create instability in the organization, as it greatly affects HR planning and turn-around time in the organization's operations. The quality of locally produced goods and service delivery in Nigeria has been a source of major concern to management practitioners in Nigeria and scholars alike (Ogunfowokan & Mora, 2012). Therefore, there is cause to worry and an urgent need to address issues affecting the quality of our locally produced goods and services in order to remain competitive in the 21st Century globalized market.

High employee turnover rates also lead to avoidable cost associated with the replacement of the employee skill-set and intellectual capital arising from learning curve cost – loss of effectiveness and productivity; time taken by new employees to acclimate to organizational values and cultures (Arishi, Elsaid, Dawi & Elsaid, 2018). Such other costs as fees for recruiting agencies, advertising costs, and administrative costs associated with screening and interviewing prospective candidates can have a toll on organization's resources.

In addition, the implication on company's financial performance using different performance measurement index was glaring, as our Return on Capital Employed (ROCE); Residual Income (RI); Economic Value Added (EVA) etc., have all indicated dwindling performance relative to prior periods. This necessitated the need for this study i.e. to identify and resolve the causes of high employee turnover rate in EFNL using the theory of LMX relationships.

1.8 Role in the research

I took the role of an Insider-Action Researcher (IAR), and as Chairman of the Board of Directors of EFNL, it was relatively easy for me to seek and obtain Board and management's consent to conduct this research, whose outcome is expected to improve the daily task – immediate and workable solutions capable of exposing why there is high employee turnover rate in the organization. According to Barton et al. (2009), the need for practical outcome defines AR, where the environment of the experiment and the actual experiment interact with value creation playing critical roles. I also did not encounter any challenge in accessing required information, as I collaborated with relevant stakeholders to construct initiatives and outcomes through creating and gathering data on identified problem aimed at identifying, reviewing, analyzing, planning and taking actions jointly; and finally, collaboratively evaluating and reflecting on outcomes of actions to inform further investigation(s).

In the course of research, I had reasons to modify my personal disposition to some managerial issues, and adjust my reactions based on new insights. I have been in the organization since inception, except for a period of about eighteen years when I went into politics to serve my people in different capacities as a public officer. Within this period, I only carried out oversight responsibilities, as another officer was sitting in as the Managing Director of the company. On return to the company as Executive Chairman seven years ago, I have collaborated with other management staff to bring my experience in public service to bear in the organization, by implementing strategies that will not only enable us achieve, but surpass our corporate objectives. Of strategic importance now is, enhancing the relationships between employees and the organization, while encouraging the sustenance of harmonious inter-personal relationships amongst employees.

1.9 Thesis Outline

This research is structured into six chapters, commencing with the introductory chapter that features the Introduction; Researcher's pre-understanding; Problem Statement; Research Question; Aims and Objectives of the research; Background to the Study and the context of the organization that the thesis intends to improve organizational learning. The research question was articulated based on the identified work place based problem, as well as the purpose and significance of the study in terms of contribution to practice and theory. Finally, the role of the researcher in the research was clearly stated to avoid bias or stereotyped conclusion.

The second chapter contains the review of relevant literature. It started with an introductory section, leading to extensive review of extant literature via exploration of existing knowledge in the subject matter, i.e. Social Exchange Theory; the concept and meaning of LMX as well as the theories of LMX relationships; Role theory and how they affect employee engagement; dimensions of LMX – Affect, Contribution, Loyalty, and Professional Respect were all clearly defined. Also discussed are Organizational Loyalty and Employee Turnover; the distinction between Employee Attrition and Employee Turnover; the Reason(s) for High Employee Turnover rates in organizations; Reasons for lack of a pool of loyal, dedicated and committed employees; Impact of high Employee Turnover rates on organizations; Resulting issues in HR capacity, were all discussed. Further in this chapter, a review of the various studies on LMX and employee turnover, such as Job security; inter-personal relationships; communication; empowerment; job satisfaction etc., were done, as the research work focuses on literature that brings all these into sync in their impact on LMX relationships and employee turnover. The knowledge gap based on what is available in literature was highlighted. In the final analysis, the research framework and conceptual model was presented.

This is followed in chapter three by taking an overview of the study methodology. The research philosophy and the epistemological and ontological perspectives were presented, as well as social constructionist philosophy. This was followed by the research design and method. The research participants that formed the sample and how they were selected from the population were explained. Data collection method which included Interview, Collaborative Enquiry Group, and Observation were presented alongside with interview questions. The method adopted in analyzing the data was briefly explained and the research ethics summarized before the chapter's conclusion.

Chapter four consists of Presentation and Analysis of Data in AR cycle 1. It commenced with the introduction which was followed by how the questions were administered and key findings identified. This was followed by the analysis of data in AR cycle 1, and Participatory Observation of the researcher.

Chapter five also started with an introduction that was followed by the Collaborative Enquiry Group – the make-up, how they were selected, and how they organized themselves. The discussion of these groups and key findings were presented. Factors affecting staff dedication were examined before analyzing the data derived from the second AR cycle. The chapter ends with the execution of recommendations by the collaborative group discussion team.

The final chapter presented the summary of the thesis; conclusion derived from the research work; Implications of study to the organization, practitioners, and academics. This was followed by limitations of study, and finally, my personal experience as an Insider Action Researcher.

CHAPTER TWO
Literature Review

2.1: Introduction

From the pre-understanding above, it is perceived that the problem of high employee turnover in EFNL is mainly caused by the dyadic relationship between supervisors and subordinates. Hence, the review of relevant literature on LMX relationships and high employee turnover starts with the concepts of Social Exchange Theory and that of LMX Theory and Role Theory. Followed by the Dimensions of LMX which buttressed different aspects of LMX and what they mean to different scholars and practitioners as reviewed under *the different theories of LMX and how they impact employee turnover*. Having examined these, I moved further to examine the concept of Employee Turnover and Employee Attrition to make clear, the difference between both. After a review of the two major concepts upon which this research is based, I went on to briefly examine the organizational problem of high employee turnover, and the key causes.

In examining the concept of employee turnover, I reviewed the reasons for lack of a pool of loyal and dedicated employees; and in examining the organizational problem of high employee turnover I reviewed the impact of high employee turnover on organizations, as well as how this results to issues in human resource management.

Existing literature on studies and works already carried out in this area were investigated, reviewed, and discussed in detail. Having done this, it was then easy for me to identify relevant causes of high employee turnover in EFNL. This informed the research framework and conceptual model adopted to resolve the identified problem.

2.2 Social Exchange Theory

Social exchange relationship theory rests on the norm of reciprocity (Sanman and Bin, 2015).The theory posits that individuals feel more obligated and indebted to others when they have received deliberate help and support that could be financial or non-financial from one or two persons. This sense of indebtedness forces them to reciprocate the received benefit or repay favorable treatment in order to build, maintain and increase inter-personal relationship with the benefactor. The theory stresses that the exchange starts with one party giving a benefit to one or more persons and if the recipient(s) reciprocate consequently, series of beneficial exchanges occur, feelings of mutual obligation between the parties are created (Coyle, Shapiro and Shore, 2007). The exchange, or reciprocation, in social relationships becomes stronger when both partners are willing to provide resources valuable to each other (Sanman and Bin, 2015).

Differences in the degree of commitment via exchange behavior can be better understood by Social exchange theory (Saks, 2004; Andrew & Sofian, 2011). The theory argues that when employees receive economic and socio-economic resources from their organization; they feel oblige to respond in kind and repay the organization by their level of commitment

(Cropanzano & Mitchell, 2005). According to Social exchange theory, subordinates demonstrate more organizational commitment and competency when supervisors provide them with monetary/non-monetary support, since LMX relationships are rooted in a social exchange based on perceived obligation on the part of subordinates to reciprocate high quality LMX relationships. Therefore, according to Wayne & Green (1993), reciprocity is considered a particularly important concept in understanding the relationship between LMX and subordinate behavior. The rewards for social exchanges between organizational members do not only benefit those engaged in the relationship but also impacts positively on the organization.

The Social Exchange Theory is hinged on interactive transaction where an employee reciprocates one good turn with another. This helps to increase inter-personal relationship as they exchange valuable tangible and intangible assets to further the course of one another. This extends to the organization, as employees who receive economic and non-economic resource from their organization feel obliged to reciprocate by putting in more efforts and increasing their degree of loyalty capable of reducing exit tendencies. In other words, when one party does something that is beneficial for another, the other will expect that this action will attract mutual reciprocation. This can be applied to the relationship between employers and employees. An employee will feel obliged to treat the organization right when the employee has the perception that he or she is treated well by the organization. When an employee perceives employer obligations of the psychological contract as fulfilled, the individual will feel obliged to handle the organization well (i.e., adjust in-role behavior).

Moreover, reciprocity nurtures social capital for persons who obey norms of reciprocity and obstructs social capital for individuals that violate them (Mazelis, 2015). Those that violate them are those who perceive a seemingly kind gesture as a right rather than a privilege. While Social Exchange theory is hinged on the norm of reciprocity, such as, support, rewards, and favors that attracts obligation from recipient; LMX theory is hinged on the depth of dyadic relationships between supervisors and subordinates, such as trust and interaction.

2.3 Leader Member Exchange (LMX) Theory

LMX is defined by Dansereau, Graen & Haga, (1975), as the hierarchical relationship between a superior and his/her subordinates; Nystrom (1990) defined the concept as, the quality of shared social interactions between leaders and their subordinates; the exchange between a subordinate and his or her leader (Graen & Uhl-Bein, 1995). It is also defined as the quality of exchange relationship that develops between employees and supervisors (Liden, Sparrowe, & Wayne, 1997); the degree to which subordinates and superiors render support for each other that even goes beyond job description (Truckenbrodt, 2000). It has been defined as, the quality of treatment subordinates receive from superiors and how the subordinates reciprocate (Daisy & Mui, 2004); the quality of shared economic and non-economic resources between subordinates and superiors (Hooper & Martin, 2008); the extent to which subordinates and superiors feel concerned for each other (Stewart & Johnson, 2009). LMX quality is measured in terms of the depth of relationships that exist between leaders and subordinates. Different studies have categorized quality of relationship exchange between leaders and members into high and low (Graen & Uhl-Bien, 1995; Schyns, 2006; Erdogan & Bauer, 2010).

The organizational support theory suggests that supervisor's unfavorable treatment and poor support engender perception of organizational injustices, which in turn disrupt the activities of organizations. Michael (2014), demonstrates that differential treatment by superiors negatively affects perceived procedural fairness because of the high feedback, or input opportunities, sincerity and trustworthiness in information exchange received from superiors. LMX is seen as the hierarchical relationship between supervisors and their subordinates that could be categorized into high or low quality. It arises from the degree of shared economic and non-economic resources between them, and could extend beyond the formal job setting to their informal life. This has the capability of bringing about higher level of employee loyalty and engagement. Therefore, supervisors should prioritize establishment of many high quality LMX relationships with their subordinates in an effort to assist promote overall organizational effectiveness. The ability to achieve this is for supervisors to be abreast with various theories on LMX. According to Bauer, Tayla; Ergoden, Berrin (2015), Leader–member exchange may promote positive employment experiences and augment organizational effectiveness.

2.4 Role Theory

While LMX theory posits that leaders do not have identical relationships across their subordinates in the work group, but develop unique dyadic relationships with each subordinate; the role theory believed that such relationship results during the process of role-making, taking, expectations and fulfillments. The role theory posits that the relationship between the dyads developed over time and is in stages. At first stage, a leader initiates roles and sends to subordinates who accept the prescribed roles by their employer or employer's agent (Martin, Thomas, Charles, Epitropaki and McNamara, 2005). The leader then evaluates the feedback, reactions or behavior of subordinates based on first roles initiated and sent to subordinates.

After this stage, relationship between the dyad then progress to role-making stage, where the direction of the relationship begins to be defined before they finally enters role routine stage, where clear mutual understandings and expectations develop and the nature or directions of the relationship stabilizes (Martin et al; 2005). Liden and Graen, (1980) indicated that in-group and out-group membership tend to develop fairly quickly in role making stage and remain stable to role routine stage. The development of relationship between dyad thus take series of steps from initial interaction between superior and subordinates, superior delegation of series of task assignments and responsibilities, member behavior and attributions of leader's intention (positive or negative) concerning the task assignments, and finally the superior attributions of members' behavior and their subsequent responses (Nur et al, 2012). It is the process of role initiating, role making and role routing that the leader discovers relevant talents, motivations, and limits of the members in order to maintain stable relation.

However, this relationship will become strong when subordinate reciprocates in a fair manner. Dunegan et al. (2002); and Lagace et al. (1993), demonstrated in their studies that leaders in high-quality LMX relationships reduce role conflict, role ambiguity, and role overload.

The role theory asserts that LMX relationship is built during the process of role-making, role-taking, role-expectations, and role fulfillment. The type of relationship that exists between leaders and subordinates is formed when leaders evaluates feedback from subordinates during the role initiating, role making, and role routine stages where the leader will identify relevant talents, motivations, and limits of members using one or a combination of the dimensions of LMX.

2.5 Review of Extant Theories of Leader Member Exchange Relationships

Most of the previous researches on LMX relationships and employee turnover focused on Western countries (Cropanzao et al., 2017; Zhang, Lam, & Deng. 2017; Flickinger, Allscher, & Fiedler, 2016). Previous researches that examined the LMX – employee turnover relationship in non-Western countries are scarce (Fapohunda, 2019).

Many scholars of organizational behavior studies have studied the relationship between leadership styles and its outcomes. They have shown that the relationship between leaders and their subordinates have important effect on employee attitude and behaviors.

The theory of LMX was first brought into focus by Graen et al. (1975), who explained interdependent dyadic relationships and how it functions in an organization. LMX theory departs from most traditional leadership theories that assumed an ‘average leadership style’ (ALS) in leader behavior across subordinates (Liden, Sparrowe and Wayne, 1997). This theory is premised on a supervisor forming a separate dyadic relationship with each subordinate.

The quality of relationship between supervisor and subordinates is better understood by LMX theory which posits that leaders do not interact uniformly with subordinates because of limited time and resources; hence it presents a unique lens to study leadership (Graen & Uhl-Bien, 1995; Liden et. al, 1997; Schriesheim, Castro, & Cogliser, 1999; Sparrowe & Liden, 1997). This theory originates from the idea of ‘vertical dyad linkage’ (VDL) – the exchange relationship between leader and subordinate (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975). It is an aspect of Social Exchange theory that focuses on the relationship between subordinates and superior. Graen (1976), argues that research should focus on the relationship between leaders and subordinates within the supervisor-subordinate dyad, rather than the supervisor and his other work group. Dansereau et al. (1975), therefore coined the term ‘Vertical Dyad Linkage’ (VDL) to describe the dyadic relationship between leaders and subordinate. VDL theory focuses on the reciprocal influence processes within dyads. The latest version (2016) of leader–member exchange theory of leadership development explains the growth of vertical dyadic workplace influence and team performance in terms of selection and self-selection of informal apprenticeships (mentors and role models) in leadership (Graen, & Canedo, 2016).

The LMX theory postulates that time and resource constraints make leaders to develop good/close or high quality relationship with only few subordinates while sustaining a formal relationship with the rest. The theory indicates that leaders develop, maintain and engage in economic and social exchanges with some subordinates that extend beyond the employment contract and with others that do not progress beyond the employment contract. This notion has made several researchers on LMX to recognize the relationship between subordinates and leaders into in-group and out-group (Ansari 2001; Valenti, Leposava and Dejan, 2015; Leow and Khong, 2015; Dansereau, et. al., 1975). They indicated that in-group otherwise known as high-quality LMX is associated with high trust, interaction, support, and formal/informal rewards. In-group members are given more information by supervisors and report greater job latitude. These in-group members reciprocate by making contributions that go beyond their formal job duties and take on responsibility for the completion of tasks that are most critical to the success of the unit.

Thus, high quality LMX dyads exhibit high degree of exchange in supervisor-subordinate relationships characterized by mutual liking, trust, respect and reciprocal influence. Since employees in high-quality relationships are trusted by their leader, they are provided with more decision latitude (Townsend et al., 2002) and empowerment. However, lower quality LMX relationships are characterized by a more traditional supervisor-subordinate relationship based on hierarchical differentiation and the formal rules of employment contract (Dansereau, et al., 1975).

The out-group or low quality LMX is characterized by low trust, interaction, support, and rewards. These group members perform the more routine, mundane tasks of the unit and experience a more formal exchange with supervisors. Other than resources, leadership may be influenced by time, though temporal but a key element of organizations which could have multiple effects on organizational members and culture. The length of time that a subordinate has been under the supervision of the same person is a key variable that reflects temporality in LMX relationship. For the longer the length of time, the more subordinate become acclimated with his/her job requirements and supervisors' expectations.

Consequently, the longer an employee work for same supervisor, the less impact supervisors' leadership behavior has on work performance. Turnover rate is higher among the 'out-group' than the 'in-group (Valenti, et. al., 2015). If above position articulated by Valenti et. al. (2015) is true, it thus imply that we have more of our organizational members in the out-group hence we are experiencing high employee turnover rate in EFNL. But there could be a cultural perspective to the type of relationship that exist between supervisors and subordinates in the workplace.

Hofstede (2001), examines this cultural perspective by focusing on the Power Distance of people in different cultures. He asserts that there are cultures with high power distance and cultures with low power distance. This can be likened to in-group and out-group LMX relationships on a broader scale. Hofstede (2001), defined power distance between a boss (B) and a subordinate (S) in a hierarchy as: the extent to which B can determine the behavior of S and the extent to which S can determine the behavior of B, that is accepted by both B and S and supported by their social environment, is determined by their national culture. This definition is informed by the definition of Mulder (1977), who defines the concept as the degree of inequality in power between a less powerful individual(I) and a more powerful other (O), in which I and O belong to the same loosely or tightly knit social system. He further added that, in large power distance culture, superiors and subordinates consider each other as existentially unequal; the hierarchical system is based on this existential inequality; while in small power distance culture, subordinates and superiors consider each other as existentially equal. The hierarchical system is just an equality of roles established for convenience, and roles may change, so that a subordinate today may be a boss tomorrow and verse versa.

2.6 Dimensions of Leader Member Exchange

Drawing from the theory of LMX, Dienesch and Liden, (1986), proposed that LMX is composed of three dimensions: perceived contribution; loyalty; and affect. They also admit that there could be other LMX dimensions besides contribution, loyalty and affect. Trust, openness, respect and loyalty are among those other dimensions. Similarly, Bhal and Ansari (1996); empirically demonstrated that measuring the quality of interactions in LMX could be translated into just two dimensions: perceived contributions and affect. Moreso, Liden, Sparrowe and Wayne (1997), and Liden and Maslyn (1998), came out with a four dimensional LMX model which include contribution; loyalty; affect; and professional respect. This four dimensional model of LMX that is briefly explained below is the most comprehensive and the focus of most researchers (Leow and Khong, 2015).

2.6.1 Affect LMX: This refers to the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values. Such affection may be manifested in the desire for and/or occurrence of a relationship which has personally rewarding components and outcomes - for example, a friendship (Valenti, et. al.; 2015). This affect LMX can be initiated by social exchange(s) between supervisors and subordinates, or by dyadic relationships between supervisors and subordinates. Inter-personal attraction is seen to be strong in EFNL as subordinates form cliques and have strong bond that extends beyond the work environment. Hence, a resigning employee is able to influence his/her subordinate to resign with him/her and move to another organization. This is an indication that inter-personal bond (Affect LMX) amongst colleagues is stronger than that between employees and the organization - a narrative this research intends to re-write, for if the reverse was the case, there would not be preponderance of joint resignation as revealed in the pre-understanding and review of exit interviews conducted by HR Department at point of exit.

This dimension was examined through establishing the degree of personal relationships among our workforce and the possible implication this could have on employee turnover.

2.6.2 Contribution LMX: Liden and Maslyn (1998), explained contribution as perception of the current level of work oriented activity each puts forth towards the mutual goals (explicit and implicit) of the dyad. Important in the evaluation of work activity is the extent to which a subordinate member of dyad handles responsibility, and completes tasks that extend beyond the job description and/or employment contract; and likewise, the extent to which the supervisor provide resources and opportunities for such activity (Liden and Maslyn, 1998). The more willing and proficient a subordinate is at his/her task, the stronger the relationship between the dyad.

This dimension rest more on the skills and competence of a subordinate that a supervisor will want to reciprocate by extending attention and care to the subordinate. In fairness to our employees, contribution LMX is quite strong in EFNL as each and everyone tries to put in his/her best to ensure they earn their wages. But what is not certain is, whether they do so to further the course of the organization, or they exert their energy and skills to please their supervisors. The review of exit interview conducted by HR Department revealed that supervisors often time resigns with at least one of their subordinates. It could be that they exit with their most capable and efficient subordinate. Implying that contribution LMX affect the rate of employee turnover in EFNL. Either way, the organization is worse off for loosing staff.

I measured this dimension by examining the degree of discretion employees are allowed to exercise in the discharge of their duties, and the moral and infrastructural support accorded them by the organization or their supervisor.

2.6.3 Loyalty LMX: Liden and Maslyn (1998), defined loyalty as the expression of public support for the goals and the personal character of the other member in the LMX dyad. Loyalty involves faithfulness to the individual that is generally consistent from situation to situation. This involves firm support for each other in the LMX dyad. This loyalty LMX forms the basis (bed-rock) of the level of turnover experienced by organizations. The support of employees towards achieving the goals of an organization; and support of the organization towards the employees achieving their individual goals, determines the extent of loyalty each accords the other.

The organization has always held its staff welfare in high esteem, as it believes that they are a very critical factor amongst all the factors of production. It ensures that their remuneration is industry competitive; the work environment is conducive; the technology is up to date etc. Hence, it is expected that employees will reciprocate by being loyal and willing to enjoy a rewarding career with the organization. But the current situation proves otherwise, for a loyal employee will not consider an exit opportunity, but instead look forward to retaining in the organization in pursuance of his/her career dreams.

Here lies the crux of the research problem. It can be inferred that, where there is positive expression of support by management for the wellbeing of employee. The employee will feel being part and parcel of the organization, and hence will do his/her best to further organizational goals and not consider an exit opportunity. This faithfulness is said to be hinged on firm support for each other.

2.6.4 Professional Respect LMX: Liden and Maslyn (1998), defines professional respect as perception of the degree to which each member of the dyad had built a reputation within and/or outside the organization of excelling at his or her line of work. Their perceptions may be based on historical data concerning the person, such as: personal experience of the individual, comments made about the person by individuals within or outside the organization; and awards or other professional recognition achieved by the person; membership of professional bodies, etc. Thus it is possible, though not required, to develop a perception of professional respect before working with or even meeting the person (Liden and Maslyn, 1998). This has to do with honor and regard in the organization or work-place.
This dimension is not so pronounce in EFNL, as professionals form a small proportion of the entire work force (both permanent and casual staff). And majority of the professionals are in management cadre.

This is relative to professional members of the organization; hence, I assessed the rate of turnover among the professional group, and tried to find out if professional leaning has any influence on the rate of employee turnover.

A study by Omobude & Umemezia (2018), revealed that all four dimensions of LMX have significant impact, with loyalty having the greatest impact as predictor of organizational citizenship behavior.

2.7. Employee Attrition and Employee Turnover

It is important to briefly distinguish between employee attrition and employee turnover, as they both indicate exit of employee from an organization. Though, for the purpose of this research, we are focusing on turnover. Employee turnover has been a focus of interest to organizational scholars (Kim, 2010).

Attrition represents the normal life cycle of employment, such as: employees who move, retire, pass away (death), leave the organization to raise a family, or go for higher studies or additional skill acquisition. This represents the usual ebb and flow of staff through a company. In this case, employees leave not because they have a problem with their organization or their jobs, but as a matter of choice and unfolding life scenario. Attrition tends to be higher in organizations whose employment policies are skewed towards hiring older and more experienced hands.

According to Soyibo (2002), turnover is the degree of individual movement across the membership boundary of a social system; and Panes (2001), regarded it as a process type of concept. It is the percentage or quantity of workers who quit or leave an organization to look for new employment opportunities (Pohler & Schmidt, 2016).

Employee turnover as a term applies to those employees who leave the organization due to termination; resignation to take a better job; or having a feeling of minimal growth potentials; or dealing with hostile or discriminatory work environment. Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi et al. 2000). While Price (1977), defined employee turnover rate 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. Aside economic effect, uncontrolled employee turnover can actually have social and psychological effects on organizations (Mbah & Ikemefuna, 2012).

Turnover is more about organization, while attrition is more about employee. High turnover rate is indicative of sub-optimal work conditions, such as low wages, lack of adequate training, leadership ineffectiveness, lack of commitment etc. while low turnover rate is indicative of good work environment where staff feels appreciated, work as a team, have room to move up the corporate ladder, and are satisfied with their jobs (McQuerrey, 2018).
Akintayo (2007), distinguished between voluntary and involuntary turnover by saying that voluntary turnover is initiated by the employee and via quit notice or resignation; while involuntary turnover is not initiated by employee but comes via dismissal, layoff, retirement, and death.

Management may not have much control over attrition, but the bulk stops on their table when it comes to turnover. Attrition and turnover are synonymous as they describe the departure of an employee, indicating the end of an employment relationship. At some point, an applicant is excited, enthused, energized, and motivated about the opportunity to work for an organization; and at some other point, that excitement, energy, enthusiasm, and motivation is lost, and then they quit. The most common reason employee would decide to leave an organization is the disposition of the leader and the kind of organization the employee works (Fapohunde, 2019). However, management must strive to reduce employee turnover rate by implementing strategies that tend to promote inclusiveness in the work place because of the harm employee turnover does to business performance.

2.8 Organizational loyalty and Employee Turnover

Employee loyalty specifically can be seen as a two-way (reciprocal) path between the organization and its employees. According to Kumar and Shekhar (2012), if the organization desires its employees to be loyal, they must earn it by creating a stable and challenging workplace. Organizational loyalty is seen by Bloemer and Odekerken-Schroder (2006), as an emotional assurance of employees' ambition to involve and remain determinedly constant and responsible with the organization.

Different researchers hold different views about loyalty. While some sees it as an action-oriented approach which deals with the behaviour of employees, others sees it as the commitment employees have for their organizations. But Martensen and Gronholdt (2006); noted, that the fundamental principle underlying the concept of employee loyalty is emotional attachment. That is, the degree or extent to which employees feel concern, care, liking etc. for the organization and the depth of their sense of loss should they lose their relationship with the organization. This emotional attachment can be either active or passive.

Further, Cook (2008), in lending credence to this notion, contributed to the literature on loyalty, by introducing taxonomy of employee loyalty that categorizes the concept either as active or passive. By active, he meant the subjective feelings and desires of employees to stay with an organization. Such feelings and desires devolve from employee feelings that organizational goals are congruent with his/her own goals. Whereas, passive loyalty is that state of mind or phenomenon which captures employee dissatisfaction, but employee do not want to leave the organization due to some lucrative benefits derived there-from, or what he stand to lose when he leaves. Once these benefits disappear, employee no longer remains loyal to the organization. This taxonomy was further buttressed by Meschke (2016), who introduced the concept of '*tripartite employee loyalty'*- which states that loyalty revolves round supervisor; working group; and the organization. Pointing out however, that employee loyalty towards these groups may conflict with each other, as employees do not display the same loyalty towards their supervisor, working group, and organization, at the same time. Rather, their loyalty towards one or more of these groups differ due to their potential outcomes, hence a valid and reliable measure of employee loyalty is inevitable.

However, Al Qudah, Yang, and Anjum (2018), stated that some researchers identified two basic approaches to determining employee loyalty – attitudinal and behavioral approaches. From attitudinal approach perspective, loyalty refers to an employee psychological inclinations, feelings, identification, attachment or commitment to the organization. They were however quick to add that the cognitive nature of this approach makes loyalty measurement difficult and questionable. On the other hand, the behavioral perspective approach sees loyalty as an obvious observable phenomenon that can easily materialize in the context of employee-organization relationships. An investigation by Antoncic and Antoncic (2011), on the relationship between employee loyalty and firm's growth, found that employee loyalty and firm's growth are positively associated. In other words, for a firm to grow, its employees have to be loyal and remain in the organization over a long period of time, rather than seek the slightest exit opportunity.

We have seen loyalty to be an attachment (emotional and physical) an employee feels and display towards achieving the goals and aspirations of an organization. Loyal employees remain in the organization and significantly affect the quality of goods and service delivery to customers as a result of their familiarity with the organization's mode of operation.

The reason(s) for the weak emotional attachment that has been found to propel the desire to resign from an organization and how LMX relationships mediates those factors remains the main focus in this research.

2.9 Reasons for high employee turnover rate in organizations

There are several reasons for high employee turnover rate in organizations, but the following are specifically projected by most researchers.

2.9.1 Fulfillment of Expectations: Mowday, Steers and Porter (1982), postulates that individuals come to organizations with certain needs, desires, skills and various expectations hoping to meet and satisfy these various expectations. The tendency would be dissatisfaction if these expectations are not met, which could lead to reduction in organizational commitment of the individual or outright withdrawal from the organization. Most employees expect job satisfaction from their jobs, and this is a key determinant of turnover. Many researchers are of the view that employees are the strategic power of an organization. That makes it imperative for management to take initiatives to ensure a robust employee motivation scheme capable of enhancing overall employee performance and retention, leading to delivering quality products and excellent service offerings.

When translated into the context of the work environment, the implication of this is that when employees perceive or believe that management have duly considered and taken good care of their well-being and development, this induces in them that attitude and unsolicited willingness to reciprocate, and as such tend to submit for a mutual exchange to take place with greater ease. Due to its creation of future obligation, the norm of reciprocity tends to convert one-off interactions into long-lasting relationships (Coleman, 1998). The reason is that, the norm of reciprocity entails meeting the expectations of parties concerned (Carlin & Love, 2013), and the fact that individuals, in general, reciprocate favorably when treated positively and that culture plays a part in how individuals tend to react (Jung et al., 2014).

2.9.2 Equity and Fairness: Ogan and Konovsky (1989), opines that if subordinates perceive fair treatment in the organization, and are confident that such fair treatment will continue, they are more likely to feel the need for a reciprocal social exchange relationship with the organization. Perceived equity and fairness in pay, and promotion procedures, performance appraisal and fair treatment received from work environment that may enhance greater commitment and continuity.

In a study by Kausar (2017), who examined the direct association among LMX and turnover intention of employees, examining the mediating role of organizational trust in the association among LMX and Turnover Intention as well as examining the moderating role of fairness perception among LMX and organizational trust. He found that LMX and organizational trust were negatively related to turnover intention, and fairness perception moderate the relationship among LMX and organizational trust. He also found that there is positive association among LMX and organizational trust, i.e. that the relationship between LMX and turnover intention is stronger when mediated by organizational trust.

2.9.3 Empowerment: Empowerment focuses on sharing power and delegation of authority within the organization; hence it is manifested in the organizational structure. Researchers are of the view that empowerment can be achieved through delegation or sharing of power (Conger and Kannugo, 1988). Power in this context is having authority and control over resources and to make decisions. Empowerment has also been seen as set of psychological states that are necessary for individuals to feel a sense of control in relation to their work. They described empowerment as a process of enhancing feeling of self-efficacy among organizational members through the identification and removal of conditions that foster powerlessness. That is, psychological empowerment does not create the environment for job alienation to manifest.

2.9.4 Job Security and Opportunities: Individuals who have a strong perception that their job is secure may be more committed than others who do not. In addition, an employee who perceive that his job is not secure and have limited chance to get job in the labor market may be committed to his or her present organization (passive loyalty). However, when an employee feels his/her job is insecure but has good chance of finding and getting another job elsewhere may be less committed to the organization and take advantage of the slightest opportunity to quit. Job insecurity could be seen as the challenge of employed people who feel threatened that they may lose their jobs. Job insecurity is synonymous with threat to unemployment (Abolade, 2018).

2.9.5 Role Stress: Dysfunctions in role performance have been associated with a large number of consequences, almost always negative, which affect the well-being of workers and functioning of organizations. Jaros (2007); opined that an individual's experience of receiving incompatible or conflicting requests (role conflict), and/or the lack of enough information to carry out his/her job (role ambiguity), are causes of role stress. Role ambiguity, overload and conflict decrease worker's performance and are positively related to the probability of workers leaving the organization.

The findings of a study carried out by Mbah & Ikemefuna (2012), using a sample of 300 employees of Total Nigeria Plc., showed that:

- Job satisfaction reduces employee turnover intention
- Indices like employee initiatives, autonomy, individual competences, self-approach etc. reduce employee turnover
- Less supervision, clarity of roles, job functions and so on reduce rate of employee turnover intention
- Pay package alone cannot enhance full satisfaction. That in addition to pay package, other intrinsic elements are required to motivate workers to remain on their jobs.

Role stress is seen to positively affect employee turnover intent, and as such management should endeavor to reduce role stress by clearly defining job schedules and hierarchical structure (line of reporting).

2.10 Reasons for lack of a pool of loyal, dedicated and committed employees

The same reasons given above for high employee turnover rates in organizations can also serve for not having a pool of loyal, dedicated and committed employees. But beyond these and of major importance is the relationship between the managers and the managed, i.e. supervisors and subordinates. Much of subordinates loyalty; dedication and commitment; exit decisions stem from their relationships with their supervisors and colleagues (Cheung and Wu, 2012).

Extant literature has shown that the quality of supervisor and subordinate relationship does not only determine the level of employee engagement, but also helps in improving performance, organizational commitment and organizational citizenship behavior, and reduces possible turnover intention (Hui, Law, and Cheng, 1999; Truckbrodt, 2000; Walumbwa, Cropanzano, and Goldman, 2011). A high quality perceived exchange relationships lead to higher member satisfaction, commitment, better performance and lower intent to turnover (Gerstner and Day, 1997; Markham et al, 2010). The works of some researchers (Salanova et al., 2008; Demerouti et al., 2001; Schaufeli and Bakker, 2004), also confirms that higher levels of supervisor-subordinate relationship amongst others lead to low turnover intentions.

2.11 Impact of high employee turnover rate in organizations

According to Akintayo (2007) and Adewoyi (2002), studies on labour turnover behavior as it affects job performance effectiveness and organizational productivity in terms of goal achievement have been conducted by various researchers across countries of the world.
Certain amount of turnover is unavoidable, but too much can ruin a company (Reh, 2014).
High employee turnover is not only perplexing and frustrating, it is also very costly. Apart from compensation such as exit benefits accruable, cost associated with recruiting and on-boarding a new employee can be enormous.

According to Reynolds (2017), it costs a lot to hire an employee … companies also have to deal with a learning curve. It could take up to two years for a new hire to become completely productive. This exposes the organization to the negative prospect of lower productivity until new employee becomes thoroughly familiar with the job. Lower quality products and services; high recruitment and training cost; downward sloping market share etc. results from high employee turnover rates. High employee turnover rates also lead to costs associated with the replacement of employee skill set and intellectual capital, cost of training, loss of effectiveness and productivity, and time taken by new employee to acclimate to organizational values and culture (Arishi, Elsaid, Dawi, & Elsaid, 2018). This aligns with Smith (2009) assertion, which stated that, employee turnover is expensive.

High turnover also puts extra work pressure and responsibilities on other members of the organization and creates an atmosphere of insecurity and negativity capable of damaging an organization's public reputation. There is this erroneous belief, that the traditional focus on hygiene factors, such as pay and hours of work, are superior to the more difficult contextual factors and social considerations. Other social and contextual factors may contribute as significantly as pay to employee employment decisions.

Specifically, high employee turnover rate has the potential of affecting an organization's productivity, revenue, profit, cost, time, team dynamics, customer service, loss of organizational knowledge and reputation amongst others. High employee turnover rate could translate to reduced productivity, as employees who have more experience in an organization will be more aware of the organization's policies, goals and how to fulfill their roles in the organization. Fresh hires often require time to learn the rules and fulfill their roles. Hence, organizations with high employee turnover will tend to be saddled with more inexperienced hands, and so, suffer from lower worker productivity. This also could translate to loss of revenue and profit, as the organization will continually incur such avoidable expense as hiring, training or onboarding expenses; severance package where applicable; advertisement or solicitation cost, interviewing cost (time & money) etc.

As employees leave an organization, especially experienced employees, the organization witness depletion in its stock of intellectual capital. Such loss cannot be fully quantified as they manifest in different dimensions, ranging from poor customer service, turn-around time, low morale, additional burden on colleagues, product quality etc. High employee turnover rate such as witnessed in EFNL could mean a reduction in the quality and capacity of our HR and hence reduced innovation, which reflects in the quality of our final products that could make the organization less competitive and unprofitable, thereby threatening her going concern concept.

Grzenda & Buezynski (2015), argued that high employee turnover, is a ubiquitous phenomenon that negatively affects business entities. Stressing that Business owners and leaders who are able to implement strategies to reduce employee turnover may promote compelling benefits such as sustainable revenue, improve efficiency and productivity, reduced costs of employee replacement and training, motivated and happy employees, healthy and great work environment, excellent relationship between all levels of employees, reduced unemployment rate and poverty rate, empowered families with access to social amenities. Hongvichit (2015), stated that losing trained workers affects profitability and sustainability; therefore, controlling and predicting employee turnover should be an essential practice in most business sectors. The importance of mitigating employee turnover to foster business continuity and sustainability cannot be overemphasized (Fapohunda, 2019).

2.12 Resulting issues of high employee turnover in human resource capacity

Employee retention can avail an organization a pool of high caliber workforce capable of positively affecting the organization's bottom line. Organizations can reduce turnover rates by providing adequate training and mentoring, rewarding employees for a job well done and creating an organization culture of trust and confidence. According to Al Qudah et al. (2018), a critical review of substantial body of literature on quality orientation, reveals that no attempt has yet been made to ascertain whether or not, transformational training programs affect quality and loyalty orientation of employees, and if they do, how? Also, what role does employee loyalty plays in this nexus? What effects does training programs organized by HR team have on quality orientations and commitment, and what is the mechanism of such effects? Training is a content-based activity often time generally away from the workplace, with a trainer leading the process and aiming to modify a person's behavior or attitude (Mullins, L. 2010).

According to Ariyabuddhiphongs & Kahn (2017), most employee turnover intentions and actions are related to poor leadership qualities in managers because the leadership qualities of a manager are a strong predictor of employee turnover. Managers who possess transformational leadership qualities contribute to developing employee engagement, employer branding, and psychological attachment (Sahu, Pathardikar, & Kumar, 2018).They also opine that, imparting transformational leadership training can help generate psychological attachments with employees capable of reducing the employee turnover rate.

Employees that work with transformational leaders become supported, inspired, more loyal to the organization, and are less likely to search for employment opportunities. Their perception of their supervisors' leadership style influences their decision to stay with or leave the firm (Alatawi, 2017; Gyensare et al., 2016).

Employers who value the needs of employees and seek to motivate them create strong bonds with their staff, which positively influence employee retention (Sarmad et al., 2016).
High employee turnover summarily implies a downward slopping trend in the intellectual capital of an organization, albeit the high cost of recruitment and lower return on investment. Notwithstanding the level of experience of a new hire, it takes time to train and onboard each newcomer, so that he can have a complete understanding of the organization; his roles and responsibilities in the organization. The continuous training and retraining of new hires, whose mastery and efficiency falls short of exited old hands puts stress on other employees who could have been exerting their energy on contributing to their organization's bottom line.

In a study by Dwesini (2019), she recommended that managers should use a wide range of strategies including: HR management practices, organizational culture and commitment, compensation, skills development, engagement and embeddedness, job satisfaction and work-centred work environment, to reduce high labour turnover. This can be achieved through having the right recruitment and selection strategies in place where the right candidates with the right skills, abilities and attitudes are placed in the right jobs, thereby ensuring candidates with the right values, career goals and plans that align with the culture of the organization are brought on board. Turnover can occur when employees feel they don't fit-in or fully comprehend their roles. High employee turnover rates will lead to problem with employee retention for the organization.

2.13 Studies on LMX and Employee Turnover

Having considered LMX theory and having looked at the detailed reasons for employee turnover, I now examine how LMX has been studied in relation to employee turnover – and in particular studies that have considered the Nigerian context. Various studies have examined the impact of LMX on employee turnover. However, most of these empirical studies were conducted outside Nigeria. For example, Akhabue (2015), investigated the influence of leader-subordinate relationship on organizational commitment in South Africa. The empirical study showed that there is a relationship between leadership style and quality of LMX, and this relationship has a direct bearing with individual's loyalty. The empirical research also confirmed that transformational leadership has a positive relationship with normative commitment. It supported the fact that transformational leaders often employ expressive tactics that appeal to the emotions of their followers. The influence and inspirational motivation of transformational leaders makes the followers to identify with the leaders in respect of the organization goals, vision and values. The study looked at leadership style in examining organizational loyalty, but did not tell how that leadership style specifically impacts the subordinates in terms of determining the relationships devolving there-from. The study dwells majorly on the 'Affect dimension of LMX, thereby ignoring the other dimensions, which are of no less importance.

Of importance in this current research are the four dimensions of LMX and their influence on the identified factors that affects employee turnover rate. What the organization need to do to improve and sustain the genuine affection of its employees towards the organization.
Ilies, et al. (2007), provides a meta-analytic review of the relationship between the quality of LMX and citizenship behaviors performed by employees. The result of their review based on 50 independent samples indicated a moderately strong, positive relationship between LMX and citizenship behaviors. The study suggests that improving the quality of LMX will increase subordinates' sense of loyalty; development and maintenance of a mature dyadic relationship will benefit not only the supervisors and the subordinates, but also the organization as a whole in the achievement of organizational growth and sustainability.

According to Ogunfowokan and Mora (2012), the challenge in delivering quality goods and services in Nigeria is compounded by the problem of poor attitude among organizational members and lack of highly skilled and experienced employees. They conducted a cross sectional study of patients at the general out-patient department (OPD) of the National Hospital Abuja, Nigeria to determine the level of satisfaction of patients with the services received. The cross-sectional study was carried out through administering questionnaires on 320 randomly selected patients of which 270 responded. The analysis of response revealed that patients are not getting the desired satisfaction, i.e. inefficient service delivery. It also showed that employee turnover in the hospital is high as most of their experienced staff are taking up foreign job offers in other countries. The essence of this is to show that high employee turnover is not majorly dependent on LMX relationships, but also a function of the reward system in place, which is not peculiar to EFNL or the extractive industry alone, but also permeates other sectors of the economy.

Other evidence emerged that most Nigerians appear to have poor attitude to work and this poor attitude is prevalent among public and private sector workers (Okechukwu, 2010). But his study didn't go further to identify the reason(s) predisposing this poor attitude. Could the crux of poor attitude be attributed to the relationship between supervisors and their subordinates?, or other factors such as work environment, compensation, career prospect, work-life imbalance, frustrations deriving from other factors, etc. At EFNL, given that we have satisfied some of these possible pre-disposing factors and the situation still persists, I therefore in this study, focused on the effect of LMX relationships on the causes of employee turnover.

Several studies have also examined the causes of high employee turnover rate among organizational employees in Nigeria and other African nations. One of such studies by Adenuga, Adenuga and Ayodele (2013) that examines the causes of high employee turnover rate coupled with frequent strike actions by Clinical Laboratory Scientists in Ghana. Their study used a sample size of 141 medical laboratory scientists from various Public Health Institutions to examine loyalty and commitment as predictors of turnover intentions. Using two standardized instruments to measure loyalty/commitment and turnover intentions, they found a linear positive relationship between the predictor variables and the criterion variable (turnover intentions).

One of the major causes of high employee turnover common to the studies is job satisfaction which is usually predisposed by poor work conditions. But in recent time, a number of studies have also indicated that quality of subordinates and superior relationship could explain much of the level of loyalty among subordinates. They indicated that due to technological advances that have created enormous challenges in the work place, quality subordinates and superior relationship may help subordinates who would have been unable to meet the challenges that technologies have brought to work setting to quickly cope, adapt, apply and improve on the use of new technologies thereby reducing stress and frustration and reducing employee turnover in organizations. Therefore, high level quality of subordinate-leader-member relationship could result in greater efforts to deliver top-quality services in efficient manner and reducing employee turnover rates.

Some studies on LMX theory describe how leaders develop different exchange relationships over time with various subordinates of the same group (Daisy and Mui, 2004). A considerable body of research has shown that high quality supervisor-subordinate relationships are characterized by perceived contribution, loyalty, affect and professional respect (Moreso, Liden and Maslyn, 1998). It is useful in creating a better platform for organization's effectiveness and efficiency (Chaurasia & Shukla, 2013). It would improve loyalty, which in turn may have significant impact on competitiveness, and reduce employee turnover rate. But these studies did not specify the degree to which these supervisor-subordinate relationship characteristics (Contribution, Loyalty, Affect, and Professional respect) impact turnover intentions.

In spite of these studies, little is known on the quality of subordinates and superior relations that exist in the Nigeria public and private sectors. In addition to the fact that the quality of leader member exchange is increasingly gaining ground in reducing exit rate, only few studies have employed the four dimensions of LMX proposed by Liden and Maslyn (1998) to predict organizational loyalty and hence turnover intentions (Ansari, 2001; Leow and Khong, 2015). Okechukwu (2010); asserts that a one or few dimensional LMX will not capture the whole range or forms of relationships that a leader can have with subordinates. Pointing out that the motive behind any relationship varies from the self to the transcendental other motives. While self-motive breeds low quality relationship, the mutual and other motives breed high quality relationships. Stressing that entering a relationship with this motive will make an employee accept that the wellbeing of the other person should have priority. He concluded that one dimensional LMX does not reflect the various forms of relationship a leader may have with subordinates.

Shaalan, Elsaid & Elsaid (2019), carried out a study in the telecommunication sector in Egypt using a sample of 319 employees to test the effect of LMX on employee turnover intent using intercultural competence as a moderating variable. They used employee turnover as the dependent variable and LMX as the independent variable, where LMX as a variable is measured by its four dimensions. They found a significant positive relationship between LMX and employee turnover intent and an indirect relationship between LMX and employee intent in the presence of intercultural competence. This result contradict many Western studies such as those carried out by (Schyns et al., 2007; Gerstner & Day, 1997) that found a negative relationship between LMX and employee turnover intent. This contradiction adds more credence to the statement by Collins (2010) that, the exact nature of the relationship between LMX and employee turnover intents remains equivocal.

Above mentioned studies tend to propose a need to increase the perceived quality of exchange relationships between supervisors and subordinates in order to bring about higher level of organization members' satisfaction, higher performance and lower turnover intentions. These can be achieved by looking at specific studies under the various themes below:

2.13.1 LMX, Job Security and Employee Turnover

Sanman and Bin (2015); examined the moderating effect of LMX on the relation between job insecurity and employee turnover. The study revealed that data collected from 314 employees and tested, indicated a negative relationship between qualitative insecurity, and affective commitment alleviated as LMX increased. Furthermore, their empirical study revealed that a positive relation between quantitative insecurity and continuance commitment decreased as LMX increased. In other words, as the level of LMX relationships increased, the less employees think about their job security; the longer they want to remain in the organization and align their goals with those of the organization. Otherwise, the tendency will be for employees to eagerly seek other employment opportunities where they feel their interest is better guaranteed. Thereby increasing the rate of staff turnover in their present organization, and also increasing the urge of wanting to work with another supervisor where they perceive a high challenge of getting another job in the labour market. This leads to job tenure (dyadic duration) being a subordinate characteristic that has been shown to predict the quality of LMX relationship in organizations. Job-tenure dyadic relationship effect is difficult to measure adequately in EFNL as most of our employees have very low dyadic duration upon which to measure this impact.

Owence, Pinagase, & Molotsi (2014), in a study carried out on the Causes and Effects of Staff Turnover in an Academic Development Centre in South Africa, using sampled data of 14 staff members, revealed that poor working conditions and job insecurity were major push factors why employees resign from organizations. They also found out that lack of career prospect and lack of well-defined career path and promotion policies were also found to be push factors in staff departure puzzle.

2.13.2 LMX, Inter-Personal Relationships and Employee Turnover

The study of Soldner (2009), shows that the quality of interpersonal relationship between supervisor and subordinate influence rating above and beyond performance; which goes to show that the longer a supervisor and subordinate work together, the more compromises they make, and the higher the understanding and performance of the subordinate overtime. Lending credence to this, Vecchio (1998), examined the role of LMX, objective performance, employment duration, and supervisor ratings among Bank Tellers employed at 12 branches of a medium-sized bank. The LMX model was used to test LMX as a potential moderator and mediator. Findings for the relationship between LMX and dyadic duration found dyadic duration to be positively correlated with performance. Increases in employment duration were found to be associated with more favorable supervisor ratings and improved objective performance. These imply that the longer a subordinate work for same supervisor, the less impact the supervisor leadership behavior has on performance.

Prior to this work, Vecchio and Norris (1996), attempted to predict employee turnover from performance satisfaction, and LMX. They found that there exist an inverse correlation between subordinate satisfaction with their supervisor and turnover, indicating that subordinates who are satisfied with their supervisors were less likely to quit.

Their study showed that LMX is consistently related to subordinate performance, but not consistently related to subordinate turnover. Implying that, LMX has little or no impact on employee turnover, but on job performance. Supporting this, Beehr et al. (2006); Mueller & Lee, (2002); Stringer (2006), have been able to link LMX to subordinate job satisfaction. Beehr et al. (2006), examined LMX variables that are related to supervisor satisfaction with and liking of subordinates. They also examined entity relationships in form of similarity between supervisor and subordinates values. Their findings show that supervisor satisfaction with subordinates and supervisor liking were positively related. The uniqueness of this study is that LMX relationship was examined from supervisor perspective. Stringer’s study found high quality LMX relationship to be positively related to both intrinsic and extrinsic employee job satisfaction. They also found that subordinates in high quality LMX relationship have more effective communication, trust, and responsibility, making them more satisfied with their jobs, leading to higher productivity, and hence helping their organization become successful.

2.13.3 LMX, Communication and Employee Turnover

Mueller & Lee (2002); conducted a study of LMX and dual communication strategy in a civil engineering company in South Korea. LMX was found to positively impact subordinates communication and satisfaction when receiving feedback and also the need to give upward feedback, thereby concluding that LMX quality influenced subordinates feedback-seeking strategy preferences. Therefore, it is important that a supervisor convey to their subordinates the goals and mission of the organization. An organizational culture that is able to accomplish this awareness will permeate a sense of belonging and identification with the organization, thus positively influencing subordinates’ loyalty to the organization. But job satisfaction and performance cannot be distanced from commitment and employee turnover. For a less satisfied employee will not perform his/her job roles maximally, and will be disgruntled and less committed thereby increasing the urge to seek alternative means of enhancing his level of satisfaction on the job he does.

2.12.4 LMX, Locus of Control (Empowerment) and Employee Turnover

Martin et al. (2005), carried out a study in a financial services organization to examine the relationship between locus of control, LMX, and other work related outcomes (i.e. intrinsic/extrinsic job satisfaction, work-related well-being, and organizational commitment). Their findings revealed that subordinates with an internal locus of control develop higher quality relationships with their supervisors, as well as more favorable work-related outcomes. They showed that LMX mediated the relationship between locus of control and work-related outcomes, including loyalty. The less the control; the more the ability to explore employee discretion, the better for the organization as innovative tendencies are encouraged and brought to bear.

Although LMX can be considered a job resource, post hoc analyses showed that the model with LMX as an antecedent of other job resources fits better than the model with LMX as a job resource not preceding other resources. This underscores the role of supervisors in creating resourceful work environment for their subordinates. This resourceful work environment should be seen to be enhanced by the organization in order to shift the focus away from supervisors to the organization.

2.13.5 LMX, Job Satisfaction and Employee Turnover

Mbah, & Ikemefuna (2012), investigated the concept of job satisfaction and employee turnover intention in Total Nigeria Plc. They found that job satisfaction reduces employee turnover. They also found that standard and competitive pay structure, conducive nature of work, and efficient supervision are necessary corporate strategies to reduce employee turnover.

In a study of the influence of personal factors on workers turnover intention in work organizations in South West Nigeria, Babajide (2010), found that motivational incentives that could foster workers' job satisfaction and commitment capable of providing equitable measure of reward system commensurate with workers' job performance are strong determinants of employee turnover intention.

More generally, the findings of Eisenberger et al. (2010), suggest that both required and discretionary behaviors should be considered when studying leadership in organizations. The fact that they found LMX to be more strongly related to individual targeted behaviors than to organizational targeted citizenship behaviors further supports the relational focus on LMX and indicates that reciprocation is more likely to occur in interpersonal as opposed to organizational realm. Secondly, they suggest that managers should pay special attention to the quality of the supervisor-supervisee relationship and other interpersonal constructs in organizations in which cooperation, helping, and altruism are important for organizational effectiveness. According to LMX literature, the quality of LMX is negatively associated with subsequent employee turnover. In addition, subordinates who receive supervisor support may stay longer and contribute more to the organization.

But Dhruv, Fern and Ramon (1989), reported only a small statistically significant relationship between supervisor satisfaction and turnover. Their result significantly noted that supervisor support and job satisfaction consist of distinct and separate constructs. However, there has been limited research analyzing perceived support in the organizational environment and its distinctiveness from job satisfaction. In pursuing this course further, Eisenberger and Shanock (2006), found that organizational support theory may be expanded to provide subordinates with support as a means by which supervisor mutual favorable treatment comes from the organization. Supervisor's perceptions that organization valued their contribution and cared about their well-being were found to be related to subordinates perception of support by supervisors. Thus, organization's supportive treatment of supervisors may add value to perceived organizational support and performance of subordinates.

When employees develop strong loyalty to supervisor but not to the organization, performance problems and turnover may be more likely following the exit of supervisor. Perceived high organizational LMX could lead to higher degree of loyalty and altruistic employee disposition (in-role and extra-role) to the organization. Hence, Kim, & Yi (2019), in a study on the Impact of Leader-Member-Exchange and Team-Member-Exchange on Nurses' Job Satisfaction and Turnover Intention, recommended that it is more important to improve leader-member exchange than team-member exchange, by putting policies in place to train leaders to improve on their leadership and communication skills to enable them carry out regular consultations with their staff members on behalf of management.

In another study carried out by Kwarfo (2012), on the Nature and Causes of Labour Turnover in Golden Star Resources Wassa Mines in Ghana, it was found amongst other things that some of the causes of employee turnover are unsatisfactory wages and salaries relative to what obtains in other firms, availability of job alternatives, mismatch between hired labour and regular employees, unhealthy ethics and culture, and lack of opportunities to pursue higher education. This was supported by Nyaga (2015), in a study of the Assessment of Employee Turnover on Organizational Efficiency, who recommended that management should encourage career development in organizations by ensuring that HR management offer various technical certification courses that will help employees enhance their knowledge, encourage growth and career development of employees through coaching and by helping employees to achieve their personal goals; and also putting in place, development efforts through job rotation, cross-training, mentoring, internships, coaching, and career strategy groups.

It can be seen from above literature that all these factors are positively impacted by the relationship that exist between supervisor and subordinates (in-group dyad relationship), and negatively impacted by such relationship that is termed ‘out-group’ between supervisor and subordinates. So, I in the course of this research took a critical look at the depth of relationships between these two parties – supervisors and subordinates.

2.13.6 LMX Career Prospect and Employee Turnover

A well-defined career prospect is a *sine-qua-non* to employee loyalty and retention. It improves efficiency, productivity, profitability, and innovativeness, as employees would want to give their best in pursuing their career growth. In a study by Ogony, & Majola (2018), using 127 KwaZulu-Natal Department of Arts and Culture employees, found that the causes of employee turnover at the KZNDAC are lack of career advancement, lack of promotion, unsatisfactory working conditions, and unsatisfactory salary, and work stress, amongst others.

In this chapter it is discovered that there were different reasons for high employee turnover rate in organizations. But cutting across all the reasons given by different researchers are the relationships that exists between supervisors and subordinates. High employee turnover rate was seen to be detrimental to organizational success and sustainability, as it deprives the organization of highly skilled and experienced manpower, and as such reduces organization’s human capital capacity aside the cost implications.

It therefore behooves on organizations to provide some form of monetary and non-monetary support (Socio-economic exchanges), such as: Profit sharing, Bonus pay (Christmas bonus, leave allowance, medical bonus etc.) for their employees in anticipation of reciprocal actions from the employees.

2.14 The Knowledge Gaps

It can be seen from the relevant literature reviewed that the problems seem more complex and peculiar, as the outcome of studies in some countries and organizations do differ even when same parameters are used. The implication is that other factors that are subjective in nature such as, socio-political, economic, cultural, belief system and emotions are of importance in studying high employee turnover rate via enhancing LMX relationships.

EFNL have established well equipped training center for knowledge and skill acquisition; encouraged dual communication flow; competitive remuneration package relative to industry standard; reduced hierarchical control and encouraged team building; established clear progressive career path etc. - these are some of the reasons adduced for high employee turnover. Yet the problem of high employee turnover rate still persists. Implying that, there are no universal reason(s) applicable to all employees across board for resigning from firms, and secondly, there is dearth of literature in the subject area in underdeveloped and developing countries especially Nigeria where there exist abject poverty, starvation, deprivation and mass unemployment.

Also, most of the researches conducted thus far adopted quantitative methodology which does not take into cognizance, the qualitative factors (socio-cultural, belief system, emotional and psychological) that could influence employee decision to exit or remain with an organization. The available literature dwells mainly on potential issues associated with employee turnover and identifies many of the reasons which were discussed. However, there are a number of other non-quantitative issues that require further investigation where the various findings of work thus far conducted do not sufficiently inform the problem under study.

The factors that influence employee decisions in countries where there are no sufficient job opportunities; where the basic psychological needs of man are lacking; where there are no basic social amenities, social securities, where there is extended family pressure, cultural differences etc.; will definitely differ from those that influence employee decision in other economies where such social considerations and opportunities are available. The relative relevance of these factors for employees in local Nigerian context, given the likely importance of the socio-cultural considerations at play will differ in terms of their influence on employee decision. According to Tan (2014; 414), “a social phenomenon is not a product of individual behaviors, on the contrary, individual behaviors are the products of social, cultural and environmental factors”.

Of utmost relevance and well-grounded in the reviewed literature is the concept of LMX and its impact on employee turnover. Hence it is appropriate to use the concept of LMX as a framework for this research as it would focus the findings principally on quality of interactions between supervisors and subordinates, and the environment in which these interactions are taking place, which defines the type of accepted relationship norms, that may vary from culture to culture.

Specifically, facts from literature review indicated that positive LMX relationship correlates employee loyalty which has the capability of reducing employee turnover and ensuring organizational competitiveness. But employee loyalty can either be to the supervisor or to the organization or both. Commitment based on high level LMX is often to the supervisor and does not guarantee low employee turnover rate as the subordinate is most likely to exit with supervisor to a competing firm. But when employee commitment is to the organization, low turnover rate is guaranteed as subordinates owe their allegiance and commitment to the organization, and not their supervisor, and hence remain loyal to the organization even when their supervisor resigns or move to another organization. There has not been much study on differentiating between employee loyalty to their supervisor, and loyalty to the organization adopting LMX relationships framework; also, most of the studies conducted adopted quantitative methodology in examining LMX relationships and employee turnover. Bringing about subordinates loyalty to the organization and not only to their supervisor, is one of the aims this research intends to achieve.

The literatures reviewed showed that the reasons for employee exit from organizations are peculiar, but a more general and common reason is the depth of relationship that exists between organizational members. If the relationship is more of "in-group" and less of "out-group", the tendency will be lower turnover rate, as high turnover rate portends negative consequence for an organization's human and economic resources.

TABLE 2.1: Summaries of Main Papers Referenced in Literature

Focus	**Studies**	**Framework**	**Findings/Gaps**	**Relationship with identified problem**	**Relationship with LMX Dimensions**
Poor goods and service delivery	Ogunfowokan and Mora (2012)	High ET being a major reason for poor quality goods and service delivery	They didn't investigate what could be responsible for the high rate of ET in the hospital	We have seen a drop in our share of the market.	Contribution LMX
Poor goods and service delivery	Okechukwu, 2010	Lack of adequate commitment	Causes of less commitment which could lead to dissatisfaction and resignation.	High turnover rate	Loyalty LMX
Causes of high	Adenuga,	Applied the	Non consideration	How loyalty can be	Loyalty

turnover rate	Adenuga & Ayodele (2013). Dwesini (2019) Owence, Pinagase, & Molotsi (2014).	various dimensions of commitment. Strategies to reduce high employee turnover. Qualitative study using open-ended interview method.	of what could lead to employee dissatisfaction. Wide range of strategies to be adopted in reducing high employee turnover rate. Poor working conditions and job insecurity are major factors for high employee turnover.	enhanced with LMX relationships. Management to strengthen HR policies Management to strengthen HR policies.	LMX
Influence of personal factors on workers turnover intention	Babajide, E. O. (2010). Rehana Kausar (2017)	How personal factors could influence turnover intentions. Direct association among LMX and turnover intention of employees.	Found motivational incentives could foster workers' job satisfaction and loyalty. LMX and organizational trust were negatively related to turnover intention, and fairness perception moderate the relationship among LMX and organizational trust.	Management to consider personal factors in meeting employee expectations. Leaders to be conscious not to betray organizational trust in employees.	Affect LMX
Influence of leader-subordinate relationship	Akhabue (2015)	How leadership style could influence loyalty and reduce ET	Study limited to leadership style	How leadership style affects inter-personal relationships.	Affect LMX
LMX and	Valenti,	Impact of LMX	Quantitative	Quantitative method	Affect

Organizational Commitment.	Leposava, and Dejan, (2015)	on OC in Western and non-Western economy	analysis	cannot capture the emotional/psychological angle to ET.	LMX
Job satisfaction	Mbah, S. E. & Ikemefuna, C. O. (2012)	The concept of job satisfaction and ET intention	Quantitative analysis	Job satisfaction is majorly derived from hygiene factors. Quantitative factors alone cannot exhaust the concerns.	Affect LMX
LMX to test supervisor-subordinate relationship	Hongdan and Yong (2012)	Application of quantitative data	Qualitative data were ignored	There are qualitative influences in relationships.	Loyalty LMX
Relationship and mentoring	Leow and Khong (2015)	Quantitative application	Non recognition of qualitative factors	Relationships are influenced by sentiment.	Affect LMX
Job insecurity and OC	Sanman and Bin (2015)	How job insecurity could breed disloyal employee	Other factors may be more important than job security to employees	To see how insecurity is affected by relationships.	Loyalty LMX
Influence of dyadic duration on turnover	Soldner (2009)	Length of time employee work under a particular supervisor	Study examined the subject from supervisor perspective, and not from both perspective.	Both supervisors and subordinates are involved in our identified work place based problem.	Loyalty LMX
LMX and dual communication	Mueller & Lee (2002) Kim, M. H. & Yi, Y. J. (2019)	How dual communication can help reduce turnover. How dual communication can help reduce turnover	Dual communication may not be important to some employees. Very important to improve leader-member exchange than team-member exchange.	To consider the influence of communication on LMX relationships. Putting policies in place to train leaders to improve on their leadership and communication skills.	Affect/Loyalty LMX
Influence of Remuneration on ET	Kwarfo, E. K. (2012)	How unsatisfactory wages affects employee	Found wages and salaries to have strong influence on employee	To constantly scan the industry and match the industry average.	Contribution LMX

		turnover	turnover.		
Relationship between locus of control, LMX, and other work related outcomes	Martin et al. (2005) Mbah, S. E. & Ikemefuna, C. O. (2012)	Less control strengthen relationships between supervisors and subordinates. Role Stress as work related outcome.	Study focused on relationships between supervisors and subordinates, not on employees and organization. Role stress is seen to positively affect employee turnover intent	Organization is affected by turnover. This study focused on improved relationship between employees and employers. Management to reduce role stress by clearly defining job schedules and hierarchical structure.	Contribution/Professional Respect LMX

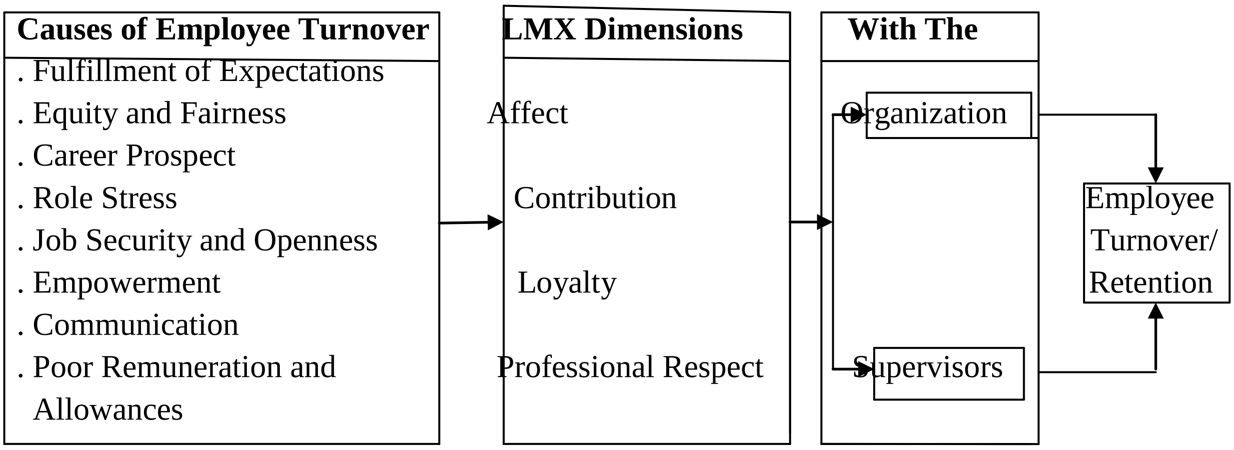
Source: Field Work 2019

Our experience in EFNL is such that when a supervisor disengages, he takes with him our very capable and skillful employee(s). This indicates that there exists high level LMX relationship between them. The loyalty of subordinates often time is to their supervisors and not to the organization. Part of our task in this research is to find how employee loyalty to the organization can be enhanced and sustained.

2.15 Research Framework and Model for Investigation

This framework and model informs how I undertook the research, using the key ideas and knowledge from literature. The visual representation of the study variables as a model for this investigation is presented below:

FRAMEWORK OF THE MODEL OF RESEARCH



Causes of employee turnover are mediated by LMX dimensions which affect management and employees, leading to employee turnover or retention. LMX dimensions are found in employees, and causes of employee turnover are found in organization.

CHAPTER THREE
Methodology

3.1 Introduction

This research is geared towards investigating the cause(s) of high employee turnover rate in EFNL; and the influence of LMX relationships on these causes. The aim is to examine how EFNL can reduce the high employee turnover rate that leaves the organization with relatively inexperienced and less skilled workforce that makes it difficult for the organization to compete favorably in the emerging 21st century global market. To resolve the problem of high employee turnover rate and contribute meaningfully to available literature on this subject. The research philosophy which sets out the paradigm of this research aligns with the social constructionist paradigm as opposed to the other paradigms (functionnalist; interpretivist; and radical-humanist) that Morgan (1980) asserts can be used to guide and shape research in the Social Sciences. This social constructionist paradigm is seen as most appropriate as it locates the researcher in the work place and provides opportunity for the researcher to construct/identify problem, implement solutions, and reflect on the outcome of solution to further reformulate the problem until it is resolved.

Studies like, Leow and Khong (2015), Hongdan and Yong (2012), Sanman and Bin (2015), Mueller & Lee (2002), (Stinglhamber, and Vandenberghe, 2003). Hsiow-Ling Hsieh (2015), Valenti, Leposava, and Dejan, (2015) etc. examined the causes of high employee turnover, and they found poor remuneration; poor work environment; inadequate training and well defined career path; lack of empowerment; high level of control; poor communication, and lack of high quality LMX relationships etc. as some of the reasons for high rate of employee turnover intent. Each exit is dependent on unique employee discretion, which shows that different motives are brought into consideration in reaching exit decisions. And the different reasons affect individual employee differently, as those that could make one employee exit may not be sufficient to inform the exit decision of another, because of their uniqueness. Consequently, quantitative analysis alone does not seem to adequately capture the whole essence of a study on LMX and employee turnover, hence the need to adopt a qualitative methodology. It is a methodology that emphasizes “sense making” or understanding a phenomenon, rather than predicting or explaining. Hence, the pre-requisite for qualitative analysis requires a creative and critical investigative mind-set based on ethically enlightened and participant-in-context attitude.

According to Easterby-Smith, et al. (2008), there are several qualitative methods, such as: AR, grounded theory, phenomenology or case study that can be adopted to study the same phenomenon. In this study, I used the AR method. AR method locates the researcher in the actual environment where the study is taking place.

Therefore, I attempt to understand the challenges faced by employees that inform their exit decisions. For this study, the appropriate method that would enable me achieve desired result is the qualitative AR method. It is used to explore the what, why, and how of a research problem (Yin, 2007). It involved critical reflections which enabled me brought in various dimensions to the analysis of data with a view to having deeper insight. According to McNiff and Whitehead (2009), critical reflection is a crucial and important feature of an AR investigation. It is a continuous process of reflection on outcome of actions at each stage of an investigation, that demand observing the process as it is being put to action. That is, watching how it is manifesting; reflecting on outcomes of actions as regards how it is meeting the desired need, and how the process can be improved.

In this chapter therefore, the various research perspectives are briefly discussed with a view to comparing different methods that enabled me select the research method used in achieving desired outcome. This was followed by research philosophy that discussed the positivist and social constructionist philosophies. The research design, population, and sampling technique were all discussed under the research actions. The data collection method which identified sources of data is explained in this chapter. Also discussed is method of data analysis, and finally the conclusion.

3.2 Research Philosophy

Philosophy in research shapes how to formulate problems and research questions, as well as how to seek information that provides answers to the questions (Creswell, 2013).
According to Oxford University Press (2015), Philosophy is the study of the theoretical basis of a particular branch of knowledge or experience. As it relates to research design, Creswell (2013, p.16), asserts that "philosophy is the use of abstract ideas and beliefs that inform our research". Various philosophical positions have been studied by different schools of thought and they have been adopted by different researchers in investigating research problems. Such philosophical stance as pragmatism, empiricism, social constructionism, positivism, interpretivism, post-modernism and hermeneutics have been variously adopted.

3.2.1 Epistemological and Ontological Perspectives

The theoretical format upon which epistemological and ontological perspectives are specified is discussed in this chapter. Comprehension of theoretical issues is fundamental and valuable to the researcher in directing the research process. According to Easterby-Smith et al. (2008); Johnson and Duberley (2000), it can provide clarifications on the research design, not only as it relates to data required and the collection process and method of analysis, but also as to how it offered useful answers to the research questions.

3.2.2 Epistemology

This is concerned with the nature of knowledge, its justification, and how it is acquired (Lewis-Beck et al, 2004). According to Easterby-Smith et al. (2012), positivism and interpretivism are the two main epistemological approaches in management research. Positivism asserts that the only legitimate source of knowledge is sense data, through which reality is experienced (Thorpe and Holt, 2008), and its properties are measured through objective methods (Easterby-Smith et al. 2012). While interpretivism is epistemologies about how knowledge of the world is gained by relying on interpreting meanings that people accords their concepts and actions (Lewis-Beck et al. 2004). But this research study is situated on social constructionist epistemology as it is assumed that social realities influence and inform the decisions that are reached by employees.

Epistemological Position

Positivism ⟷ Constructionism

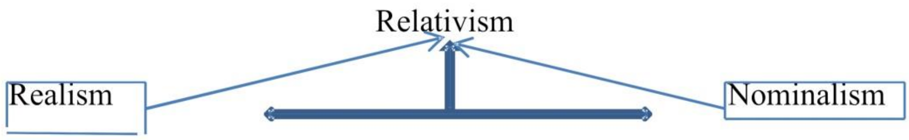
The positivists are more akin to adopting quantitative, experimental, and quasi-experimental research approach and perspectives because of controlled environmental factors and inanimate research inputs.
It believes that knowledge is only hinged on logic, observation of the scientific world, experience, and empirical verification. Identifying how and why people behave in certain ways, and connecting facts to arrive at theories that explain such behavior. Positivist approach is more used in pure sciences and often aligns more with quantitative methodology.

Interpretive paradigm is a more recent approach that came as an alternative to the positivist paradigm. According to Thorpe and Holt (2008), interpretivism understands peoples' behavior in the social world in relation to internal and external environment. Fore-runners of social constructionist paradigm posit that social science is best explained when we attach meaning to the world, that reality is determined by people rather than by objective factors (Easterby-Smith et al., 2008). This research is therefore designed with a focus on Social Constructionist paradigm.

3.2.3 Ontology

Ontology is concerned with the nature of the world and existence (Lewis-Beck et al. 2002). Research uses ontology to take a position on – what there is to know (Thorpe and Holt, 2008). According to Easterby-Smith et al. (2012), there are three main ontological perspectives: realism, nominalism, and relativism. But this research is situated in the realm of relativism, as it assumes that reality is a dynamic spectrum of relationships between supervisors and subordinates, where different employees may have different levels of relationships and multiple realities according to social conditions and contexts (Easterby-Smith et al., 2012).

Fig. 1 Ontological Perspective



Legend: The sign ⬆ denotes the position of this study

3.2.4 Social Constructionist Philosophy

This philosophy is based on the belief that there is no absolute truth. As such, people attach meanings to or make sense of the world around them (Easterby-Smith et al., 2008). Social researchers prefer to adopt the constructionist paradigm because it enables them better understand reality (Creswell, 2007). The major advantage of the paradigm is its ability to address how exchange processes occur overtime, to comprehend individual's meanings and add to knowledge creation or development of new theories. In terms of data collection, it is more natural than artificial. The analysis of collected data is mostly subjective as different researchers could have different interpretations using same data for the same situation (Shah and Corley, 2006). However, the social constructionists are often better off with qualitative research methods such as grounded theory, AR, cooperative and collaborative inquiry, narratives etc. Case study and survey research methods are best for relativists (Esterby-Smith et al., 2008).

Choice of research philosophy influences research design, data collection, interpretation, and final research outcomes. In view of this, I used the social constructionist paradigm, as it best address the research questions and enabled better understanding of why there is high employee turnover rate in EFNL. Greenwood and Levin (2007), added that, AR can be used also as a qualitative approach, and after due consideration of characteristics, this research adopts the AR approach.

For this research work, I am involved as an IAR or Scholar-Practitioner Researcher, so the collaborative AR approach was adopted to examine the identified work-place based problem. As I collaborate with some staff to identify the problem, studied the problem together, took action and evaluate outcomes, applied necessary solutions by reflecting on the outcomes in resolving the problem. Most importantly, it facilitated the inclusion of action, research, and participation, which are vital elements in an AR study. Further to this, the spiral AR cycle of constructing, planning, taking action and evaluating outcome were used to resolve the identified problem.

3.3 Research Design

I adopted an AR qualitative methodology based on data collected from interview of research participants. AR locates the researcher in the actual environment where the study is taking place. In AR, the researcher is an integral part of the situation that is being investigated. It involves researcher in a spiral cycle of construction, planning, action, reflection, and reconstruction based on outcomes of actions. It is used to explore the what, why, and how of a research problem. Critical reflection on outcome of action is a crucial and important feature of an AR investigation. It is a continuous process of reflection on outcome of actions at each stage of an investigation, which demand observing the process as it unfolds in action. That is, watching how it is manifesting; reflecting on outcomes of actions as regards how it is meeting the desired need, and plan how the process can be improved. AR provides ample opportunity for the researcher to collaborate with others in the environment where the research is taking place and partake in the process of execution of actions. It also encourages a continuous refinement of processes and actions in a cyclical manner of making the outcome of a process form the basis for the establishment of another process in a continuous cycle. Hence, the choice of this method in investigating the identified work place problem that informed this research.

The selection of a research design is informed by the research questions and objectives (Saunders, Lewis and Thornhill, 2009). The research design explains the methodology to be used in collecting and analyzing data in order to achieve the research purpose (Easterby-Smith et al. 2008). Choice of method and design goes beyond the purpose, practice and norm, to include the organizational setting, historical background, political and ethical considerations; and importantly, the characteristics of field research (Buchanan and Bryman, 2007). As a result of the nature of research, the design was influenced by organizational politics. Research participants were selected from the population in no specific order, but it was ensured that they cut across the three strata of work group categorization – Junior, senior, and management teams.

Since the quality of LMX by subordinate cannot be manipulated, social constructionist analysis was deemed best for the qualitative AR study, and the Interview method of data collection was used to obtain information from employees of EFNL.

3.4 Research Method

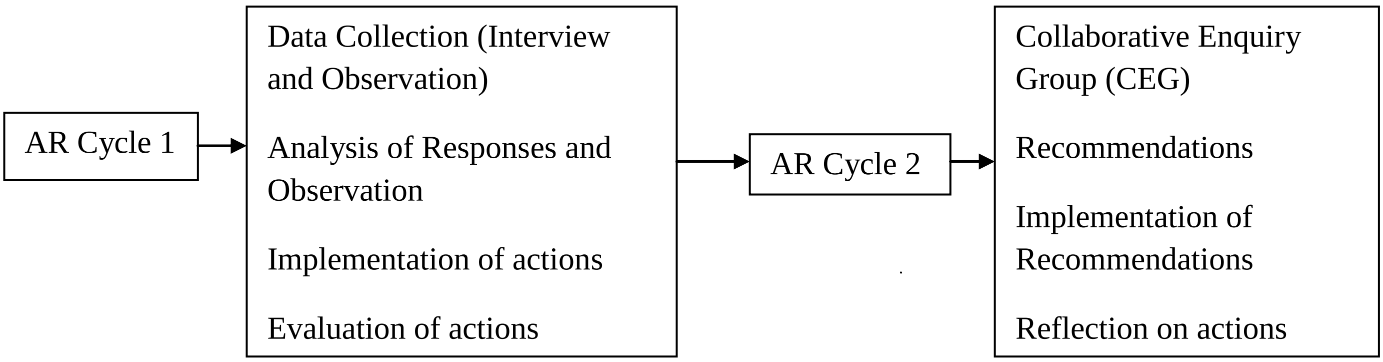
I adopted an AR qualitative methodology based on data collected from interviews and summaries of participant's observations. As earlier explained, AR locates the researcher in the actual environment where the study is taking place. In AR, the researcher is an integral part of the situation that is being investigated.

According to Creswell (2007), there are four main forms of data collection applicable to qualitative research (interview, observation, documents and audio-visual). The interview form of data collection is probably the most frequently used for qualitative research, and it is adopted here because it enabled interviewees expressed themselves fully without inhibition or keeping to limits or boundaries. Prior to conducting the interview, participants were requested to sign the consent form, and they were assured of the confidentiality of their information - the data will not be used for any other purpose than the research.

Having identified a research problem and deciding on the use of qualitative AR methodology, the next step was to clearly define the boundaries of an AR cycle as there may be several cycles of AR before the identified problem is resolved. This qualitative research method process was sub-divided into different AR cycles, starting with an initial AR cycle, which dwelt on establishing the immediate and remote cause(s) of high employee turnover rate in EFNL, and then, how LMX could aggravate or ameliorate these causes. The outcome of this initial research cycle informed the next cycle and formed the basis upon which second AR cycle was built.

In this qualitative AR research work, I started constructing and diagnosing the first AR cycle with formulating interview/discussion questions; through administering the questions on interviewees; to analyzing responses; execution of actions based on the analysis; reflecting on outcomes of actions to ascertain if the problem necessitating the investigation has been solved, and if not, the subsequent question(s) to form the basis of commencement of another AR cycle. It was therefore designed to be in phases of several AR cycles until the identified workplace based problem is completely resolved. How I went about implementing these AR cycles are addressed in chapters 4 and 5 below. In diagnosing the problem, interview questions were formulated based on findings from literature review and participant observation. The actions taken were based on findings from the analysis of interviewees' responses and participant's observation. I then collaborated with the management team to implement the outcomes of the analysis whose results were evaluated through critical reflection on the results relative to pre-study status.

These processes are diagrammatically represented below:



3.5 Research Participants

There were two sets of research participants – one each for the two AR cycles thus far conducted in this investigation. The first set was made up of 20 employees from EFNL on whom interviews were conducted; while the second were made up of 12 members of same organization that were grouped into teams to discussed the questions that devolved from the completion of the first AR cycle.

3.5.1 The Population

The population of this study is comprised of all employees in EFNL. Total number of employees in the firm is 39, made up of 21 permanent and 18 casual staff. From this population, sample of 20 employees made up of only permanent staff were engaged. The reason for selecting only permanent staff is because they are the ones that have employment relationship with the organization, and they are the ones that can resign. The temporary staffs are hired wage earners and are not into any employment relationship with the organization, as they can choose to stop work without having to formally resign. A sample size of 20 out of the 21 permanent staffs was chosen, leaving out a staff that was on oversea training at the time of conducting this interview. The sample cuts across the three strata of work group categorization, namely: Management, Senior, and Junior staff.

3.5.2 Sampling

Sampling is a process of studying small number of population to generalize conclusion about entire population. Given that the population is small, the sample is made up of almost the entire population. The essence of sampling is to overcome the challenge of studying entire population which might be impossible or cumbersome. A representative sample that has same characteristics with population can therefore be used to generalize research outcomes of the total population. In this study, given that the population is known and finite (21), I took a sample size of 20 employees which is about the entire population. This means that 20 respondents were interviewed in EFNL. However, it was impracticable to have a proper sampling frame of all employees in various categories; hence a convenient sampling method of the entire permanent staff, except the one on oversea training, was adopted in executing the first phase of this research.

But for the second phase, a sample of 12 employees - 3 each from the 4 major departments, cutting across the three staff categorization (Junior, Senior, and Management), were selected. Each departmental Head was requested to nominate 2 staff, one each from junior and senior categories to serve in the group discussion team. The four teams were headed by the four departmental Heads with me as a coordinator, and no staff served in a team headed by his/her departmental Head.

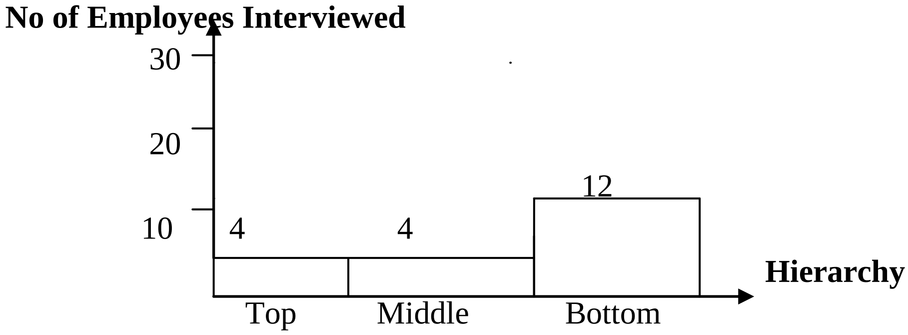
The sampled distribution of interviewees is as presented in Table 3.1:

Table 3.1: Sampled Distribution of Interviewees

S/N	Stakeholders Engaged	Strater	Unit/Dept	Years of Exp.	Period 2018	Purpose
1	Employee	Top	HR	8 years +	Sept – Feb	RC1 Interview
2	Employee	Top	Engineering/Ops	10 years+	Sept – Feb	RC1 Interview
3	Employee	Top	Fin/Accts	7 months +	Sept – Feb	RC1 Interview
4	Employee	Top	Mkt/Sales	3 years +	Sept – Feb	RC1 Interview
5	Employee	Middle	HR	2 years +	Sept – Feb	RC1 Interview
6	Employee	Middle	Engineering/Ops	1 year +	Sept – Feb	RC1 Interview
7	Employee	Middle	Fin/Accts	9 months +	Sept – Feb	RC1 Interview
8	Employee	Middle	Mkt/Sales	2 years +	Sept – Feb	RC1 Interview
9	Employee	Bottom	Mkt/Sales	10 mths +	Sept – Feb	RC1 Interview
10	Employee	Bottom	Mkt/Sales	1 year +	Sept – Feb	RC1 Interview
11	Employee	Bottom	HR	2 years +	Sept – Feb	RC1 Interview
12	Employee	Bottom	HR	4 years +	Sept – Feb	RC1 Interview
13	Employee	Bottom	HR	2 years +	Sept – Feb	RC1 Interview
14	Employee	Bottom	Engineering/Ops	5 mths +	Sept – Feb	RC1 Interview
15	Employee	Bottom	Engineering/Ops	2 Years+	Sept – Feb	RC1 Interview

16	Employee	Bottom	Engineering/Ops	1 year +	Sept – Feb	RC1 Interview
17	Employee	Bottom	Engineering/Ops	1 year +	Sept – Feb	RC1 Interview
18	Employee	Bottom	Fin/Accts	2 years +	Sept – Feb	RC1 Interview
19	Employee	Bottom	Fin/Accts	6 mths +	Sept – Feb	RC1 Interview
20	Employee	Bottom	Fin/Accts	9 months +	Sept – Feb	RC1 Interview

RC 1 = Research Cycle 1
Years of Exp. = Working experience
All the interviews were conducted in August, 2018.



3.6 Data Collection

According to Creswell (2007), there are four main forms of data collection applicable to qualitative research (interview, observation, documents and audio-visual). The interview form of data collection is probably the most frequently used for qualitative research, and the one I found more suitable for use in AR Cycle 1, as it elicits the immediate feelings of the interviewees. Prior to conducting the interview, participants were requested to sign the consent form. The participants were assured of the confidentiality of information and that the data will not be used for any other purpose than the research. The Group discussion method was used in AR Cycle 2, where the unresolved issues devolving from AR Cycle 1 were subjected to further examination. While, participant observation method was engaged in both AR Cycles.

3.6.1 Interview Method

Semi-structured interview questions were used to collect data for the first phase of this AR study. The questions were finalized following an initial pre-understanding, and were designed to relate easily to the research questions intended to draw out the principal concerns. Some of the interviews were recorded and imputed under the coded name of respondents in order to allow for ease of recall and clarification of specific points should the need arise. Each of the interviews were personally transcribed to enable seamless review of the impact of questioning technique and also to reflect on possible avenues that could lead to the emergence of further enquiry.

As the interview process was going on, I was able to reflect on the answers in an attempt to identify instances of closed questioning that led to being seen as leading the discussions. Where such was identified, the point was brought up again in a follow-up discussion.

Some of the interviews were recorded after obtaining permission from the participants to do so and notes were taken, as it is sometimes difficult to grasp everything during the interview process, hence note taking became an alternative approach. The interview embedded two forms: researcher's observation and face-to-face chat. The first enabled me take cognizance of verbal cues and interpret nonverbal expressions; while the second involved note taking, and recording in some cases, with respondents consent. These notes were taken to ensure no expressed thoughts in the interviews were overlooked, for they helped as a reminder to follow up on specific points that arose from the interview for further clarification; and also aided the execution of all anticipated actions. The notes were either subject related or based on practical considerations for future interviews and literature reviews.

Of importance, is that during this listening, recording and reflecting process, instances of closed questioning may be identified, and also where I might have been found wanting of leading the discussion could be identified as well. Where this is identified and where it appeared that this may have impacted the discussion in a manner that risked the data missing a point of importance, the question is revisited in a follow up discussion. Also observed during the interview process, are a number of instances when it became necessary to revisit a point with an interviewee where it is observed that the conversation may have been interrupted too early or the full position of the respondent did not completely emerge. I was involved in critical reflection as I examined the question relating to each factor, and refined it for better result as the interview progresses. Deliberate attempts were made to avoid supposedly leading questions, where it is perceived that I may have led the topic being discussed, or were it seems I am seeking support for an idea forming in my own mind, the question was then rephrased. During the data collection stage, the possibility of missing something of significance to the research questions was perpetually reviewed to ensure that no new significant theme will surface thereafter.

3.6.2 Collaborative Enquiry Group (CEG)

Four teams of four members each was set up to discuss the issues that arose from the implementation of the execution of potential solutions to questions asked in the first AR cycle. At the end of the first AR cycle, some of the problems were not resolved and so, needed further attention. These outstanding issues were framed into five questions, and each question assigned to each team, and the entire team discussed the fifth question in their inaugural meeting to agree and align the modalities that each group will adopt when they meet to discuss their assigned question. The summaries of their discussions and recommendations formed the basis for the execution of actions in AR cycle 2.

3.6.3 Observation Method

In the process of administering the interview, the respondent’s body language and disposition were paid close attention to. This was documented to inform further questioning or a reframing of the same question subsequently. Also, the execution of recommendations was personally observed to ensure full compliance with the recommendations. The observation centered on the selective relationships between line supervisors and their subordinates in task assignment and execution; conversation; support etc. I had to visit each department and work closely with employees for few hours (minimum of three hours) to be able to experience, first hand, how they go about their daily routines. Notes were taken during this process, and these notes subsequently formed the basis for intervention. In the course of doing this, those that were not complying with recommendations being implemented were corrected and educated on what to do and more importantly why he/she needs to do it as recommended.

3.6.4 Interview Questions

Interview questions that were administered during the data collection process, which is a part of an AR cycle, were geared towards developing an initial understanding of the identified work place based problem.

First eight questions are based on causes of high employee turnover in organizations and the other twelve questions based on the role of LMX relationships in moderating the identified causes. Aside these questions, opportunities were provided for participants to talk freely and add any other comments they may wish to. These questions were framed based on the main causes gleaned from literature and how the four dimensions of LMX could moderate these causes. The respondents were personally interviewed. Questions were prepared in English language, being the formal lingua-franca, but there were instances where I have to use “pidgin English” for those whose understanding of the English language is low. This was done to enable these set of respondents fully comprehend the questions and respond clearly in same language without ambiguity or other challenges associated with communication. It enabled both parties have better understanding that allowed new themes to emerge during the discussions paving room for deeper understanding of the underlying problem(s). Consequently, the following twenty initial interview questions that addressed this concern were used in the first cycle of this AR investigation.

i). How does the organization meet your needs and aspirations?
ii). What are the forms of injustice you perceive in the organization?
iii). How do you perceive your workload?
iv). To what extent are you empowered to take decisions and contribute to decision making process.
v). What degree of discretion are you allowed to exercise concerning your work?
vi). What are the opportunities for growth and additional skill acquisition?
vii). In what ways does the policy on employee retention sync with your aspirations?
viii) How do you assess the organization’s remuneration package?

SECTION 2

LMX – AFFECT

ix). How would you characterize your formal/informal relationship with your supervisor?
x). In which area of his/her work attitude would you prefer amendment?
xi). How exciting is it discussing your organization with outsiders?

LMX – LOYALTY

xii). What are the chances that you will accept another job offer?
xiii). Why will you want to honor your supervisor's request to come with him to another job?
xiv). How much influence does your supervisor have on your work attitude?

LMX – CONTRIBUTION

xv). How willing are you to apply extra efforts, beyond those normally required?
xvi). What do you think about resource availability in performing your task.
xvii) How are your potentials maximized in your current job assignment?

LMX – PROFESSIONAL RESPECT

xviii) How has your professional training assisted you in keeping your job?
xix). Why do you think your leader recognize your potentials?
xx). How impressed are you with your supervisor's mastery of his job?

These questions were designed to allow the problems associated with high employee turnover to surface, with the hope of analyzing the responses received against the antecedents considered very important for lower turnover intent among employees of EFNL. The questions were also drafted in such a manner that gave room for each interview to flow through employee experience thereby creating the opportunity for follow up questions depending on initial response.
The questions which were administered on interviewees revealed some interesting outcomes that led to the implementation of some possible solutions whose outcomes informed the second phase of AR cycle, termed AR cycle 2. The outcomes of the first AR cycle enabled framing questions for the second phase, to further examine certain aspects that needed further investigation. Based on the outcomes of the first AR cycle made up of twenty questions, five questions were now framed for the group discussion team that formed the second phase of the AR cycle.

For the second part, that had to do with LMX; three questions each under the four dimensions of LMX were framed. The research questions highlighted above based on the twelve focused codes was administered through direct one-on-one interview process.

In analyzing the data collected from interviews collected on 20 employees of EFNL, the transcripts were first and foremost reviewed in order to note the main issues which were chronologically arranged in the order they emerged. These were recorded into a matrix table in order to enable all of the issues put forward by all of the respondents to be seen holistically. This was in line with Charmaz; (2006), line-by-line coding capable of yielding a high degree of thoroughness as every single piece of information were considered and it was therefore possible to see clearly what the interviewees said and in some cases, what they did not say. This process specifically revealed tacit assumptions and preconceived ideas, which served as indicators of the significance of issues and gaps in the recall process, and expose those areas that went unexplored during the interview process with each respondent. The initial analysis devolving from this action resulted in a table of 4 columns each with approximately 12 codes emerging.

The questions devolving from the 12 initial research codes and those specifically assigned the responsibilities of execution of actions based on findings are presented here-under:

Table 3.2: Initial research codes adopted and responsible stakeholders

CODES	RELATED QUESTIONS	ISSUES	STAKEHOLDERS
Category 1			
Fulfillment of Expectation	How does the organization meet your needs and aspirations?	There is a perception of bias among some employees suggesting strong presence of “in-group” and “out-group” dichotomy.	Supervisor/Organization
Equity and Fairness	What are the forms of injustice you perceive in the organization	Some staff believes that equity should qualify candidates to top sensitive positions, but there have been incidences of other factors like relationship to the family given relevance.	Supervisor
Career Prospect	What are the opportunities for growth and additional skill acquisition?	Management could head-hunt for certain skills and competencies when vacancies exist, thus depriving opportunity for those in the system.	Subordinates
Job Security	In what ways does the policy on employee retention sync with your aspirations?	Some staff don’t have a clear understanding of the company’s policy on employee retention; mission, vision, and statement of objectives.	Supervisor
Poor Communication	To what extent are you empowered to take	Some employees complained of restricted information	Management

	decisions concerning your job roles”	flow.	
Role Stress	How do you perceive your workload?	Some employees believe they are overworked.	Management
Empowerment	What degree of discretion are you allowed to exercise concerning your work	Few employees claimed that they are not involved in the decision making process.	Supervisor (Management)
Compensation: Poor Remuneration and Allowances	How do you assess your organization’s remuneration package as competitive?	Remuneration is industry competitive but majority of the respondents wants improvement in their pay package.	Subordinates
Category 2			
Affect LMX	How would you characterize your formal/informal relationship with your supervisor? In which area of his/her work attitude would you prefer amendment? How exciting are you in enjoy discussing your organization with people outside it?	Some employees have “out-group” relationships, while some others are not interested in advancing the course of the organization.	Management and Subordinates
Contribution LMX	How willing are you to apply extra efforts, beyond those normally required? What do you think about resource availability in performing your task? How are your potentials maximized in your current job assignment?	There are some uncommitted employees who would not want to contribute more than specified in the employment contract. Long stay on a job function leading to monotony.	Supervisors and Subordinates
Loyalty LMX	What are the chances that you will accept another job offer? Why will you want to honor your supervisor’s request to come with him	There are some dis-satisfied employees who are not loyal to the course of the organization. There are a lot of employees more loyal to their	Subordinates

	to another job? How much influence does your supervisor have on your work attitude?	supervisors rather than to the organization. Presence of "out-group" relationships.	
Professional Respect LMX	Why do you think your leader recognize your potentials? How impressed are you with your supervisor's mastery of his job? How well does your leader understand your job problems and needs?	Certain professionals are in short supply and management rely more on experience hands in such areas. Training of more professionals.	Supervisor and Subordinates

Source: Field work 2019.

3.7 Method of Data Analysis

The Social constructionist theoretical framework was adopted in analyzing data as it enabled me elicit and analyze the subjective meanings of responses through critical reflection on prior understanding and those of respondents.

I used multiple levels of abstraction to analyze data as I moved from particular to general as recommended by (Creswell, 2007). Data collected were sorted and organized into categories focusing around core phenomenon and themes. I used qualitative analysis which is the analysis of qualitative data such as text data from interview transcripts. It is highly dependent on researcher's analytic skill and personal knowledge of the social context where the data is collected.

Data were analyzed descriptively from the number of respondents that agreed and disagreed along the same line i.e. codes. In qualitative research, coding is the process of labeling and organizing qualitative data in order to identify different themes and the relationships between them. I made use of deductive coding in carrying out this research work; hence I started with predefined codes drawn from the review of extant literature and assigned the codes to qualitative data. This coding method is also known as concept-driven coding approach. It was chosen because it saves time and help guarantee that my areas of interest are coded while being careful of bias not to superimpose my preconception. Of the different types of qualitative data analysis, such as (Content Analysis; Narrative Analysis; Discourse Analysis; Framework Analysis; Grounded Analysis etc.) I choose to use content analysis. Content analysis is the categorization, tagging and thematic analysis of qualitative data. It includes combining the results of the analysis with behavioral data for deeper insights. In content analysis, the researcher tries to 'interpret' the subjective meaning of a given text within its socio-historic context. Therefore, I had to continually iterate between singular interpretation of the interview response, and a holistic understanding of the context to develop a fuller understanding of the phenomenon in its situated context.

Therefore, the data collection and thematic analysis was guided by the coding and categorization approaches with the sole purpose of identifying emerging patterns and themes, which will enable subsequent suggestion of propositions, align with the developed LMX-employee-turnover framework. These themes were subjected to further discussion in a group discussion forum made up of 3 people with me as the fourth member.

3.8 Research Ethics

During each phase of the research, i.e. the interview and the group discussion stages, I deliberately made efforts to eschew self from the activity at hand (in not imposing my views) to consider the appropriateness and efficiency of actions taken; the process of observing and recording issues as they emerge; the possible influence I might have on the entire process and the substance of findings.

I was involved in an insider inquiry, seeking explanations to real life problem using native experience otherwise called understanding-in-use rather than knowledge based understanding (Coglan & Brannick, 2014). As an IAR, according to Greenwood & Levin (2012), I was conscious of issues associated with heuristics and biasedness – pre-understanding, role duality, and organizational politics. In achieving this, I endeavored not to super-impose my understanding in seeking other's opinions and responses to questions; and was also conscious not to mix my role as a researcher with my formal role as member of the organization. This was done by clearly explaining to the interviewees that the essence of the research is not to witch-hunt any employee, but to elicit their sincere opinion of what may be wrong in the system with a view to correcting such wrongs and enhance work environment and work relationships amongst all members of the organization. I equally informed most of them that am undergoing a course of study for which the research is a requirement. This information made them feel at ease and willing to provide sincere answers to questions asked.

3.9 Conclusion

This chapter discussed the philosophical and methodological foundations of this research. The epistemological and ontological perspectives as well as the Positivist philosophy and the Social Constructionist philosophy were examined in detail, bringing out the essence and importance of both, as well as where they are more suitable. The concept of AR or Scholar-Practitioner approach was equally exposed, and how AR cycles of one phase informing the other was well explained.

Other sub-heads in this chapter describe the research design, the population, and the sampling technique adopted. Also discussed in this chapter are the research instrument and process as well as the interview method, data collection, and method of data analysis. I adopted qualitative method, to be able to capture more comprehensively the emotional and psychological angles to the study of LMX and employee turnover.

CHAPTER FOUR

Presentation and Analysis of Data (Action Research Cycle 1)

4.1 Introduction

The findings from data collected are presented here, starting with findings from interview questions that were administered. They are presented in the order as arranged in section 3.4.4 above. This order is deemed necessary because it enabled a systematic flow in the presentation and analysis of data, in AR Cycle 1. The twenty questions constituted the twelve codes that were used for analysis in the first AR cycle.

The codes are broken down into two categories, viz: first eight codes represent the causes of high employee turnover rate, and the attendant level of employee loyalty, to reflect the first section of the research questions, and to reflect the significant areas of consideration emanating from the review of literature. It illustrates the formal and informal influences bearing on employee at the critical time of making his/her exit or stay decision, and providing insight into why exit decisions have become easy for employee to make. While the second sub-section made up of four codes for which twelve questions were developed, (section 2 of the semi-structured questions), were organized around the role LMX dimensions play in moderating the causes of employee turnover intent as revealed in literature reviewed. In a bid to analyze the problems of high employee turnover rates and influence of LMX on identified causes, the twenty focused questions highlighted earlier were subjected to test via a semi-structured interview, and the results are hereby presented.

4.2 Key Findings from Causes of High Employee Turnover Rate

The key findings from the first section which dwells on causes of high employee turnover rate in organizations are presented below:

4.2.1 Fulfillment of Expectation

The first question which is meant to examine the extent to which fulfillment of expectations could influence employee exit decision was framed around the level to which the organization meet the needs and expectations of employees, and it reads thus: *"How does the organization meet your needs and aspirations?"* This is directed at the issues and challenges that could arise from management confines and falls within what management can strategically resolve to adequately meet the expectations of her employees. This question was moderated at some point, so to know, why those that joined EFNL mid-way through their career did so by exiting their former employment to pitch tent with EFNL, as not all the research participants that joined EFNL took a career in the extractive industry straight from full time schooling. For those that fell within this category, the question was expanded to explore what they were missing in their previous employment that they intend to fulfill in their present organization.

Their responses to the question are varied, ranging from, *my expectations are fulfilled in many ways; my expectations are not really met, but not complaining; my expectations are partially met; to an outright not met expectations"* For those that joined half way through their career, some regretted their decision while others claimed it was the best thing they did. Yet others said they were in their present employment because there are no job opportunities out there in the labour market. There are some professionals who however said they were in their dream jobs. While majority of the interviewees didn't hide their feelings about looking out to doing more challenging and tasking jobs for which their full potentials will be maximized, as they perceived greater opportunity to develop themselves and their potentials in other sectors. About half of the interviewees, majority of them professionals, categorically mentioned the possibility of earning more reward (salary and allowances) for their skill level and experience in other industries. Precisely, majority of the interviewees agreed that their expectations were being fulfilled in their current employment, while minority proportion said their expectations were not fulfilled, and if any opportunity presents itself for them to join another firm that could meet their expectations more, they will do so without any hesitation. The opinion of the minority group deserves paying attention to, as this could be a possible area our identified work place based challenge is arising from.

The question was expanded to cover such issue as finding out if they were in their dream or choice job. Some applicants have passion for a particular career and until they satisfy that desire, they do not find fulfillment in any other job, and as such they keep changing jobs. To this question, the respondents expressed different reasons for opting to work in the extractive industry. While some had looked forward to joining the industry (especially the line professionals like the geologists; engineers; scientists, Shot Firers etc.), others found themselves in the industry by chance, and for these people, they would rather prefer to be engaged in another sector rather than the one they have found themselves. This shows that some of the employees found themselves in the industry by chance and not by deliberate and proactive action. Majority of those interviewed confirmed that if given the privilege of choice, they would rather opt for another job outside the extractive industry, while minority were indifferent; and less than half of the respondents seem to have made deliberate and taken proactive steps to secure a place in the industry. Most of the respondents in the majority group, confirm that they were in the industry because of dearth of job opportunities in their preferred career choice, and while in search of a job, opportunity came in the industry they have now found themselves. However, a high proportion of this group have come to accept that their decision was not in error after-all as they have found fulfillment in their current job and if given the opportunity all over, they would prefer to pitch a career with the solid mineral sector of the extractive industry over and over. In the words of one of the interviewees, *"I looked forward to working in the Oil sub-sector of the extractive industry while undergoing my training in College, but now I have come to discover that there are opportunities for growth and career development in the solid mineral sub-sector of the industry especially as it is still in its emerging stage in my country – Nigeria".* Another interviewee said *"The attraction for most professionals in the sciences and engineering in Nigeria is the Oil industry and only those that cannot find a place in the industry take up jobs* *in other sectors".* However, whatever informed the opinion of the minority that are not finding fulfillment in their present job need to be attended to, via strengthening the relationship between them and the organization. This can be achieved through the enhancement of strategies that propels Loyalty LMX.

4.2.2: Equity and Fairness

Equity and fairness was one of the causes identified in literature as responsible for high employee turnover in organizations. The question, "*What are the forms of injustice you perceive in the organization*" was designed to measure the level of perceived fairness and equal treatment of employees in the organization. From the literature review it was found that employees in "in-group" relationships with their supervisors were better treated relative to those in "out-group" relationships. Those employees in the "out-group" relationship may conceive some level of discrimination/bias towards them, relative to their peers. Also, it was found that employee perception of fair treatment by management arouse their need for reciprocal exchange relationships and reduce employee turnover intent. Such fair treatment as fairness in pay; promotion procedures; performance appraisal etc. were possible checkmates to turnover intentions. Therefore, the question seeks to find out the degree of equity and fairness perceived by employees, and how LMX relationships could be used to reduce the perception of unfair treatment.

From the interview, majority of respondents, said there was high degree of equity and fairness on the part of management, especially as it relates to issues of performance appraisal; policy on promotion; and fairness in pay. According to one of the respondents, *"management has further demonstrated her concern over fair assessment of employees by making employees privy to their appraisal, by giving them the privilege to accept or reject their appraisal; and taking a weighted average of subordinates appraisal scores to assess their supervisors".*

On the other hand, minority proportion of the interviewees is of the opinion that there is no fairness on the part of management, as some of the employees receive more attention from management than others. A respondent said that *"there are those they call the "highfliers", whose promotion and benefits-in-kind do not necessarily follow the laid down policy as expressed in the staff hand book, but at the discretion of supervisors".* This respondent is of the opinion that *"certain departments or units are accorded undue attention and privilege because they are classified as profit centers, and others are classified as cost centers. Such department's performance is easily measurable, and the individual's performance can be separated and measured too; whereas, for some of us, performance can only be seen holistically and measured as a team or group. And as in common knowledge, the strength of a chain is measured by its weakest link".*

There exists a minority group, who believed that what constitute fair and equitable treatment is relative and circumstantial. They argued that life itself is not fair, as people that work the hardest were not necessarily the best paid. In their view, as long as management is made up of human beings, whose interest and agenda may differ from those of employees, they may not prefer to project the employees' interest above theirs. And also, given that employees are different individuals imbued with different characters, emotions, disposition, skill-set, psychology etc. they interpret management actions differently. What one may see as fair and equitable treatment may be seen differently by others. To this minority group, as long as the employment contract persists, there is fairness and equity. Otherwise either party is at liberty to terminate the contract at will. Claiming that certain workplace outcomes like lower level of commitment, sub-optimal job performance, and higher employee turnover may not necessarily be products of unfair and inequitable treatment of employees. Again, just like in the first question, the minority opinion is significant and deserved closer examination as it could as well be partly responsible for high level of employee turnover in EFNL. To positively impact the minority group, management should improve on factors that strengthen Affect LMX.

4.2.3 Career Prospect

Lack of career prospect was identified in literature as one of the reasons employees could resign from one organization to join another. From review of literature, I saw that lack of development and advancement due to career path transparency was a major reason employees change jobs. According to McQuerrey (2018), one of the major reasons why employees change jobs is adduced to unclear growth pattern and hierarchical advancement. To test if this could be partly responsible for high rate of employee turnover in EFNL, the question *"What are the opportunities for growth and additional skill acquisition?"* was formulated. The response to this question shows that majority of respondents were satisfied with the level of skill acquisition and growth potentials in the organization. Claiming that they were exposed to regular training and retraining especially as new technology in the industry emerge, and due to the recent high level of competition in the industry. They were also comfortable with the career path charted in the staff hand book, and the opportunities given to employees for self-advancement at a cost to be borne by the organization. But minority proportion felt otherwise, giving the size of organization and ownership structure as reasons their career path may be limited, as aspiring to the highest position in the organization was almost impossible due to the equity share structure. The owners would always want their wards or trusted family members to oversee their investment, and as such decides who occupies certain sensitive positions. This they said could limit their own career growth path and aspirations to get to the peak of the organization's hierarchy.

As regards opportunity for growth and additional skill acquisition, very high proportion of the respondents interviewed agreed that they have ample opportunity for growth in the organization, and were equally satisfied with the trainings accorded them. Probably, this was why the organization once pride itself as the trainer of those, others poach, by conspicuously displaying in the reception area *"we train those others poach".* But fewer numbers of respondents do not tend to express the same view. Majority proportion of this group did not see enough opportunity for growth and additional skill acquisition, especially among the lowly skilled/unskilled segment of the employees. Five respondents categorically said that they have been doing the same type of work for over 5 years without promotion or job rotation. These individuals were aggrieved as one of them specifically mentioned that he knows someone who has been on the same level doing the same job for over ten years. He added that they were staying on because there are no job opportunities out there in the labour market. The minority proportion of this group though slightly less than a quarter, deserves due attention from management to assuage their worries. This can be resolved through the enhancement of Professional Respect LMX and Contribution LMX relationships strategies.

4.2.4 Job Security

This element of employee turnover intention was exposed in literature review as a critical factor to be considered when studying employee turnover rate. Consequently, in testing the extent to which this factor could influence the rate of resignation, the question, *"In what ways does the policy on employee retention sync with your aspirations?"* was framed. It was revealed from reviewed literature that as the level of LMX relationships increases, the more employees feel secured in their jobs and the less they think about their job insecurity, and the longer they want to remain in the organization and align their goals with those of the organization. Otherwise, the tendency will be for employees to eagerly seek other employment opportunities where their job interest will be more protected. To this question, overwhelming majority of the interviewees affirmed that their jobs were secured as the organization has no history of employee lay-off, on-and-off-season. The few circumstances where employee appointment has been terminated arose from breach of the rules of engagement, either from fraudulent malpractice or proven cases of employee misdemeanor. Minority proportion of the respondents is of the view that their jobs are not secured. They hinged their opinion on the belief that as long as they work for another person or corporate individual their jobs cannot be secured as they retain jobs at the mercy of their employer. They believe that the only secured job is the one that is done for self, i.e. personal enterprise. They went further to buttress their point by saying that *"in the workplace, there are no permanent friends and no permanent enemies, but permanent interest"*. That as long as one perceives his interest to be protected by another party, he/she reciprocates by deliberately deepening the level of relationships between them. And the moment that perception change (perception of threat), the other party is put at check. To this group, job security was a factor that was constantly moderated from time to time by the dyadic relationships that exists between parties involved in an employment contract relationship.

Furthermore on the issue of goal congruence, minority tend to disagree with alignment and believes that the organization was driven by profit motive and hence adopts a cost minimizing strategy, which is at variance with their goal of income maximization. Though majority agreed with having a fair share of the organization's earnings by way of performance bonuses and other emoluments, they still have some reservations that their reward fall short of their input/contribution to the earnings of the organization, but ascribed this to enterprise peculiarity. As stated by one of the respondents in Accounts/Finance Department, *"we have facts and figures of the company's financial performance. Truth be told, management can afford to reward employees more than they currently do, and still have* *enough to compensate shareholders for their investment and score high on return on investment (ROI) in their performance measurement rating".* Going further, the respondent was quick to add that in terms of other strategic alliances, such as being competitive in the market; quality products and service delivery; innovativeness; good, safe and healthy work environment; environmental friendliness etc., the employees were in sync with management and tend to pursue the same goals. Nevertheless, majority of the respondents, especially those in the mining sites, were of the view that they should be treated like their counterparts in the Oil exploration sector of the economy as they were – in their opinion - exposed to more risk than those in the Oil sub-sector. Clearly, if the employees in this group must be re-orientated to begin to accept that their organization meant well; the organization must generally demonstrate greater socio-cultural sensitivity to the feelings of this group in dousing their worries and thoughts that seems to point towards a deep seated challenge for the organization. This factor is mediated by Affect LMX relationship between employees and the organization.

4.2.5 Poor Communication

The place of information is very vital in fostering cordial relationship and in executing any contractual obligations. It was seen in the literature that there is need for management to encourage dual communication by prompting employees across the hierarchy to be forthcoming at expressing their opinions on issues, especially those pertaining to their jobs. It was also found that two way (upward and downward) communication has the capability of eliminating the dichotomy between management and employees which often create a feeling of alienation in employees and make them less committed to the course of the organization, and heighten turnover intention. The reviewed literature also showed that where open discussion and transparency about career opportunities and training options are lacking, employees are left with no option than to think their interest is not being considered by management.

Based on this finding from literature, the framed question, "*What degree of discretion are you allowed to exercise concerning your work"* was to test the level of feedback seeking tendency of management. To this question, majority of the respondents said their opinions are not required in decision making (short and long-term) as that function is exclusively reserved for the Board and management team to handle. They said that the broad strategic decisions made by the Board are passed to the managers who break them down into specific operations and cascade same to the lower level hierarchy for execution. The lower level cadre can only do their jobs as directed by line managers who reports success or failure as the case may be, back to management. One of the respondents said, *"at times our opinions are sought on how to execute the jobs, but often times, the managers who are deemed to be more experienced, tells us what to do and how to do them based on their hands-on experience or training".*
Minority proportion of the interviewees agreed that their opinion is sought on the execution of the jobs they do and how best to do it, and this elicit their commitment more as they ensure that results were achieved because they contributed to the agreed process. A respondent in this group has this to say, *"if I am allowed to express myself sincerely without fear of*

victimization and intimidation, and am convinced that management are sincere too in what they say, this will build trust, and the level of my loyalty will be enhanced". Therefore, dual communication and free flow of relevant information is essential in managing employee turnover intent. This factor can be improved through the enhancement of Contribution LMX relationships, as employees are more involved in the course they contributed to its formation.

4.2.6 Role Stress

This majorly devolves from the effect of high employee turnover rate in organizations. When an organization is understaffed due to high employee turnover rate, or when the human resource capacity of an organization is depleted, there is bound to be increased workload on existing staff, as jobs will have to be merged in the interim. Such can make an employee come under undue pressure, stress and discomfort in the workplace, and hence, anticipate exit. Having identified this as one of the causes of high employee turnover, we then asked the question, *"How do you perceive your workload?"*

To this question, minority number of interviewees said their work role is excessive, while majority felt otherwise. Those that said their work load is excessive claimed that the number of employees in their unit or department has reduced and their target has increased despite the reduction in their staff strength. They equally acknowledged the recruitment of new hires to replace the exited ones, but pointed out that it takes a while for the new hires to develop mastery (learning curve). Those that responded otherwise; said additional jobs were test of their capacity and an opportunity for them to measure their full capability and maximize their potentials. They equally see it as an opportunity for them to acquire additional skill and experience, thereby making them more versatile. A respondent said "*I enjoy being challenged with extra job assignment as it helps to bring out the best in me, and I derive some innate satisfaction when am able to accomplish as expected of me by my supervisor".* The effect of this factor can be moderated by enhancing Contribution LMX relationships.

4.2.7 Empowerment

This code has more to do with emotional satisfaction as a cause of employee turnover. The question - *"To what extent are you empowered to take decisions concerning your job roles"* formulated on this code, provided the opportunity to explore in more depth, the opportunities given to employees to assert and express themselves on their jobs. It is presumed that the more the organization recognize their employees potentials, the more leverage the employees will be given to discretionary actions in the execution of their assigned tasks, and the more employees will see their job roles as not burdensome but an opportunity to excel. It is note-worthy to observe from the respondents that most of them were eager to be empowered by being given the opportunity to exhibit their potentials, while a majority proportion opined that their job schedule were directed by their supervisors, especially as they are routine and soon become monotonous. Also worthy of note is that minority proportion of employees that sees their workload as excessive are in the lower cadre of the organizational hierarchy, as they also complained of not being given sufficient latitude to express themselves on decisions concerning their job roles. Their supervisor instructs them on what to do and draws the line where their job function stops. One of the respondents said *"if am empowered to redesign my job schedule, I will definitely expand the scope within which am presently operating. Not that am redundant as it were or not fully occupied, but over the years, I have developed mastery that should enable me deliver more to the organization".*

This underscores the essence of empowerment and the implication on the employees and the organization, as employees are often times underproductive relative to their productive capacity. The factor is moderated by Contribution LMX and Professional Respect LMX relationships.

4.2.8 Poor Remuneration and Allowances

The issue of poor remuneration and allowances featured prominently in reviewed literature as a significant cause of high employee turnover, especially in a developing country like Nigeria. Hence, the question *"How do you assess the organization's remuneration package?"* was asked to explore the extent to which employees hold this factor in their stay or exit decision. Though overwhelming majority of respondents would want management to improve on their present remuneration, especially those in the middle and lower cadre who asserts that they are underpaid relative to the attendant risk they are exposed to on their jobs. This opened up another interesting area as the traditional concern for hygiene factors surfaced strongly as a potential reason for high rate of employee turnover. When probed further on how they think the risk level can be reduced, majority of them seems to be of the opinion that it is part of the endemic job hazard. They opined that the quarry site is perpetually dusty, and the nose masks and safety/protective jackets and boots they are provided with is not enough to protect them from the consequence of dusty and rough environment inherent in their jobs. The minority that said they are satisfied with their remuneration and allowances are mostly from the higher echelon of management.

Nevertheless, the views of the majority requires further consideration as it remains a widely held and sustained negative impression, as this factor turned out to show a strong priority area than may have been thought of. In terms of prioritization, majority of the respondents ranked it high in their order of preference as an area management should improve on. These responses suggests that while management is working on improving the work environment and building greater level of awareness to get around the attendant job hazards and Health and Safety measures in place; highlighting the support mechanisms and explaining the value of such mechanism to existing and prospective employees, they should also consider improving on the prevailing reward system. A respondent said, "*I think we should be well paid like those in the Oil industry who gets on/offshore allowances. Especially those of us in the quarry sites who are exposed to the environmental hazards with limited health insurance and little allowance that is not commensurate with the possible health consequences of our exposure".*

But as always, humans are insatiable and therefore would always desire more to less. This factor can be reduced from mediating employee turnover by enhancing Affect LMX and Loyalty LMX relationships.

4.3 Key Findings from LMX Dimensions

In this section is presented findings from respondents based on the twelve questions that constituted the second part of interview section which dwelt on LMX dimensions. Three questions each were formulated around the four dimensions of LMX to test how they moderate the identified causes of high employee turnover discussed above.

4.3.1 LMX-Affect and Employee Turnover

In investigating how LMX-Affect impact employee turnover, three questions were asked, to elicit respondent's opinions from different angles. To the first question on how employee would describe the relationship between him and his supervisor, *"How would you characterize your formal/informal relationship with your supervisor?"* Majority of the interviewees alluded to having very cordial relationships with their supervisors, both formal and informal. Minority of the respondents said the relationship between them and their supervisors are solely formal and does not go beyond the formal job requirements. While some members of this group attributed this to the way their supervisor desires it to be, and the nature of job that is so engrossing; others said their supervisors do not like them for reasons best known to the supervisor. Another very minority group said they prefer to keep the relationship formal, even if their supervisor wants it to go beyond the official employment contract, they will not permit it. The majority group that align with having very strong relationship with their supervisors were further asked if they perceive their supervisors in the eye of their organization i.e. attribute their relationship to a deliberate effort on the part of their organization. Most of them affirm that it is a dyadic relationship between them and their supervisors and not with them and their organization.

To the second question which tend to test supervisor's disposition to their subordinates, read: *"In which area of your supervisor's work attitude would you prefer amendment?"* This explores the area of their supervisor's work attitude they would prefer an amendment. Majority of them seems to be comfortable with their supervisors' work attitude, describing it as acceptable and right for the job. Some said they have imbibed so much from their supervisors and look forward to the replication of such attitudes when they are placed in a position to supervise others. But minority respondents were dissatisfied with their supervisors' work attitude. Some of them claimed that their supervisors were too high-handed, and lack sufficient human management skills. They further expressed dissatisfaction with their supervisors' arrogance and threat that makes them feel unwanted in the organization. One of the respondents puts it succinctly thus: "*my supervisor is just too full of himself. He has no regard for individual differences and expects everyone to get it right first time. Though am in his good books, but truth be told, he needs some more training on human management to be able to carry all along as a team".*

This group was however comfortable with the company's HR policies that clearly spelt out the disciplinary procedures to be followed in resolving staff issues.

The third question on discussing the organization with people outside of it was designed to test how proud and attached employees are to their organization. To the question which read *"How exciting is it discussing your organization with outsiders?"* An overwhelming majority is very proud of their organization, and would take advantage of the slightest opportunity to identify with their organization. Though, some of the respondents said this has become very necessary as the company's policy specifies that any staff, regardless of department and function, who brings in a customer or introduce a customer to patronize the company, gets certain percent of the value of business such customer transacts with the organization.

A minority proportion said they were unhappy with their colleagues and their organization. They went further to say they were still in the organization because they have not had other job offers. That they will jump at the slightest opportunity to do the same job they currently do, even at a lower pay package for another organization within the same industry. The reason for this they attributed to the level of relationship that exists between them and other members of the organization, not necessarily their supervisors. This group of employees said they were not willing to discuss their organization with people within or outside it. But what is not certain, is whether the majority that answered positively are motivated by the pecuniary benefit attached to marketing strategy adopted by the company, or it is out of love and affection for the organization.

In terms of LMX Affect, it can be summarized that there was very strong dyadic relationship amongst employees in the organization, and this is expected to extend to management.

4.3.2 LMX Contribution and Employee Turnover

The first of the three questions designed to test LMX contribution was to elicit *the level of willingness of employees to apply extra efforts beyond those normally required by their job schedule*. This question is based on the assertion in reviewed literature that there were two sets of employee categorization in an organization – "in-group" and "out-group", each depending on the level of relationships between supervisors and subordinates. Majority of respondents agreed to have a desire to apply extra effort beyond their normal job schedule where necessary. This indicates an "in-group" LMX relationship. While, minority said they will only accept to perform duties outside their normal task if and only if they will be compensated for it, - such as over-time pay. Otherwise, they do not see any reason why they should voluntarily perform task beyond those expected of them. This was an indication of "out-group" relationship, and an indication of less commitment to the organization.

On the second question of *having necessary resource support to perform task*, the consensus was that the organization has always provided the resources needed to perform assigned jobs. Modern and up-to-date technology is said to be available in EFNL. As a respondent puts it, *"Firms cannot afford to close their eyes to technological advancement in the industry because of the stiff competition brought about by the influx of foreign firms into the industry".* Majority of the respondents agreed that they have the required technological support from the organization and their supervisor to enable them exert their potentials; and they also put in their best to ensure that they deserve their wages. But a very small proportion of respondents said the technology is supportive, but their supervisors are not.

An officer in the Finance Department said that, *"their costing technique performance management software is sufficiently robust to expose anyone that is not contributing marginally enough to set target relative to his/her value (wages/salary), and such employee is assisted and supported to improve on his/her skills".* In other words, the organization does not have it as part of its strategy to lay off staff on the basis of poor performance, or below target performance. Instead, such staff identified to be performing below target would be helped to improve on current level of performance, by training; counseling; mentoring; or redeployment to another job function where his/her potentials will be maximized. As a result, the issue of a supervisor appraising a staff below average and thereby exposing such staff to possible termination of appointment or loss of job does not arise in EFNL.

Regarding the third question of *employee potentials being maximized in their current job assignment*, majority answered to the affirmative, but some of them were quick to add that they can be further challenged with additional tasks or higher job responsibilities. While minority holds different opinion, stating that they have been doing the same job for too long and it has become monotonous and boring. A respondent specifically said this, "*though I am putting in my best, and by my job schedule, I think am delivering on target. But I do not mind further challenge if my supervisor deems it necessary to trust me with additional responsibilities".*

4.3.3 LMX Loyalty and Employees Turnover

In examining LMX Loyalty and employee turnover, it seems somewhat clear that this could be one of the reasons we were experiencing high employee turnover in EFNL. To the question *"What are the chances that you will accept another job offer?"* majority of those interviewed said they will change job even at a slightly higher pay, except there are other pre-disposing issues. But purely for pay package, they will risk another job. One of the interviewees said *"though the devil you know is better than an angel you don't know; but the fact remains that, no venture, no success"*. But minority proportion of the respondents said they will not change job even at a higher grade and remuneration. When probed further on why they will not change job even at higher grade and remuneration, they stated that their work team and their supervisors are too dear to them, especially as the organization's reward system is competitive. For this minority group, they have developed strong loyalty to their pears and by extension to their organization.

On the question of *why a subordinate will exit with his/her supervisor if the supervisor gets another job offer and request the subordinate to come with him*. Majority of the interviewees gave the level of relationships (formal and informal) that exist between them and their supervisors as one of the reasons. Stating that they have a belief their supervisor desires the best for them ('in-group'). They were convinced that as long as they continue to work under the same supervisor in the new organization, their interest will be protected and their jobs secured as a result of the relationships that had formed between them. They also believed that their appraisal will be good as the supervisor trust their efficiency on the job before desiring to exit with them to a new employment. As one of the respondents said, *"I will resign at the instance of my present boss and join him in his new employment even at same or slightly higher level of remuneration…the reason being that we have developed a very cordial relationship that extends beyond the formal job requirement. And knowing that I am loyal enough to follow him at same or slightly higher pay, he will protect my interest in the new job".* Minority feels otherwise, claiming that they met their supervisor on the job, and as long as they are confident of their potentials and mastery of their job schedule, the new supervisor taking over from the exiting one will get to appreciate their skills and the same level or even higher level of relationships might ensue between them. As asserted by one of the interviewees, *"supervisors will have no option than to like and protect the subordinates that are skillful and efficient at delivering on their job assignments".*

Regarding the third question of *"How much influence does your supervisor have on your work attitude?"* majority of the respondents confessed that their supervisors have positively influenced their work attitude by motivating them through working hard themselves. A respondent said, *"my supervisor leads by example, and example is the best teacher. He has taught all of us how to work hard by working hard himself".* Minority proportion of the respondents said, their supervisors have had little or no impact on them. Some of them claimed that their supervisor was too high handed and lacks leadership skills; while others claimed that their supervisor does not have sufficient knowledge of other job areas, i.e. not versatile in other areas outside his specific job area.

4.3.4 LMX Professional Respect and Employee Turnover

Assessment of the impact of Professional Respect on employee turnover reveals that professionals in their various fields recognize the need for skill acquisition and expertise. But equally believes that the acquisition of professional certificate or membership of professional bodies does not guarantee performance on the job, and does not in any form lead to job retention or loss. Majority of the respondents were of the view that their professional qualifications only paved way for them getting recruited for the jobs they do. Stressing further that every task has its peculiarities, and that the academic or professional training accords the individual a broad knowledge and the specific application of such knowledge vary between individuals; the team; the organization (policy and strategy); rules and regulations guiding the industry in which the individual is engaged. And that the mastery; skills and experience acquired on the job goes a long way to determine employee proficiency. They alluded that two professionals might diagnose the same technical problem differently and achieve the same desired result applying different methodologies to resolving the problem. It was agreed that an employee who has applied himself/herself to the job diligently, may be more skillful than one with professional alliance.

But another minority proportion of the interviewees held different opinion, saying that there are jobs reserved for professionals, and anyone without such background training cannot do the job, otherwise it will at best amount to quackery. If a non-professional finds himself or herself in such job, it is only a matter of time before the non-professional expose his ignorance, losses the job or exit from the organization.

On the question of "*Why do you think your leader recognize your potentials?*" majority of the interviewees said their supervisors believes that they have latent potentials that is yet to be fully exploited, hence their leaders were in the habit of challenging them with higher tasks that they at times want to think was beyond their capability. But as they apply themselves to the task, with little or no support from their supervisors, they are able to achieve what at first seems unachievable. This they said often time gives them job and personal satisfaction. A minority proportion said their jobs were routine and they have a well delineated job boundary, as other people's job starts where theirs end, and their own jobs starts where others end. And given that their jobs were mutually dependent, they strive not to be a reason for the other person's inability to perform his/her task. Majority of interviewees within this category were those in quarry site and factory operations. Specifically they said that most of them are quite versatile as they are multi-skilled and can easily be switched from one job function to another. This goes to show the extent to which their supervisors recognize their potentials and train them on varied task within their area of operations and beyond.

Relative to the question on how impressed they are with their supervisor's mastery of his/her job, majority of the respondents said their supervisors were not only well trained, but they were also very experienced on the job. According to one of the interviewees, *"to be a unit head in this organization, the employee must have had not less than three years cognate experience on the job, with a proven ability to manage human and material resources".* While minority of the interviewees said their supervisor's task is that of coordination and strategic decision making and not that of familiarity with the nitty-gritty of how the separate task is performed. These supervisors they said are at the very top level of management hierarchy. The extent of what the organization requires from such supervisor is that they have good comprehension of strategic positioning.

In summarizing the data presented, I first illustrated the primary data generated through the stated research methodology and then compared the findings with the identified causes in existing literature. Those respondents that tend to share the same view on a question were categorized and used as basis for analysis. The twenty questions were back-tested against the 12 initial research codes in the analysis presented here-under.

4.4 Analysis of Data in Action Research Cycle 1

The following section presents the findings from the interviews conducted in AR Cycle 1. A summary of findings and subsequent recommendations and actions can be found in table 4.1 at the end of this presentation and section 4.6

The figure below summarizes the key actions and outcomes from AR Cycle 1.

Table 4.0: Actions and Key Outcomes

AR Cycle 1	Key Outcomes
Data Collection	Data was collected by administering interview questions on employees of EFNL, and by my observing how employees go about their assigned tasks.
Analysis of Responses	It was found that all factors except Job Security mediates employee turnover, and aside these factors, that there are other Socio-Cultural and Economic factors that mediate employee turnover in Nigeria. (Areas for further study).
Implementation of Actions	Based on findings, the following actions were implemented: Creating mentor/mentee relationships; increase number of internal and external trainings; set up an intranet portal; instituted grievance reporting process; institutionalize weekly departmental meetings; train or employ a Utility staff; create teams and devolved powers to the teams; additional incentives like performance bonuses, 13th month pay, study leave with or without pay.
Evaluation of Actions	Actions were evaluated through Unit Heads reports at management meetings, and personal observations by me. For example, the Head of HR was asked to collate the number of resignations pre and post AR cycle 1 at the end of 6 months. I visited some units to observe their processes and randomly asked questions to get employee opinion on actions implemented. (Refer to table 4.1 column 4 on pages 78-82)

The first AR cycles based on interviews conducted on employees from EFNL, revealed some interesting divergence from existing literature as can be seen in the following analysis.

This sub-section explained how our research findings as presented in previous sections, brought about different responses orchestrated by the research participants, in the interview section relative to findings in reviewed literature. The interview helped to provide the much needed platform for the action oriented phase of the investigation. I acted as an interviewer, and articulated streams of robust conversations in eliciting more responses with a view to taking adequate actions to address the identified challenge. With each action reviewed constantly to extract the learning outcomes from the action which is fed into the next cycle. This is in line with Coghlan and Brannick (2010), and Ivankova (2015) assertions, that AR takes place in cycles, in which the outcome of one phase leads to the beginning of another in a recurring decimal i.e. the end and outcomes of a cycle informs the beginning and forms the basis of the problem(s) of another cycle.

The main issues that emanated from interviews and the probable solutions were implemented by management, and the outcomes therefrom were reviewed to identify where there might be further issues. This formed the basis for generating the questions that were examined in the second phase of the AR cycle as a follow-up to exposures revealed in literature review.

Based on LMX relationships and employee turnover framework highlighted in Chapter 2, I was able to map the main codes identified in literature to the twelve questions designed in the first AR cycle. I then related the outcomes to LMX relationships' influence on employee turnover in organizations. For analysis of findings, the following are gleaned from interviewee's responses.

4.4.1 Fulfillment of Expectation

From reviewed literature, it was found that one of the causes of high employee turnover rate in organizations is *unfulfilled expectations*. Employee at the point of joining an organization comes in with high hopes of meeting those expectations and finding fulfillment on the job. If these expectations are not met overtime, the tendency is for the employee to look elsewhere in pursuit of the actualization of career dreams. These unfulfilled expectations could lead to outright resignation or reduction in the level of motivation. Either way, the organization is worse off for it. Against this backdrop, the question, *"How does the organization meet your needs and aspirations?"* was formulated to test the level of employee satisfaction. This issue was seen as a challenge management could resolve, should it be seen as a reason for high employee turnover in EFNL, by identifying employee expectations individually and collectively, and making conscious efforts to meet their needs as expected.

From answers to the question, it was found that the expectations of majority of the interviewees are being met in their present employment; while a sizeable number are not fully fulfilled in terms of being given the opportunity to maximize their full potentials. Also, the number of employees that desired improvement in the size of pay package, though not in majority, cannot be undermined. 'Take-home-pay' is a major factor in attracting and retaining skilled and loyal employees in this part of the world, where the very basic socio-economic amenities are grossly inadequate. Though, interview outcome did not indicate that this factor is critical in propelling employee resignation in EFNL, as well-over half of the interviewees agreed to realizing their expectations and finding fulfillment in their jobs. But it is understood that the less than half proportion of interviewees that felt otherwise, can contribute significantly to high rate of employee turnover. Employee attitude of unsolicited willingness to reciprocate and submit for mutual exchange to take place with greater ease is enhanced when employees perceive management to have sincerely considered and taken good care of their well-being and career growth and development. This is hinged on the norm of reciprocity as asserted in the literature, which converts a perception or execution of good intent from one party into a long lasting relationship from the other party in a dyadic relationship. As the norm entails meeting the expectations of parties involved in a relationship, and the fact that employees reciprocate favorably when they perceive a positive organizational culture which plays a strong role in how humans tend to react. Against this backdrop, supervisors were encouraged to discuss deeply with their subordinates with a view to identifying what their expectations are so that policies can be designed to meet such expectations individually and collectively. This can be achieved through the strengthening of LMX Affect dimension by increasing the number of trainings; creating mentor/mentee relationships; improving on employee benefits-in-kind and allowances.

4.4.2 Equity and Fairness

This factor - *perception of unjust treatment and bias* - was strongly identified in reviewed literature as one of the factors responsible for high employee turnover rate in organizations. It was reported that if employees perceive fair treatment from management, and are confident that such treatment will persist, they are very likely to develop the need for a reciprocal economic and social exchange with the organization. This perceived equity and fairness is principally related to; promotion procedures; performance appraisal; pay; interaction and personal treatment received from work environment that are capable of enhancing greater commitment, high sense of loyalty, and continuity.

The question framed around this factor was to find out if employees perceive any form of discrimination in the organization. The question, *"What are the forms of injustice you perceive in the organization?* was asked to measure the degree of equity and fairness perception of employees, and the influence of LMX relationships in correcting wrong perceptions. The aspect of interaction and personal treatment received from work environment stated above, specifically influence the categorization of the "in-group" and "out-group" tendencies in LMX relationships.

Result of the interviews showed that, majority of the interviewees claimed there exist high level of equity and fairness in the organization; while a minority group holds the view of inequality in treatment of employees by management. This minority group can be said to belong to what was seen in literature as "out-group", while majority can be said to belong to "in-group" relationships. The concern of the minority (out-group) is very worrisome and I therefore sought to find out how this could be addressed. One of the interviewees said, *"it will be good if supervisors do not openly display favoritism towards some set of employees relative to others for whatever reason(s). They should assume the role of a father that has many children. It is not expected that he will like all of them equally, but it is expected that whatever reservations he has towards any of them should be carefully managed, rather than openly ridiculing such child".* This challenge falls more on the supervisors, and we have informed all staff that any resignation based on feelings of inequitable treatment, the indicted officer will be seriously sanctioned.

The minority group views are cogent and worth considering as they brought in the emotional and psychological aspect of human disposition. To them, the word equity and fairness in the work place is utopia, as what you may consider equitable, could be seen by others as inequality, and what is fair to some is foul to others. They believe that what constitute fair and equitable treatment is relative and circumstantial. Arguing that employees are different individuals imbued with different characters, emotion, disposition, skill-set, psychology etc.; and as such they could interpret management's actions differently. Therefore, what an employee may see as fair and equitable treatment may be perceived differently by others. To this minority group, as long as employment contract persists, there is fairness and equity otherwise either party is at liberty to terminate the relationship at will. While management may see its actions as fair and equitable; employees may perceive such actions as lacking in fairness and equity. This showed that certain workplace outcomes like lower commitment, reduced job performance, and higher employee turnover may not necessarily be products of unfair and inequitable treatment of employees.

Though this negates what was found in literature, that *"perception of iniquitous socio-economic relationship and unfair treatment from management was capable of spurring dissatisfaction and intent to quit";* but aligns with Michael (2014), findings which stated that differential treatment by superiors affects perceived procedural fairness because of high feedback, or input opportunities, sincerity and trustworthiness in information exchange received from leaders. Though equity and fairness is manifested in leadership style, and Akhabue (2015) investigation found that *there is a relationship between leadership style and quality of LMX relationship*. But this study shows that there is high level perception of equity and fairness by the subordinates, yet the rate of employee turnover is high. This implies that the factor is not a major contributor to the high rate of employee turnover experienced in EFNL.

From response of interviewees to this question, it was clear that this factor does not constitute one of the reasons for high rate of employee turnover in EFNL, as only a small proportion of those interviewed agreed to perception of unfair treatment and injustice. Despite the denial of unfair treatment by majority of interviewees, management decided to use every available opportunity and means to encourage employees to feel free in expressing any grievance they may have concerning their jobs and the organization. Hence, we instituted a grievance reporting process that could shield the aggrieved employee identity. It is an intranet enabled process that is linked to the CEO only. Complaints through this medium are promptly addressed.

4.4.3 Career Prospect

Lack of career prospect is another problem identified in reviewed literature as one of those factors responsible for high employee turnover rate in organizations. From literature review, it is understood that lack of development and advancement due to career path transparency and career prospect arising from limited openings at the top are major reasons employees change jobs. Kumar and Shekhar (2012), specifically argued that, if the organization desires its employees to be loyal, they must earn it by creating equal opportunities and challenging workplace**.**

Having identified this factor in literature, a question has to be framed around it to test if this could be partly responsible for high rate of employee turnover in EFNL. In assessing if employees have prospect of growing their career in their present organization, the question *"What are the opportunities for growth and additional skill acquisition?*" Some of the respondents said that growth potentials are low as a result of the size of the organization and lack of openings at the top, especially as those at the top are relatives and friends of major shareholders in the organization.

The responses to this question showed that this factor mildly influence employee turnover as majority of the respondents were satisfied with the level of skill acquisition in the organization. Claiming that they are exposed to regular training and retraining especially as new technology in the industry continue to emerge, and secondly due to recent high level of competition in the industry. They were also comfortable with the career path charted in the staff hand book, and opportunities given to employees for self-advancement. But a minority group felt otherwise, giving the size of the organization and ownership structure as reasons their careers may be limited, as aspiring to the highest position in the organization is almost impossible due to the equity share structure. The owners would always want their proxies or trusted family members to oversee their investment, and as such decides who occupies certain sensitive positions at the top. They said this could limit their career growth path and aspirations to get to the peak of the organization's hierarchy. Secondly, because of the company size, one could get stagnated at a point along the hierarchy. Therefore, dominant opinion was that career prospect is relatively low, hence when employees anticipate they could have better career prospect elsewhere. They are then tempted to move on to where they feel their career will be better enhanced.

This portends a serious challenge for the organization, hence HR Department was mandated to design and circulate detailed career progression chart, so that all employees will know and work towards getting to the peak of their career. This challenge can be reduced drastically if management enhances LMX Contribution and Professional Respect LMX relationships.

4.4.4 Job Security

Job security ranks high among the factors identified in reviewed literature as responsible for high employee turnover in organizations. This element of turnover intent was exposed in the reviewed literature as a critical factor to be considered when studying rate of employee turnover.

Consequently, we decided to test the extent to which this factor could influence the rate of resignation, by framing the question, *"In what ways does the policy on employee retention sync with your aspirations?"* Reviewed literature revealed that as the level of LMX relationships increases, the more employees feel secured in their jobs; the less they think about their job insecurity; and the longer they want to remain in the organization and align their goals with those of the organization. A very small group of respondents were of the view that their jobs are not secured as long as they work for another person or corporate individual. As long as one perceives his interest to be protected by another person or party, he/she reciprocate by deliberately deepening the level of relationships between them. To this group, job security is a factor that is constantly moderated from time to time by the dyadic relationships that exists between parties involved in an employment contract relationship.

Furthermore on the issue of goal congruence, the minority that tend to disagree with alignment believes that the organization is driven by profit motive and hence adopts a cost minimizing strategy, which is at variance with their goal of income or salary maximization. Though majority agreed with having a fair share of the organization's earnings by way of performance bonuses and other emoluments, they still have some reservations that their reward fall short of their input/contribution to the earnings of the organization, though ascribing this to industry peculiarity. As stated by one of the respondents in Accounts Department, *"we have facts and figures of the company's financial performance. Truth be told, management can afford to reward employees more than they currently do, and still have enough to compensate for their investment or score high on return on investment (ROI) in their performance measurement rating".* Going further, the respondent was quick to add that in terms of other strategic alliances, such as being competitive in the market; quality products and service delivery; innovativeness; good, safe and healthy work environment etc., the employee's jobs are secured and they were in sync with management and tend to pursue the same goals. Part of management's goals is for the organization to remain a going concern, and this can only be achieved if they are innovative and competitive in the market, as well as having a stable, motivated and skilled work team. So, the organization would want to create a sense of job security to achieve stable workforce.

Nevertheless, majority of the respondents, especially those in the mining sites, are of the view that they were easily replaceable and as such feel highly insecure. Clearly, the employees in this group must be re-orientated to begin to think and accept that their jobs were as secured as those of other professionals that were not easily replaceable. To achieve this, the organization must genuinely demonstrate greater socio-cultural sensitivity to the feelings of job insecurity amongst this group, in dousing their worries and thoughts that seems to point towards a deep seated challenge for the organization.

Aside these, all other exits were by voluntary resignation by employees, and retirement in line with company's policies on length of service or attainment of retirement age. The organization has always had in place a clear disciplinary process to be followed when rules of engagement are violated. These are contained in the staff Handbook that is given to all staff at point of entry and staff onboarding or orientation, and they are diligently implemented to create a sense of job security and fairness in the minds of employees.

In summary, this issue didn't seem to be one of the challenges in experiencing high employee turnover rate. As such, it wasn't investigated further in the second AR cycle. It was concluded that the problem of Job security is of minimal or no influence on the identified work place based problem in EFNL. However, Affect LMX; Contribution LMX; Loyalty LMX; and Professional Respect LMX can be said to strongly mediate job security.

4.4.5 Poor Communication

Poor communication is another reason advanced in reviewed literature as a cause of high employee turnover rate. It was seen in literature that there is need for management to encourage dual communication by prompting employees across the hierarchy to be forthcoming at expressing their opinions on issues, especially those pertaining to their jobs. Poor communication resulting from unstructured HR policies brings about dearth of useful information that employees may need in taking their decisions. In the words of a respondent, "*when there is no open discussion and transparency about advancement opportunities; and when training options are not discussed, exit intent is increased'.*

In same vein, Smith (2009); also showed that when supervisors disregard the positive impact of regular one-on-one personal meeting that could help build a strong rapport with the team, communication problems becomes inevitable. Another study by Mueller & Lee, (2002), indicated that LMX is found to positively impact subordinates' communication and satisfaction when receiving feedback and also the need to give upward feedback, thereby concluding that LMX quality influenced subordinates feedback-seeking strategy preferences, but when managers don't value employee feedback, then communication gap is created. This is further buttressed by Bloemer & Odekerken-Schroder (2006), when they asserts that organizational loyalty is seen as an emotional assurance of employees ambition to involve and remain determinedly constant and responsible with the organization. To 'involve' as used here, means not only to be seen, but also to be heard, by being given opportunity to contribute to the growth and success of the organization. This can only be achieved when there is dual information flow.

Based on these findings from reviewed literature, the question, *"To what extent are you empowered to take decisions and contribute to decision making process"* was framed to test the level of feedback seeking tendency of management. To this question, majority of the respondents said their opinions are not required in decision making, as that function is exclusively reserved for the Board and the supervisors to handle. They said that the broad strategic decisions reached by the Board are passed to the managers who break them down into specific operations.

However, minority interviewees agreed that their opinions are sought on the execution of the jobs they do and how best to do them, and this elicit their dedication more as they ensure that results are achieved because they contributed to the process. The majority maintained that their interest is to do their jobs and get paid. They were of the opinion that their being made to contribute to decision is a mere formality to give them a false sense of recognition.
However, dual communication and free flow of relevant information is essential in managing employee turnover intent.

During the interview session in AR cycle1, majority of the interviewees expressed the opinion that their inputs are not sought during management's decision making process, and as such the broad strategic decisions were made by the executives based on management‘s long term focus and goals, and at the tactical level where such broad decisions are broken down into executable job roles and assigned to the operational level where the actual jobs are being done. Without seeking the input of those at the bottom rung of the ladder who actually executes the jobs under supervision, the best cannot be obtained, as the real *"hewers of wood"* does the job without the much needed motivation to achieve the best. The tendency often time is not to think but to be mechanical. Thereby seeing themselves as doing *"what they want us to do",* and not doing what *"we ought to do".* The second scenario can only occur where employees feel they have a stake in what they do.

Most of the interviewees suggested that if management carries them along by free-flow information, and give them opportunity to express their opinions on issues, they will be more involved and more productive. This was put to test in the work place by instituting a process that encouraged two way information exchanges. The Information Technology (IT) Department was commissioned to create an intranet portal where staff can easily interact and exchange information. Going beyond this, for those on site that may not have access to a system or lap-top computers, Unit and Departmental Heads were mandated to hold weekly Monday morning meetings with them, where they interact, and minutes of such meetings are to be taken by an Internal Control Officer and uploaded on the platform for others to peruse. These interventions falls within the realm of Contribution LMX dimension.

4.4.6 Empowerment

Another important factor that was identified in reviewed literature that could be responsible for high ET in organizations is lack of employee empowerment by management. In the work of Townsend et al.; (2002), they posited that, employees in high-quality LMX relationships are trusted by their leader and they are provided with more decision latitude and empowerment. Corroborating this, Hongdan and Yong (2012) study found that the relationship between empowerment and employee turnover is stronger for employees in public sector organizations with high quality LMX, and also, that the quality of LMX is higher in public sector contexts than in private sector. Literature reviewed showed that employees in high quality LMX relationships, (*in-group)* are more loyal and more empowered compared with those in *(out-group)* relationships, and they stay longer in the organization.

Based on this challenge of lack of empowerment leading to high ET rate, this factor was subjected to test in the first AR cycle, through framing questions around the code. And because this code has more to do with emotional satisfaction as a cause of employee turnover, the question, *"What degree of discretion are you allowed to exercise concerning your work?"* was asked. This question was formulated with a view to providing the much needed opportunity to explore in more depth, the privileges given to employees to assert and express themselves on their jobs. It is presumed that the more the organization recognizes employee potentials, the more leverage they will be given to discretionary actions in the execution of their assigned tasks, and the more employees will see their job roles as challenging and an opportunity to exert their full potentials and excel.

It is note-worthy to observe from responses, that most respondents are eager to be empowered by being given opportunity to exhibit their potentials; while minority proportion are of the view that their job schedule are directed by their supervisors. Though, most of those in this minority group consist of employees whose jobs are routine. They also complained of not being given sufficient latitude to express themselves on decisions concerning their job roles which are routine and soon become monotonous. Also worthy of note is that majority of those in this proportion that sees their jobs as routine and directed by others are in the lower cadre of the organization's hierarchy. As suggested by a respondent, *"we will like it if management can rotate staff around job functions, except key areas that need professional skills and expertise. Even in those areas, professionals should be exposed to different aspects of the job to create robust knowledge and avoid monopoly"*

Following from above response, in executing the first AR cycle, it was decided to find a way around how the organization can empower employees and make their jobs less routine in nature, to avoid the effect of monotony. The organization decided on the need to rotate staff among job functions at regular intervals, with a view to creating flexibility in skills, and wider organizational knowledge base. The HR Head was given responsibility to monitor this through various unit and departmental heads. After a period of about 6 months, the feedback from HR Head shows that this issue has not been completely resolved, hence the need to take it further to the second phase of this AR cycle. The HR, Departmental and Unit Heads should engage more with issues that revolves around Contribution LMX, Affect LMX, and Professional Respect LMX in order to resolve the problems associated with Empowerment.

4.4.7 Role Stress

Role stress or "excess work-load syndrome" was one of the factors identified from the reviewed literature to be a cause of high employee turnover in organizations. When an organization is constantly losing staff due to resignation, it becomes understaffed due to high employee turnover rate. The HR capacity of such organization is depleted. Such can make an employee come under undue pressure and stress in the workplace. Having identified this as one of the causes of employee turnover, then the question, *"How do you perceive your workload?"* was asked.

Smaller proportion of the interviewees said, though their workload is enormous, but they are coping with it; while majority of them feel otherwise. Those that said their workload is enormous claimed that the number of employees in their unit or department has reduced and their target remains same or has increased despite the reduction in their staff strength. They equally acknowledged the recruitment of new hires to replace the exited ones, but added that it takes a while for new hires to develop mastery (learning curve). Those that answered otherwise, that is, their workload is not excessive, said additional jobs are tests of their capacity and an opportunity for them to put their full capability and potentials to use. They equally argued that it is an opportunity for them to acquire additional skills and experience, thereby making them more versatile. According to one of the interviewees, *“personally I do not see taking up additional responsibilities as a burden or as carrying excess workload, rather, I see it as an opportunity to exploit my potentials to the fullest. More importantly I see it as a privilege to acquire additional knowledge and skills necessary to boast my career prospects. It may not be convenient at times, but I see it as a price to pay for success”.*

It was reasoned that, employing a utility staff in all the departments could help solve this problem, so that there will always be someone in the interim to fit into the job role of the exiting staff, without putting additional burden on others. This was tried out for about 6 months, and at the end, it didn’t seem to quite solve the problem, as there is still compliant of excess work load devolving from the effect of staff resignation. Hence, the question was reframed for examination in AR cycle 2. The enhancement of Contribution LMX will reduce the rate at which this factor impact employee turnover.

4.4.8 Poor Remuneration and Allowances

The issue of salaries, wages and allowances are very important in employee retention and sustainability, either here in Nigeria or anywhere else in the world. But the value or weight accorded this factor varies from one economy to another. In Nigeria, this is a major consideration by employees and potential employees in determining their job preference, as most people desires and prefers a higher paying job than less paying job notwithstanding the work environment and the attendant risk element inherent in the job. This factor is also exploited by employers and potential employers in attracting good hands in the industry.

The issue of poor remuneration and allowances featured strongly in the reviewed literature as a significant cause of high employee turnover. Remuneration and allowances are benefits employees get from employers for supply of their services.

I wrongly assumed ab-initio, that with an industry competitive remuneration, organizations will be able to curtail high rate of employee turnover. However, this was proved wrong as industry competitive package is not sufficient to ensure loyalty and retention, as there are other factors that could make an employee resign irrespective of pay package. However, this factor remains critical in reaching employment decisions by employees. Hence, the question “*How do you assess the organization’s remuneration package*?*”* was asked to explore the extent to which employees hold this factor in their stay or exit decision.

Though overwhelming majority of respondents would want management to improve on their present remuneration, especially those in the middle and lower cadre who claimed that they are underpaid relative to the attendant risk they are exposed to in their jobs. When probed further on how they think the risk level can be reduced, majority of them seems to be of the opinion that the risk is part of the endemic job hazard which technology though has helped in reducing, and management helped further via procurement of group insurance for the affected employees. A minority group said they are satisfied with their remuneration and allowances. A review of this group shows that they are mostly from managerial cadre and professional group. Nevertheless, the views of the majority obviously requires further attention and consideration from management as it remains a widely held and sustained negative impression, as this factor turned out to show strong priority area than may have been thought of.

To explore this factor further, a subsidiary question was asked, *"in a scale of 1-10, how do you rate the issue of remuneration relative to other factors as job security; equity and fairness, empowerment, role stress etc.?"* In terms of prioritization, most respondents ranked this factor high in their scale of preference in reaching an exit or stay decision. They said it is an area management should give priority attention if it wants to attract and retain highly skilled and experienced talents. One of the respondents said *"what I am being paid for the job I do is very crucial and important, not only to me as a person, but also to all members of my family and dependents, as that's where our sustenance and wellbeing lies".* Another interviewee said, *"if not for salary, what is the essence of working? Other factors may be important, but they are secondary for the much am concerned. If management likes, let them take all the decisions there is to take; give me all the jobs they feel I can do; care less about the work environment; and pay me well enough to guarantee my comfort, I will work for them as long as they want me to."* But a minority group, said though pay is important, but other factors are equally as important, as all is not about money. The interesting thing here is that this minority group is made up mostly of senior staff. By implication, it can be deduced that status moderates the perception of employees in prioritizing factors that influence their employment decisions. A very senior manager has this to say: *"though remuneration might be important, especially for those that are still growing, but it will get to a point, in line with Abraham Maslow's hierarchy of needs, when they will begin to realize that health and safety needs takes precedence over physiological needs which money can provide. You need to be alive and healthy, before you think of making money or living up to your responsibilities"*

Either way, these responses suggests that while management is working on improving the work environment and building greater level of awareness to get around the attendant job hazards and Health and Safety measures in place; highlighting the support mechanisms and explaining the value of such mechanism to existing and prospective employees, they should also consider improving on the prevailing remuneration package. LMX Loyalty, Contribution and Affect can be greatly improved if this factor is enhanced in the organization.

4.4.9 LMX Affect and Employee Turnover

From the three codes attached to this theme, it was seen that the interviewees' responses align with one another. To the first question, *"How would you categorize your formal and informal relationships with your supervisor?"* Over one quarter of the interviewees said they have very cordial relationships with their supervisors; while minority proportion (less than a quarter) of interviewees confirmed having purely formal relationship with their supervisors. On the basis of this finding, I reasoned that the establishments of mentor/mentee relationships in the organization will help enhance the development of informal relationships. In bringing this about, I recommended the establishment of intranet portal for cordial interactions.

On the second question, *"In which area of his/her job attitude will you prefer adjustment?"* Majority of the interviewees said they are very comfortable with their supervisors' work attitude; while only a very small proportion of less than a fifth said they are not comfortable with their supervisor's work attitude as it relates to inter-personal relationships. On the basis of these responses, I considered different options in improving the inter-personal work disposition of supervisors towards their subordinates. One of such options was to create work teams rather than the hierarchical organogram of line-reporting. Working as a team has helped improve work relationships among our employees.

On the third and final question on this theme, which asked, *"How exciting is it discussing your organization with outsiders"?* An overwhelming majority said they are quite proud in discussing their organization with those outside of it; while a paltry one tenth do not feel proud discussing their organization with outsiders. This very small proportion that do not have pride in discussing their organization with outsiders expressed some grievances, ranging from high-handedness of supervisors; lack of adequate welfare facilities and incentives; dissatisfaction with pay etc. However, that employees are willing to discuss their organization with outsiders is not indicative of strong dyadic relationship as employees are more interested in what benefits them. Hence they are willing to discuss their organization with others simply because of the pecuniary benefit that may arise therefrom. Notwithstanding the size of this minority group, I felt it proper to look at what could make them align with the majority group. In achieving this, I recommended an increase in the number of times mentors meet with their mentees to discuss both formal and personal issues.

4.4.10 LMX Contribution and Employee Turnover

This is the second theme under the dimensions of LMX, and three questions were designed to investigate how this theme mediates employee turnover in EFNL. The first question here which is: *How willing subordinates are in applying extra efforts, beyond those normally required,* in the execution of their jobs. Majority of the interviewees said they are very willing to apply extra effort at ensuring that their assigned tasks are duly executed; while a minority proportion, precisely, one fifth said they are not willing to apply extra effort in the performance of their jobs, i.e. they will only do what they have been instructed to do by their supervisors, nothing more or less. As a result of this finding, it was inferred that for those that do not want to apply extra effort are aggrieved and have their individual reasons for their decision. Hence it was recommended that the organization should introduce additional bonus and other incentives to stimulate their interest.

The second question that asked "*what they think about resource availability in the performance of their jobs",* showed from their responses that, overwhelming majority agreed to availability of up-to-date resources, including robust technology to support the execution

of their jobs; while ten percent of the interviewees said though there are adequate physical resources, but disagreed with human resource support, especially their supervisors support.
Based on this finding, it was agreed with management that supervisors should create teams in their departments and units with them being part of such teams. Team work was experimented for about six months, and the outcome of such action was one of the factors that informed the question asked in AR cycle 2.

The third question that dwells on *how employees' potentials are maximized in their current job assignment*, majority of the interviewees confirm that their potentials are fully maximized; while minority – about a quarter, said their potentials are not fully maximized. The issue that then arises from this finding is how to maximize all employees' potentials. It was reasoned that, if employees are given additional responsibilities and trained regularly, their potentials will be more maximized than it currently is. These actions were implemented for about six months, and the outcomes showed that employees are now more engaged than they were before the actions. However, there was need to investigate this further in AR cycle 2, and hence formed part of the questions discussed by the collaborative discussion team.

4.4.11 LMX Loyalty and Employee Turnover

This theme also had three codes attached in examining how LMX Contribution mediates employee turnover in organizations. To the first question, *"what are the chances that you will accept another job offer?"* about two third of the interviewees said they will not change job even with a higher pay package; while about one third proportion of the interviewees said they will change job even with a slight increase in their pay package.
Though minority are willing to change job with a slight raise in pay, I still strongly feel that pay and other welfare packages are crucial in keeping employees in their present employment. Consequently, I recommended to management to offer additional incentives like 13^{th} month; study leave; extension of medical care to immediate family members etc. These were implemented within 6 months after the interview exercise.

To the second question which reads *"Why will you want to honor your supervisor's request to come with him to another job?"* majority of the interviewees said they will exit with their supervisors if the opportunity to do so arises; while about one quarter proportion of the interviewees said they will not exit with their supervisors even when there are additional benefits attached. From this response, it can be inferred that more employees are loyal to their supervisors more than they are to the organization. While strengthening the inter-personal relationships between supervisors and subordinates, I looked at ways of extending this to the organization. And one of the ways was to improve on our incentives both to supervisors and subordinates.

The third question that examined *"how much influence does supervisors have on subordinate's work attitude",* majority of the interviewees agreed that their work attitude is influenced positively by their supervisor; while a minority proportion of less than one third said their supervisors have little or no influence on them. On the basis of this finding, it was advised that supervisors should be encouraged to get closer to their subordinates by enhancing the rapport between them. This action is still ongoing in EFNL.

4.4.12 LMX Professional Respect and Employee Turnover

The last of the four dimensions of LMX is Professional Respect LMX. Three questions were also framed to examine the issues associated with this dimension. The first question was designed to examine *"how professional training has assisted employees in keeping their jobs".* To this question, majority of the interviewees agreed that their professional training paved way for them getting the job they currently do; while minority group of about one third said their jobs are routine and professional training has little or no effect on their current jobs.

On the basis of these responses, it can be said that professional training was considered in getting and retaining their jobs, even for those that felt otherwise, it was reasoned that the on-the-job experience they have could help them retain their jobs, and even get another, should they lose their current job. So, it was recommended that management should rotate staff around jobs on regular basis to create a pool of versatile workforce. This is expected to imbued employees with wide range of training and experience that will be an invaluable asset to them. This action was executed for six months before finding out the impact it had. It formed part of the follow up question to further examine this theme in the second phase of this AR cycle.

The second question had to do with *"why subordinates think their supervisors recognize their potentials".* Of the twenty interviewees, over half said their supervisor believe in their potentials by the job roles they are assigned; while a minority group said their jobs are routine and need little or no skill to execute. Despite the opinion of the minority group, the same set of actions recommended for the first issue was to be applied to this too. The action was also executed for six months as well, before reflecting on the impact. Given that elements of the issue still exist, it therefore formed part of the follow up question examined in the second AR cycle.

The last but not the least question which was used to examine *"how impressed subordinates are with their supervisor's mastery of their jobs"*, majority of the interviewees claimed to be impressed with their supervisor's mastery and understanding of their jobs; while a minority proportion do not seem to believe that their supervisors have a good mastery of their jobs. Based on these responses, it was recommended that supervisors should be closer to their subordinates even if it means doing the jobs personally to show their subordinates how to go about executing the job, i.e. hands-on-training of subordinates. How this action impacted their subordinates' impression was reviewed and reflected upon after six months. It did not only change most of their subordinates' impression, it also motivated the subordinates seeing their supervisors physically engaged with the jobs.

Summarily, it was found that except Job Security, all the other codes mediates employee turnover in EFNL. Though the responses seem to over-lap from one code to the other, as the codes are not entirely independent, i.e. the first code: Fulfillment of Expectations strongly overlap with the code: Poor Remuneration and Allowances; Equity and Fairness overlaps with Career Prospect; Poor Communication and Empowerment etc. Enhancement of the prevailing reward system cuts across Fulfillment of Expectations; Equity and Fairness; Poor Remuneration and Allowances; Affect, Contribution, and Loyalty LMX. However, the findings from questions in AR Cycle 1 showed that the employees crave for inclusiveness, attention, appreciation, improved reward system, assurances of career growth etc. All these put together informed the interventions that were initiated in AR Cycle 1.

All the identified causes create "in-group" and "out-group" relationship depending on how management disposed itself to them. My interest is to positively dispose to those actions that are capable of strengthening "in-group" relationships via increase in the number of trainings; creating mentor/mentee relationships; improving employee benefits-in-kind; allowances; and improving on the prevailing remuneration package by offering additional incentives like 13th month pay; profit sharing; and performance bonuses. We designed and circulated detailed career progression chart for all employees; instituted a robust IT enabled process of dual information exchanges and grievance reporting; as well as employing or training utility staff in all departments. Furthermore, a Monday departmental meeting of all staff was institutionalized. The conclusions of these meetings are uploaded into the portal for ease of reference by all staff in each department and across all departments etc.

The application of Hofstede power distance theory enabled us abstract outside the identified causes in literature, to consider some socio-cultural factors as revealed by the interviewees in the course of administering the interview questions. An example is the absence of adequate welfare packages that could help reduce the extent of dependence of friends and relatives on an employee, and considered extension of medical services to some family members of employees. It also enabled us to examine ways of reducing power distance in the organization by creating work teams and devolve power in all teams to reduce hierarchical operational structure.

All the above were implemented in the organization, and given a period of six months after which their outcomes were reviewed by observing the work processes and measuring the impact of changes, which informed the commencement of AR Cycle 2.

A table summarizing the research findings and actions taken to resolve the problems of employee turnover in EFNL is presented here-under:
Table 4.1 shows the research findings and actions taken in AR cycle 1.

Table 4.1: Research Questions, Response and Execution Time Frame

S/N	**Research Questions**	**Response to Questions (Data)**	**Action Execution, Time Frame and Outcomes**
1	How does the	12 of the 20	Based on the outcome of responses to this

	organization meet your needs and aspirations?	interviewees said their needs and aspirations are being met by the organization; while 6 of them said their needs and aspirations are not met. 2 of them were indifferent.	question, actions that could lead to meeting the needs and aspirations of more employees were implemented. Such as increasing the number of trainings; creating mentor/mentee relationships; improving on employee benefits-in-kind and allowances; etc. Feedback was sought after six months to test the impact. It was found that a good number of employees were now exhibiting signs of greater confidence, but however it was necessary to take this to cycle 2 with intent of bringing in all members.
2	What are the forms of injustice you perceive in the organization	Of the 20 interviewees, 13 of them do not perceive any injustice; 6 of them do perceive injustice; while 1 is indifferent	Again, I instituted a grievance reporting process that could shield the aggrieved employee identity. It is an intranet enabled process that is linked to the CEO only. Complaints through this medium are promptly addressed and after 6 months we observed that the number of complains have reduced drastically, and employees perception of equity and fairness had increased. But I needed to explore this further to ensure that every trace of unfair treatment and injustice are eliminated.
3	How do you perceive your workload?	Out of the 20 interviewees 12 of them agreed to role-stress, while 8 of the interviewees disagreed with role-stress in their jobs.	To address this, management decided to recruit utility staff in all departments, and instructed all Departmental Heads to train their best hands on all job functions in the department within two months, so that no vacuum is created by the exit of a staff member, as there will be a utility staff to fill vacuum. This was not well received by some staff who felt such utility staff is placed above them, hence the need to further investigate this in AR Cycle 2.
4	What degree of discretion are you allowed to exercise concerning your work?	15 of the 20 employees interviewed agreed to have sufficient empowerment; while 5 of them said they are not empowered enough to drive expected result.	From their responses, we decided to devolve power by creating work teams in all departments. Departmental Heads are to hold each team collectively responsible for meeting or not meeting their set targets. This has brought about some excitement and enthusiasm in our employees, but needs

			further refinement to enable management maximize employee full potentials.
5	To what extent are you empowered to take decisions and contribute to decision making process.	Of the 20 respondents, 13 of them agreed they do not contribute to decisions concerning their work; while 7 of them said they do contribute.	To assist those that do not contribute an intranet portal was set up and all staff members enrolled into it to ease free expression of opinion from employees. This has shown a remarkable improvement after 6 months of implementation, but some staffs are not computer savvy enough and not educated enough to take full of this innovation, hence the need for further investigation in a follow up AR Cycle.
6	What are the opportunities for growth and additional skill acquisition?	15 interviewees out of the 20 see opportunities for growth and additional skill acquisition; while 5 interviewees do not see much opportunity for growth and additional skill acquisition.	Based on this response, we availed staff opportunity for internal and external training relevant to their job functions. We also approved study leave with basic pay for staff that have spent above 3 years in continuous employment, and study leave without pay for those who have stayed less than 3 years in continuous employment. This policy came into force 3 months upon collation of the interview result. Management also designed and circulated detailed career progression chart for all employees. After about six months of implementation, it was noticed that there was need to go beyond these to enhance full employee career progression.
7	In what ways does the policy on employee retention sync with your aspirations?	17 of the 20 interviewees align with organization's policy on employee retention; while 3 of them do not seem to align.	I again reverted to the mentor/mentee process put in place to address the concerns of the minority group that seemed not satisfied with the organization's policy. The mentors were to address these issues with their mentees within three months by counseling them on gray areas in the organization's policies aimed at achieving the set goals and objectives i.e. the policy on non-termination of employment. This seems to fully resolve this and so this code was dropped from further investigation.
8	How do you assess the organization's remuneration	To this question, 12 of the interviewees would want management to improve on pay	To address this issue, we had to introduce some incentives aimed at motivating employees without short changing the shareholder. Such incentive as profit sharing,

	package?	package; while 8 of them are satisfied with their pay package.	13^{th} month; performance bonuses etc. were introduced within 6 months. These incentives achieved good result, but there was need to further investigate this issue to ensure that all employees are satisfied with the organization's reward system.
9	How would you characterize your formal/informal relationship with your supervisor?	16 of the 20 interviewees are in cordial relationships with their supervisors; while 4 of them have purely formal relationships with their supervisors.	I reasoned that the establishments of mentor/mentee relationships in the organization will help enhance the informal relationships. Also to assist in this regard was the establishment of an intranet portal for cordial interactions.
10	In which area of his/her work attitude would you prefer amendment?	Of the 20 respondents, 17 are comfortable with supervisors' work attitude; while 3 of the interviewees are not comfortable with supervisors' work attitude as it relates to inter-personal relationships.	I considered different options in improving the inter-personal work disposition of supervisors towards their subordinates. One of such options was to create work teams rather than the hierarchical organogram of line-reporting. Working as a team has helped improve work relationships among our employees.
11	How exciting is it discussing your organization with outsiders?	A total of 18 interviewees out of the 20, take pride in discussing the organization with others in and outside the organization; while 2 of them are not that proud.	The 2 interviewees that do not have pride in discussing their organization with others outside the organization expressed some grievances, ranging from high-handedness of supervisors; lack of adequate welfare facilities and incentives; dissatisfaction with pay etc. We therefore increased the number of times mentors meet with their mentees to discuss both official and personal issues.
12	What are the chances that you will accept another job offer?	14 of the 20 interviewees said they will not change their job even with a higher remuneration; while 6 of them are willing to change their job even with a slightly higher pay package	A major reason that cut across wanting to change job was welfare package and incentives, as well as inter-personal relationships. Based on these, we offered additional incentives like 13^{th} month; study leave; extension of medical care to immediate family members etc. These were implemented within 6 months after the interview exercise.

13	Why will you want to honor your supervisor's request to come with him to another job?	Of the 20 interviewees 15 agreed that they will exit with their supervisors should the need arise; while 5 of them said they will decline such request from their supervisor	The implication of this is that more employees are loyal to their supervisors more than they are to the organization. While strengthening the inter-personal relationships between supervisors and subordinates, we looked at ways of extending this to the organization. And one of the ways was to improve on our incentives both to supervisors and subordinates.
14	How much influence does your supervisor have on your work attitude?	14 agreed to positive influence; while 6 agreed to little or no influence. Supervisors advised to get closer to subordinates.	On going.
15	How willing are you to apply extra efforts, beyond those normally required?	16 desires to apply extra effort; 4 do not	Those that do not are aggrieved and EFNL has introduced bonus and other incentives
16	What do you think about resource availability in performing your task.	18 agreed to have up-to-date resources including a robust technology; while 2 also agreed but disagreed with supervisor's support.	Supervisor to work with subordinates as teams was experimented within 6 months
17	How are your potentials maximized in your current job assignment?	15 agreed to potential maximization; 5 said their potentials are not maximized	Employees now get additional responsibilities and trainings.
18	How has your professional training assisted you in keeping your job?	13 agreed that their professional qualification paved the way for getting the job; 7 said their jobs are routine and professional training is of no effect	Jobs are now rotated even among the professionals
19	Why do you think your leader recognize	12 said their supervisor believe in their potentials by the job	EFNL embarked on more training and staff rotation within the 6 months

	your potentials?	roles they are assigned; while 8 said their jobs are routine and needs little or no skill.	
20	How impressed are you with your supervisor's mastery of his job?	17 are impressed with supervisors mastery; while 3 do not believe their supervisor has good mastery of their jobs	Supervisors to display more mastery through regular training.

Source: Field work 2018/19

4.5 Participatory Observation

It was observed that some of the employees were slow to adopting the recommended changes devolving from both analysis of data and the group discussion sessions. Also, observed is that some out rightly resisted the changes, insisting that the processes on ground were better than the new processes being introduced. For example, the recommendation that a utility staff that will have good understanding of all the functions in a department be trained in all the departments was resisted, arguing that such a staff might begin to think that he/she is superior to others, and might arrogate unnecessary powers.

4.6 Summary of Findings and Actions Implemented

The organization does not meet the needs and expectations of all its employees. The proportion whose expectations are not met needs to be attended to. This was done by increasing the number of trainings; creating mentor/mentee relationships; improving on employee benefits-in-kind and incentives.

Not all the employees have perception of equity and fairness, though majority tends to agree to equitable and fair treatment by management, but minority feels otherwise. In addressing the concerns of this minority group, management instituted a grievance reporting process that could shield the aggrieved employee identity. It is an intranet enabled process that is linked to the CEO only. Complaints through this medium are promptly addressed.

Regarding Career Prospect, majority of the employees believe they have good career prospect; but minority proportion feel that their career prospect is limited. Based on this, management decided to avail staff the opportunity for internal and external training relevant to their job functions.

Job security was not seen as one of the challenges responsible for ET in EFNL. Hence, it was dropped at this level of analysis. However, management went on to address the concerns of the minority via mentoring and counseling them on gray areas in the organization's policies aimed at achieving our set goals and objectives.

Poor communication was seen as a problem. Majority were of the opinion that their inputs are not sought, and management had to set up an intranet portal for staff to ease free expression of opinions. This was to encourage two way information exchanges. On the portal staff can easily interact and exchange information. Furthermore, Monday departmental meetings of all staff have been institutionalized. The conclusions of these meetings are uploaded into the portal for ease of reference by all staff in each department and across all departments.

Role Stress was seen to be a problem, though majority said they were not stressed, but the interest of the minority that feel stressed had to be attended to. Consequently, management instructed HR to anticipate the trend and recruit in advance to fill the gap that may be created due to resignation. Also every Departmental Head was mandated to identify and train an employee on all job functions to make him versatile enough to serve as utility staff. Such staff is to be deployed to job function within the unit or department where an employee resigns, to quickly bridge the vacuum created by exiting staff till a new recruit is hired and trained to fill the gap.

With regards to empowerment, majority desired to be empowered. Consequently management decided to devolve power in all teams to cut hierarchical operational structure. Departmental Heads are to hold each team collectively responsible for meeting their targets.

To address the issue of remuneration, we had to introduce some incentives aimed at motivating employees without short-changing the shareholders. Such incentives included profit sharing, performance bonuses, 13^{th} month; study leave with pay and without pay etc.

In the area of LMX Affect, responses to the three questions asked indicated that this dimension mediates some of the causes of ET, hence management decided to establish mentor/mentee relationships that will help enhance both formal and informal relationships. Also was the establishment of an intranet portal for cordial interactions. And the creation of work teams would also help improve work relationships among our employees.

As regards LMX Contribution, most employees were not willing to apply extra effort on behalf of the organization because they feel not motivated enough to sacrifice time and effort on behalf of the organization. Based on these, management decided to offer additional incentives/bonuses like 13^{th} month; study leave; extension of medical care to immediate family members etc.

In analyzing LMX Loyalty, it was found that some employees were willing to seek other job offers along with their supervisors as a result of inter-personal relationships. This indicates that their loyalty is to more the supervisor and not to the organization. A major reason that cut across wanting to change job was welfare package and incentives. Consequently, in addition to the packages earlier introduced we decided to further motivate them by introducing additional bonuses and incentives, for teams that delivers on and above their target.

LMX Professional Respect was also seen to mediate some of the identified causes of ET such as Role Stress; Career Prospect; Empowerment etc. To resolve this, management introduced regular training and retraining; team work etc.

CHAPTER FIVE

Presentation and Analysis of Data (Action Research Cycle 2)

5.1 Introduction

In AR Cycle 1, management implemented some actions based on the findings and analysis of data collected from interviewees. The findings as summarized in section 4.6 above showed that apart from Job Security, all other factors mediate ET in EFNL. The analysis required the execution of certain actions to ameliorate or eliminate the implications of the findings. Such actions as listed in the summary were taken and observed for a period of six months before assessing how much they resolved the problems. This assessment was based on personal observation and HR/Unit Heads report at management meetings. For example, the non-acceptance of a utility staff by other staff members who were of the opinion that such utility staff would have the advantage of wider job knowledge than them, was reported, and management therefore decided explore the Role Stress further in AR Cycle 2, where it was agreed by the CEG that all staff should be trained on all job functions and rotated on their jobs regularly. Also, implementation of 13th month pay, profit sharing, performance bonuses does not seem to completely resolve the problem of Poor Remuneration, hence the enhancement of Remuneration via marriage support allowance, rewarding innovative contributions etc. were now added as a result of the outcomes of AR Cycle 2 findings.

The figure below shows how AR Cycle 2 follows on from AR cycle 1 and the key actions and outcomes.

Table 5.0 AR CYCLE 2 KEY OUTCOMES

AR Cycle 2	Key Outcomes
Collaborative Enquiry Group	There were four Collaborative Enquiry Groups to discuss the questions devolving from the outcomes of AR Cycle 1. There were five questions and each group discussed one of the questions, and the four groups collectively discussed the fifth question. The questions were based on Affect LMX; Contribution LMX; Loyalty LMX; Professional Respect LMX; and Employee Dedication (combination of seven out of the eight factors identified in literature as causes of high ET).
Recommendations	The CEG teams recommended that hygiene factors such as work environment; training opportunities; work place safety; and other fringe benefits like provision of health care services to the employees and their spouses; lunch subsidy or luncheon vouchers; club membership subscription; weekend retreat for employees and their spouses; occasional weekend or public holiday outings etc. should be introduced. They further recommended that employees should be given some discretionary powers, involve them in decision making process, management should relate more with subordinates, establish good retirement benefit package in addition to enrolling employee with a Pension Fund Administrator

	and provision of group risk insurance cover; and regularly scan the environment.
Implementation of Recommendations	Management has approved marriage support allowance; financial reward for innovative contribution; a day paternity leave for male employees; intranet goodwill message to employees on their birthdays; training of departmental managers and unit heads on how to allow their staffs exercise some degree of discretion; staff rotation at regular intervals (2-3 years); year award ceremony. Other actions taken by management are: provision of health care services to the employees and their spouse; lunch subsidy, club membership subscription for employees; establishment of retirement benefit package; enrolled employee with Pension Fund Administrators of their choice and provided group risks insurance cover.
Evaluation on Actions	Actions were evaluated using same process as in AR cycle 1. But some of the actions are still in progress and evaluation is continuous. Suffice to say that the Head of HR reported at the time of last evaluation that the number of staff exit has dropped to an average of one per quarter.

The second AR cycle based on the outcomes of actions taken in the first AR cycle revealed some divergence from existing literature. In this cycle, four group discussion teams made up of four members each was set up to further examine outcomes from the execution of findings from research cycle 1. The four groups made up of three members each with me being the fourth member of every group was set up to execute this AR cycle 2 after six months of execution of research cycle 1. Each group includes a senior staff, middle-management staff, a junior staff, and me as the fourth member and facilitator of every group.
The main issues that emanated from actions taken based on interview responses were implemented in the organization, and the outcomes were reviewed by members of the groups in the very first meeting of the group discussion session.

There were five questions that devolved from the analysis of AR cycle 1 that formed the basis for examining AR cycle 2. The four groups were assigned a question each, but all the group members met to discuss the first of the five questions that devolved from the outcomes of the first action research cycle. The essence of this is to collectively set the rules and agree on the process to adopt in discussing the assigned question.

5.2 Collaborative Enquiry Group (CEG)

This group was constituted as a follow up to the findings of reflection on actions taken in AR cycle 1 presented above. A second round semi-structured interview questions were designed in a way that they relate easily to the research questions in the first cycle, but this time intended to elicit from the CEG, the main concerns of the identified work place based problem. The questions were deliberately designed to avoid using terms that are closely associated with high turnover rate in order to ensure that discussants were not apt to express themselves in a pre-determined manner or form. These semi-structured questions devolved from the outcomes of putting the findings in the first AR cycle to test.

As shown in table 3.1 above, there are four major departments in EFNL (Operations; Finance and Accounts; Administration and Human Resources; and Marketing and Sales). The Head of each department was mandated to get three volunteers that will be willing to participate in this collaborative enquiry group, and the composition of these volunteers must cut the three strata of management (senior, middle, and junior categories) of staff with me as the fourth member of every team. The team members were constituted in a manner that each team consists of a member each from the different department for cross fertilization of ideas.
All questions asked in the initial AR cycle that were not fully resolved at the end of the cycle, were reframed into five questions that were discussed by the CEG members. At each stage of the discussion however, the discussants ensured that the perspectives of respondents were incorporated into the discussion.

The discussions were quite important in the research process as they availed us the opportunity to put our summary of the main themes arising from the interview process to test, and also to explore in details some of the critical challenges arising therefrom. It was observed that once an issue was raised in the group, those respondents that had hitherto not mentioned it supported the issue with examples and personal experiences they may have had, thereby reinforcing its significance. These discussions then progressed to consider each point and appropriateness of the initial categories applied. All of the important issues were initially seen to fall into five main categories, and in each case, a group member willingly agreed to further explore the issues with colleagues and thereafter bring before the CEG a number of responses to the concerns identified.

The first assignment for the groups was to critically examine if there is an overlap in the categorization and division into sub-heads. Further to this, each of the collaborative group explored various programs of action that could be taken to improve the existing situation. Then each team made presentations, proposing/suggesting action(s) to be taken to address the identified problem under consideration, and the action(s) were discussed in detail by the entire team members. The teams, at the end, selected those actions they felt would result to the highest level of impact in the interim, and thereafter proceed to address other issues that are deemed to be of long term influence, that the organization may need to address through its various arms of management. These longer term issues do not necessarily form part of this investigation, but were articulated to management to forestall related challenges that may possibly arise in the future.

5.3 Key Findings from Action Research Cycle 2

The reframed questions for the collaborative enquiry group discussion based on outcomes of AR cycle 1 cover areas that need further exploration, as some of the codes are seen not to have much impact on the identified workplace based problem in the organization. For example, the question that was framed around job security, which is one of the identified causes of high employee turnover, was dropped after AR Cycle 1 because it was found not to be a problem in EFNL, and as such not reframed or examined further in the second phase of the AR cycle. This indicates that the problems associated with Job Security have been resolved hence the areas that need further investigation were covered by the following questions:

1). How passionate are employees in ensuring the success of their organization?
2). How eager and motivated are employees in executing their assigned job roles?
3). How inclined are employees to sync their ambitions with those of the organization?
4). How does being a professional impact employee turnover?
5). What factors will elicit and sustain employee dedication to their organization?

These questions framed around the issues that seemed not to be adequately resolved at the end of AR cycle 1, were each discussed by the different CEG discussion team. The first four questions were discussed under the four dimensions of LMX in the order they are arranged; while the fifth question was discussed by the entire group discussion teams at the very first meeting with a view of setting the ground rules and modalities for discussions in the different groups.

5.3.1 LMX Affect and Employee Turnover

One of the group discussion teams was assigned the first question, *"How passionate are employees in ensuring the success of their organization?"* From the collaborative enquiry group, it was found that individuals were motivated by different factors, depending on how they order their priorities or arrange their scale of preference. But generally, hygiene factors such as work environment; training opportunities; work place safety; and other fringe benefits like provision of health care services to the employees and their spouses; lunch subsidy or luncheon vouchers; club membership subscription etc. are important in motivating and sustaining employee interest in an organization.

It was suggested by the team that the implementation of some motivating factors like weekend retreat for employees and their spouses; registering members into elite clubs depending on level or status; occasional weekend or public holiday outings where employees could meet and bond with their supervisors in an informal setting, to wine and dine together as colleagues etc., stating that such gestures could go a long way to stimulate employee interest in the organization.

These findings were based on the outcomes of discussing the above question. The group unanimously agreed that if the organization improves on these hygiene factors, employees will be more attached to the organization and their affective tendencies will be greatly enhanced. Quoting a member of the collaborative group discussion team who joined the organization as a Deputy Manager in Engineering Department, *"I left my previous employer not because the pay was bad, but after meeting the needs of my immediate family members* *and dependent relatives especially as it relates to settling medical bills, am left with very little to take care of other responsibilities. If for nothing, but provision of health care for me and my spouse has endeared me to my present organization".*

Another member of the CEG drew the team's attention to the fact that what is contained in the employment contract is basic, and that, if all the employees get is their contractual entitlements, then management is just living up to its responsibility, and the employees are to equally ensure they perform just their job schedule. But in-group employee goes beyond just the expected to the exertion of extra efforts on behalf of the organization. As seen in the law of reciprocity, management has to part with some value to attract a reciprocal gesture from employees. The group members went further to explain that what employees get at month end is what they have worked for and are entitled to, and as such this does not have the capacity to elicit extra reciprocal behaviors.

5.3.2 LMX Contribution and Employee Turnover

Another group discussion team reviewed the question of *employee inclination to contributing their utmost best to the growth and survival of their organization*. This question arose from the answers given by respondents to the questions asked in AR Cycle 1. On the question of willingness to apply extra efforts beyond those normally required by job schedule. Majority of the respondents agreed that they were willing to apply extra efforts, but their willingness was checked by other factors such as, given the power to exercise discretion in the execution of their assigned task. They said if management can include them in decision making, by seeking their input before arriving at decisions that concerns them and their job functions, they will have no option than to go all out to assume ownership of their jobs and contribute their utmost best to the actualization of desired result. As one of the respondents put it, *"no man knows it all, but based on the fact that we are the ones executing the process, we may have one or two things to contribute in improving the process".*

The group discussed other areas that may have effect on marginal contribution per employee, and agreed that if employees are given some large margin of discretionary powers in executing their jobs, they are likely to be more committed and develop some sense of ownership, as such employee knows that he/she will be held accountable for lapses and failures. This also could create some degree of confidence and make some employees develop a sense of self fulfillment.

5.3.3 LMX Loyalty and Employee Turnover

The third discussion group examined the issues that impacts organizational loyalty as highlighted in AR Cycle 1. The issue now is, what are those factors affecting individual employee feelings concerning the organization. Judging from the outcomes of the initial implementation of the views of interviewees in the first AR cycle, the discussion group discussed these outcomes and recommended further actions that could be taken to correct any imbalance that may still exist.

In the first AR cycle, it was clear that most employees have very cordial and high dyadic relationships with their supervisors, and this could affect the organization, by encouraging exit of subordinates along with their supervisors. To the question, "*How inclined are employees to sync their ambitions with those of the organization?"* The collaborative enquiry group team-members mainly centered their discussion on how to convert these high dyadic relationships between supervisors and subordinates, to high dyadic relationships between the organization (management) and employees (supervisors and subordinates). A loyal employee is one that would remain with the organization through thick and thin, one whose interest and that of the organization are in congruence - seeing the organization as part and parcel of him; and him being part and parcel of the organization. On this issue of loyalty, the group reached a consensus that management should accord the employees their pride of place, by giving their interest due attention in formulating the organization's strategic policies. Some ways of achieving this were suggested as follows:

- Involving employees in the decision making process of the organization. By doing this, it is believed that the employees will begin to appreciate the organization and develop high sense of inclusion. They (employees), being part of the decision making process will start to take ownership of their tasks as they are part of those that formulated and allocated the tasks.

- Management should encourage dual communication flow by encouraging employees across the hierarchy to feel free in expressing their opinions, and passing it upwards instead of always waiting to receive directives from above in all they do. Upwards and downwards communication is capable of bridging the hierarchical gap that often make employees feel alienated from the organization, seeing the work as *"their own"* and not as *"my own" or "our own".* Dual communication will also enable every member of the organization key into the same focus and short-term cum long-term goals, as well as eliminate the dearth of information that is vital in influencing employee decisions. As stated by one of the respondents, *"if I am allowed to express myself sincerely without fear of victimization and intimidation, and am convinced that management is sincere too in what they say, this will build trust, and the level of my loyalty will be enhanced".*

- It was suggested by the group that management should deliberately involve employees more in decision making process and encourage them to express themselves succinctly in order to promote sincerity of purpose so that employee trusting ability can be enhanced. When management says a thing in terms of employee welfare, they should follow through to the latter to ensure that what has been said is actually done. Management should not promise what they cannot deliver, as this could create avenues for employees to perceive management as deceitful.

These recommendations are capable of enhancing fulfillment of expectations, empowerment, dual communication, reducing role stress, and improving career prospect.

5.3.4 LMX Professional Respect and Employee Turnover

On the issue of professionalism being a factor that could influence employee turnover, the fourth group discussion team following on the responses from the interviewees, equally were of the opinion that professional respect has little or no impact on employee turnover. To the question, *"Does being a professional have impact on employee turnover?"* The group discussants concluded that being a professional is one thing and the application of professional skills on the job is another.

A professional that cannot apply the required skills will soon be exited from the job, while that with the right skill set remains on the job to fulfill his career ambition. In instances where professionals in a particular field or career are in short or excess supply, employers do not just recruit and retain them if they are not measuring up to standard; or recruit and fire at will because there is excess supply in the labour market.
Relative to above question, the group discussion members agreed that professional affiliation retains employees in their jobs if and only if they actually possess the expected skill set.

Professionals do not just resign from one organization to join another if the conditions of service in the present organization are enticing and competitive, except when the organization's practices negate their professional codes of conduct and ethics. In such circumstance, the professional is expected to apply necessary safeguards which may include resignation. The conclusion and recommendation of the discussion group members were that professionalism has little or no impact on employee turnover, but organizations should constantly scan their environment for the best hands in the industry and create the right environment for them to exhibit their professional skills. Having a pool of professionals and skillful employees can greatly reduce role stress and enhance career prospect.

5.3.5 Factors Affecting Dedication and Employee Turnover

On the last question of identifying the factors that will elicit and sustain employee dedication to their organization, the entire collaborative group discussion teams reviewed what loyalty means and how this impacts employee turnover. The teams sitting together in their very first meeting examined some of the factors that can elicit and sustain employee interest in the goals and objectives of the organization. The first issue examined by the team is job involvement. Under the question *"What are the factors that will elicit and sustain employee loyalty to their organization?"* the following sub-questions were asked: *To what extent does the organization involve her employees in decision making process and the process of task execution? Is there unilateral or bilateral information flow? How much of the organization's success or challenges are at employee prerogative?*

On the second issue of job satisfaction, the discussion team examined how satisfied the employees were with the work environment; the reward system; the work tools i.e. deployed technology; management attitude (implied and expressed) etc. It was agreed that the employees have high level of job satisfaction, as they do not seem to have any problem with the physical work environment, remuneration, and the work tools, but employee turnover is dependent on dyadic relationship between supervisors and subordinates. While on the third issue of employee loyalty, the team examined the general level of motivation from management and colleagues. Such areas as training and development; reward for exceptional performance; level of absenteeism and excuses were all considered. They agreed that management may be doing well, but need to do more especially in relating with subordinates, than the top down formal information flow. This question brought out how an understanding of LMX Dimensions can mediate fulfillment of expectation, empowerment, equity and fairness etc.

5.4 Analysis of Data in Action Research Cycle 2

In AR cycle 2, five questions were generated in collecting data for analysis. These questions were categorized into five focused codes, devolving from the execution of AR cycle 1 in examining the outstanding issues. These codes were designed to address the identified causes of employee turnover and how they are mediated by the four dimensions of LMX. The first four questions dwelt on LMX dimensions, while the fifth dwelt on the unresolved causes of high employee turnover. These are analyzed below:

5.4.1 LMX Affect and Employee Turnover

From the data collected at the collaborative group enquiry discussion sessions, it was found that aside the normal reward system contained in the employment contract entered into with each staff, there is need to further enhance the organization's hygiene factors. Such as: work environment; training opportunities; work place safety; and other fringe benefits like provision of health care services to the employees and their spouses; lunch subsidy or luncheon vouchers; club membership subscription etc. It was seen that these are important in motivating and sustaining employee interest in an organization. The group unanimously agreed that if the organization improves on these hygiene factors, employees will be more attached to the organization and their affective tendencies will be greatly enhanced.

Therefore, management should find other means to appreciate employees in order not only to meet their needs and expectations, but to surpass those needs and expectations if possible. It can be gleaned from the data collected that hygiene factors are very important in eliciting and sustaining employee loyalty. For example, in developed countries, citizens are entitled to allowances such as unemployment allowance; ambulance and free first-aid services in emergency situation; old people's home provision; care givers subsidy and some other forms of subsidies for the aged and disabled etc. In such economies, financial burden on an employee or the working class is drastically reduced. As such, what motivates and elicit such employee loyalty will be different from what achieves same purpose in Nigeria. Given the level of poverty, disease, unemployment, dependence, real value of the national currency etc., a little support here and there from management was seen as an action that will be highly valued by employees and will be well reciprocated, all things being equal.

In summary, fulfillment of expectations can be said to bring about satisfied work force which affects three of the four dimensions of LMX (Affect; contribution; and Loyalty). In the interim therefore, we want to assert that meeting the needs and expectations of employees, agrees mildly with Affect LMX; Contribution LMX; and Loyalty LMX. Also of importance is that hygiene factors are critical in obtaining and retaining employees, and hence reducing employee turnover rate in EFNL.

Further from the group discussion sessions, it was suggested that the implementation of some motivating factors like weekend retreat for employees and their spouses; registering members into elite clubs depending on level or status; occasional weekend or public holiday outings where employees could meet and bond with their supervisors in an informal setting, to wine and dine together as colleagues etc., stating that such gestures could go a long way to stimulate employee interest in the organization. The conclusion of this group was summarized and forwarded to the HR department of the organization for consideration and refinement of how best to implement most of these issues that may not have been in place, and even for those in place, how to improve on them. The HR department came up with a blueprint which management is presently implementing.

The result of the actions taken thus far shows that enhancement of hygiene factors are crucial to employee turnover in EFNL as dyadic relationships between supervisors and subordinates that were seen as stronger than that between employees and the organization are smoothening out. For the few resignations witnessed within this period is solo. Hence, subordinates that were seen to be more loyal to their line supervisors than to the organization can now be said to be loyal to their organization. This was a major reason, why subordinates exit the organization with their supervisor before now. Therefore, it can be said that, Affect LMX strongly influence employee turnover.

5.4.2 LMX Contribution and Employee Turnover

The group discussed other areas that may have effect on marginal contribution per employee, and agreed that if employees are given some large margin of discretionary powers in executing their jobs, they are likely to be more committed and develop some sense of ownership as such employee knows that he/she will be held accountable for lapses and failures. This also could create some degree of confidence and make some employees develop a sense of self fulfillment.

The group discussants agreed that employees are willing to apply extra efforts, but their willingness is frustrated by lack of power to exercise discretion in the execution of their assigned tasks. They advised that management should include them in decision making, by seeking their input before arriving at decisions that concerns them and their job functions. They said if this is done employees will have no option than to go all out to assume ownership of their jobs and contribute their utmost best to the actualization of desired result. One of the group discussants argued that, *"no man knows it all, but based on the fact that we* *are the ones executing the process, we may have one or two things to contribute in improving the process".*

Further, the collaborative enquiry group agreed that resources and technology are not a challenge in EFNL and as such employees have no excuse not to perform their assigned tasks to the expectations of their supervisors. They recommended that any employee that performs below the supervisor's expectation should be identified and supported or trained to avoid out-group relationship. Hence Contribution LMX is said to inversely mediate high employee turnover, for the lower the rate of employee turnover, the higher will be Contribution LMX.

5.4.3 LMX Loyalty and Employee Turnover

The collaborative enquiry group team-members mainly centered their discussion on how to convert high dyadic relationships between supervisors and subordinates, to high dyadic relationships between the organization and employees. A loyal employee is such that would remain with the organization through thick and thin, one who aligns his interest with that of the organization.

From the findings of the collaborative discussion group, it is clear that LMX loyalty reduces the rate of employee turnover, as the higher the level of loyalty, the lower the rate of employee turnover. This factor is related to Affect LMX, as employee loyalty rests more with whoever has more impact on him/her. Most employees are loyal more to their pay packet, and as such their decisions are more skewed to where they feel their reward is better enhanced. Though the group discussion team members agreed that though there exist cordial relationships between subordinates and their supervisors, but if a better paid job comes along, employee may exit their present organization. This implies that most employees are neither loyal to their organization, nor their supervisor, but to their pay packet.

A CEG member drew the team's attention to the fact that what is contained in the employment contract is basic, and that, if all the employees get is their contractual entitlement, then management is just living up to its responsibility, and the employees are to equally ensure they perform just their job schedule. But in-group employee goes beyond just the expected to the exertion of extra efforts on behalf of the organization.

As seen in the law of reciprocity, management has to part with some value to attract a reciprocal gesture from employees. The group member went further to explain that what employees get at month end is what they have worked for and are entitled to, and as such this does not have the capacity to elicit extra reciprocal behaviors, and suggested the implementation of some motivating factors like weekend retreat for employees and their spouses; registering members into elite clubs depending on level or status; occasional weekend or public holiday outings where employees could meet and bond with their supervisors in an informal setting, to wine and dine together as colleagues etc., stating that such gestures could go a long way to stimulate employee interest in the organization. The conclusion of this group was summarized and forwarded to the HR department for consideration and refinement of how best to implement most of these issues that may not have been in place, and even for those in place, how to improve on them. The HR department came up with a blueprint which management is presently implementing. It can be concluded that, the higher the remuneration package, the higher the level of LMX loyalty; LMX contribution; LMX affect, and the lower the rate of employee turnover.

5.4.4 LMX Professional Respect and Employee Turnover

This is not seen to have much impact on employee turnover in EFNL, as the level of professionalism was not seen to determine the rate of employee turnover. Rather, the skills and proficiency of employee goes a long way in determining employee continuous stay in the job. How long a professional employee stays with an organization or how often a professional employee changes job depends more on employee's performance on the job. When employee is challenged with higher responsibilities and performs excellently well, professional respect becomes stronger, and when employee is not measuring up to expectations, professional respect becomes weaker irrespective of professional qualifications possessed by employee. It can therefore be said that LMX Professional Respect seem to fairly mediate employee turnover, for the level of Professional Respect in an organization somehow increase or reduce the rate of employee turnover.

5.4.5 Factors Affecting Dedication and Employee Turnover

From the findings based on question asked in respect of this theme, it was seen that employees need inclusiveness to be dedicated to an organization. This inclusiveness may entail involving employees in decision making; creating a system of dual communication flow; and exhibiting sincere and trusting attitude that will enhance the confidence of employees in management. These can be achieved by acknowledging whatever opinion expressed by employees or feedback received from them. Where such feedback is found useful, the responsible employee should be publicly acknowledged and commended.

It was also seen that employees enjoy high level of job satisfaction, as they are comfortable with the physical work environment, remuneration, and technology deployed. Though, management is seen to be doing well in these areas, but findings shows that they need to do more by increasing the level of mentoring (mapping subordinates with management staff for mentoring and counseling on the job). Believing that management staffs are more experienced and more conversant with the short and long-term strategic goals of the organization, and therefore are in position to counsel subordinates on plans the organization have for them, as this will bring management closer to subordinates and enhance the dyadic relationships between both.

In the area of empowerment, it was seen that part of empowering employees could be by giving them opportunity to contribute to issues bothering on their job functions. Given that they are the ones executing the task, chances are that they may, based on their experience and long stay on the job, be able to think out better and more efficient ways of executing their tasks if they are given opportunity to so contribute.

The group also agreed that management should improve on allowing the use of discretion by subordinates i.e. increased empowerment, and challenge employees with additional or new task from time to time. These were implemented, and verified to impact employee turnover and therefore ceased to be motivating factors to exit intent. In fact, after research cycle 1, and the implementation of those issues highlighted therein, we are receiving feedback from departmental heads that the number of resignations have reduced considerably. In the words of the head, HR department, *"we have noticed high level of enthusiasm and new feelings among the staffs since the implementation of health benefit extension to spouse. Staffs are now rotated regularly on the job, as we now have a policy that employees should be rotated on job function at regular interval; an activation of intranet portal where employees can express their opinion anonymously or otherwise."* It is worthy of note that since the new incentives were implemented, we have not witnessed any significant resignation. This shows that added to hygiene factors, there were other factors that were critical to employee turnover intention.

In other areas, such as training and development; communication; role stress; reward for exceptional performance; and enhancement of training opportunities designed to assist employees in building skills. Knowing they can develop themselves in the organization, helped in influencing exit decision. Also, such self-development has capability to bring about reduction in role stress and reduce exit intent arising from this factor.

In summary, based on what was gathered from reviewed literature and the outcome of answers to research questions as well as other issues examined by the collaborative enquiry group, they advised the following actions be taken not only to reduce the level of turnover but also to increase the efficiency and output per employee that could arise from lower rates of employee turnover.
The collaborative enquiry group concluded by recommending as follows:

- Involve employees more in decision making process and encourage them to exercise more discretion in the execution of their jobs;
- Constantly focus on improving the physical and psychological work environment; establishment of good retirement benefit package added to a pension scheme managed by a registered Pension Fund Administrator as recommended by law, and provision of comprehensive insurance cover;
- Create greater asymmetry by improving current level of LMX relationships (in-group) among employees and management.
- Continuous scanning of the environment to be abreast with what competitors are offering and strive to remain competitive at all times, as remuneration greatly impacts Affect LMX; Contribution LMX; and Loyalty LMX.

These recommendations are currently under implementation in the organization, and it can be said that from the feedback, a new narrative is on the way in the history of EFNL.

The chapter shows that the dimensions of LMX can affect high rate of employee turnover in EFNL in several ways. For example, it was seen that affect LMX can influence fulfillment of expectations in more ways than one – if a subordinate perceives strong affection for the organization or supervisor, the tendency is for such employee to be more attached to the organization and hence not likely to consider exit opportunities. Also, if affect LMX is strengthened, employees would perceive deeper sense of equity and fairness on the part of management. Same applies to other dimensions, such as contribution, loyalty and professional respect.

Also from the analysis of findings in AR cycle 2, it could be said that Affect LMX; Contribution LMX; and Loyalty LMX; and Professional Respect LMX mediates all the factors identified as causes of high employee turnover except job security. As increases in the level of each dimension brings about decreases in the ability of such factor leading to employee resignation.

5.5 Execution of Recommendations

The CEG made some recommendations to management based on the outcomes of their discussions. Though it was agreed at the CEG that lack of fulfillment of employee expectations may not be one of the reasons employees resign from EFNL, it was however seen as an important element to consider when reviewing employee turnover. Consequently, they recommended that management should extend more financial benefits to employees, such as marriage support allowance for employee that is getting married; reward innovative contribution; a day paternity leave for employees whose wife put to bed; recognition of employee on their birthday by publishing it on our intranet portal etc., in addition to the 13th month pay, and profit sharing that was implemented in the previous AR Cycle, believing that these gestures could go a long way in attracting employee affection, and increase their desire to reciprocate kind gesture by giving their utmost to the organization in appreciation (Social Exchange Theory).

From the analysis, it is clear that employees will put in their best to ensure success, in order to take credit for their creativity and ingenuity. Added to creating work teams which was the solution implemented in AR Cycle 1, the CEG suggested that

marriage support allowance for employee that is getting married; reward innovative contribution; a day paternity leave for employees whose wife put to bed; recognition of employee on their birthday by publishing it on our intranet portal Departmental managers and unit heads be trained on how to allow their staffs exercise some degree of discretion in the execution of their job roles. Where such supervisor does not have much confidence on a particular staff, such staff should be closely supervised to ensure there are no mistakes, and where there is any, it should be promptly addressed, and correction(s) made known to staff in order to guide against a repeat of such mistake subsequently. These suggestions are still being implemented, and it is worth noting that the feedback from employees is positive, as there seem to be rejuvenation and renewed enthusiasm amongst the workforce.

Also, HR Head and other departmental managers have reported that given the body language of employees, the number of resignation is likely to reduce considerably. In the words of HR Head, *"with what we have on ground, we are likely to experience a reduction in the number of staff exit …".* From the research outcomes thus far, it can be said that empowerment is critical to employee turnover intention, as it is closely related to Affect LMX; Contribution LMX; and Loyalty LMX; and partially relate Professional Respect LMX, as increase in empowerment leads to increase in the level of these LMX dimensions in employees.

On the question of how eager and motivated employees are in executing their assigned job roles, management was advised to regularly train and regularly rotate all staff on the job, as against the recruitment or training of a Utility staff in all departments. In doing this, the HR head was mandated to circulate a memo to all managers and unit heads on management's position of staff rotation at regular intervals. In the memo, they were specifically instructed that staff should not stay more than two to three years on a particular job function. The memo also explained that this will create room for greater flexibility in skills of our pool of human capital. This regular staff reshuffling was to enable the organization avoid situations where some staff could monopolize jobs and knowledge.
Role stress can be said to be a challenge that requires regular review by management as it inversely impacts Loyalty LMX; Contribution LMX; Affect LMX; and Professional Respect LMX. The response from interviewees and the consensus of group discussion team in this research shows that Role stress positively influence employee turnover rate in EFNL.

Employee turnover is reduced when they are encouraged to partake in decision making. The CEG recommended that in addition to the establishment of a robust intranet portal for two way communication flow management should publicly acknowledged and commend employees whose contribution is found useful. If possible, such employee should be given a *"pact on the back"* by extending some form of 'benefit-in-kind'. Head of HR and the Managing Director were given the responsibility for executing this decision. The Head of HR also recommended to management, that an end of year award ceremony should be instituted by the organization, to further recognize and reward such employee during the year end award ceremony. This recommendation has been approved by the Board, and the inaugural ceremony was held at the end of 2019 financial year. Going by the comments and excitement during the occasion, it can be rightly inferred that it is a step in the right direction. Hence, we are apt to insinuate that robust two way (upward and downward) communication flow in an organization leads to higher levels of employee contribution, motivation, Affect and Professional Respect. Added to this, an intranet portal has been set up for employees to express their opinions without fear or favor. Through this portal, employees are encouraged to contribute not only to issues that affects them and their jobs, but also to issues that are of general concern.

Also, in resolving the problems on empowerment and poor communication, the CEG recommended the creation of work teams rather than the structure of line-reporting; approval of study leave with basic pay for staff that have spent above 3 years in continuous employment, and study leave without pay for those who have stayed less than 3 years in continuous employment provided that the course is relevant to their job schedules.
Hofstede's theory led me to understand that aside from the reward system, there exist other hygiene factors that are important and peculiar to my environment, but absent in developed economies, that are critical to ET. Such as: the level of unemployment; high dependent relative to working class ratio; extended family pressure; work place safety; provision of health care services to the employees and their spouses; lunch subsidy or luncheon vouchers; club membership subscription, weekend retreat; etc.

All above actions have been taken and the results are coming in for further reflection and possible actions where necessary.

CHAPTER SIX
Summary and Conclusion

6.1 Summary

This research examines the causes of high employee turnover in EFNL using the four LMX dimensions to test how they mediate the identified causes. This is with a view for management to know how to use the dimensions of LMX to moderate or curtail the high rate of employee turnover in the organization. The discussions on the research findings were presented based on the eight identified causes of high employee turnover rate and how LMX relationships do influence them. The findings showed that the identified causes of employee turnover - *Fulfillment of Expectations; Equity and Fairness; Career Prospect; Empowerment; Poor Communication; Role Stress; and Remuneration;* except *Job Security,* affects employee turnover rate in EFNL. The influence of LMX relationship on these factors is found to be strong.

A summary of the influence of all the identified causes and how LMX influence them are as presented below:

6.1.1 Fulfillment of Expectations was found to be one of the factors that could be affecting employee turnover in EFNL, as some interviewees, though in minority, tend to agree that their expectations have not been fully met. Implying that if they find opportunity in organizations where they perceive that their expectations will be better enhanced, they will exit current employment. There is need to enhance LMX Affect and LMX Loyalty in EFNL.

6.1.2 Equity and Fairness perception was also found to affect turnover rate in EFNL. The employees confirmed that they were experiencing both 'in-group' and 'out-group' relationships with their supervisors, hence those in 'out-group' relationships perceives unfair treatment relative to those in 'in-group' relationships. It therefore behooves on management to minimize 'out-group' relationships by enhancing conditions that breeds 'in-group' relationships through LMX Affect.

6.1.3 Career Prospect seems bleak for some employees, hence the need to improve on the level and frequency of on-the-job training, which are executed by experienced hands within the organization. Where such experienced hands are not available in sufficient numbers, the organization may have to consider sending employees to other firms and consultants for hands-on training. Keeping good and experienced employees means creating opportunities for them to grow personally and professionally. This is strongly mediated by LMX Professional Respect.

6.1.4 Employee Empowerment in EFNL was found to be critical based on responses from interviewees and reflection on the outcome of the execution of their suggestions. Giving each and every employee the opportunity to partake in the ownership of their tasks and contribute to decisions on issues that affects not only their jobs but also the organization. This will go a long way to bringing about the right leadership that the organization critically need at this point in time. This has created leaderful leadership and confidence in the organizational members and also enhanced their ability to take decisions collectively, thereby improving employee mental and intellectual capacity. LMX Affect, Contribution, and Professional Respect strongly mediate this factor.

6.1.5 Role Stress came out strongly as a factor that influences employee exit decision. As a result, management decided to engage utility staffs in all departments, to fill in the opening created by a resigned staff. I also discovered it was proper to periodically check on new hires in an unofficial capacity to ask how they are coping. Ask them how they are enjoying their work, and if they have questions or concerns craving for answers. Any identified problem was quickly resolved before it degenerates; knowing that many office conflicts, when left unchecked, have the potential of leading to increased turnover. Such interpersonal conflict involving infighting about job titles and responsibilities, lack of respect among colleagues etc. were promptly checked through the enhancement of LMX contribution and Professional Respect.

6.1.6 Poor Communication also emerged strong as a cause of high employee turnover rate. Based on interviewees' response and the group discussion outcomes, I decided to improve the feedback mechanism. The need for management to deeply enhance LMX affect in the organization will greatly reduce this problem.

6.1.7 Poor remuneration and allowances were seen as having a very strong influence on employee turnover rate. The organization need to keep an eye on what other firms in the industry pay their employees, and make deliberate effort to stay competitive with wages and benefits, to avoid constant recruitment and the continuous training and retraining of fresh intakes. As well as the attendant consequence of long term learning curve. The literature highlighted the need for organizations to remain competitive with remuneration and where high cost is perceived in doing this, other ways to reward employees were considered. Where competitor's remuneration was too high to accommodate, the organization fell back on creating conducive work environment, improving organizational culture, and inter-personal relationship, manifested in dyadic leader member exchange relationships as they are potent avenues that propelled satisfaction and reduce possible exit intent. This factor is strongly mediated by LMX affect, contribution, loyalty, and professional respect. If remuneration and allowances are competitive, the relationship between employees and the organization will be stronger (affect LMX); they will want to work more by putting in their best (contribution LMX); they will want to stay longer in the organization (loyalty LMX); and finally, they will want to become more skillful and acquire more training in their job area (professional respect).

The findings from interview section informed the various actions undertaken in the first AR cycle, and their outcomes which are direct responses to the initial research questions. While it is true that not all the actions are progressing as would be expected, it is noteworthy that some of the actions are progressing as expected. Each action is clearly aligned to at least one of the issues that emerged from the research in respect of the challenges faced by organizational employees leading to possible resignation intent. The ownership of issue(s) is well spread across the organization and the need to improve on the status-quo is gradually becoming a habit (a business as usual mind-set) for the senior managers and all supervisors with some degree of authority.

In addition, whilst the actions are designed in line with circumstances prevalent in EFNL, it was observed that most of the findings and actions put in place are quite general in their application. This indicates that the intended contributions of research outcomes can be applied widely in any other public and private sector organizations in Nigeria. Of more importance is the discovery that for such a subjective and contextual problem, the adopted research approach can be applied in any organization or firm in any industry that is looking forward to solve an identified work place based problem.

The adopted qualitative method in this study found that several other factors outside those identified in literature inform employee decision to exit or remain in present job. The investigation suggests that employee involvement is engendered and sustained by high level of LMX dyadic relationships which are strongly influenced by affect, loyalty, and contribution LMX. Added to these are other macro-economic (non-work place) factors, such as the level of: unemployment that brings about high level of employee/dependent ratio; poverty and level of education; government failings in provision of essential basic amenities, amongst others.

In comprehending fully; the prevailing situation in EFNL, the research seeks to understand the relative importance of the issues that emerged from literature reviewed in the context of employee turnover and LMX relationships. This is with a view to determining whether the identified work place based problem can be adequately addressed. The intent is to use the findings to inform a program of action(s) designed to bring improvement on the identified problem.

In starting the local phase of enquiry, it became necessary and important to examine what could make the research participants reach a decision to exit their present employment, and the possible issues and challenges that informed their exit intent.

To further inform the study, it was important and helpful to understand the issues and challenges related, inter alia, to how EFNL employees relate with themselves or develop inter-personal relationships with other employees, capable of improving their skills in enhancing personal productivity, adjust to workplace culture, as each of these elements can be seen to add value to the overall level of loyalty and reduce employee turnover intentions.

In this study, content analysis from the collection of qualitative data via interview process was used. The result from the interviews showed amongst others, that employee loyalty is sustained and nourished by a feeling of inclusion in the affairs of the organization. If employees are treated by an organization as asset that deserves lots of attention, it will survive in a highly dynamic and competitive business environment. They (employees) have been proven to be the backbone behind business success and therefore, they need to be well motivated and maintained at all cost to aid organizations in global competitiveness in terms of providing quality goods and services to the society. This will ensure long-run returns on investments. The initial study revealed that there is low LMX relationship amongst organizational leaders and subordinates. This was further corroborated by the findings of this research, as majority of respondents confirmed that they will exit with their immediate or line supervisors. This implies that inter-employee ties are stronger than management-employee ties, and we have to reverse this by focusing more on the identified factors except job security, in winning the confidence of employees.

For example, one of the group discussion teams was assigned the first question, *"How passionate are employees in ensuring the success of their organization?"* From the CEG, it was found that individuals were motivated by different factors, depending on how they order their priorities or arrange their scale of preference. But generally, hygiene factors such as work environment; training opportunities; work place safety; and other fringe benefits like provision of health care services to the employees and their spouses; lunch subsidy or luncheon vouchers; club membership subscription etc. were seen to be important in motivating and sustaining employee interest in the organization. These findings were based on the outcomes of discussing above question. The group unanimously agreed that if the organization improves on these hygiene factors, employees will be more attached to the organization and their affective tendencies will be greatly enhanced. Quoting a member of the collaborative group enquiry team who joined the organization as a Deputy Manager in Engineering Department, *"I left my previous employer not because the pay was bad, but after meeting the needs of my immediate family members and dependent relatives especially as it relates to settling medical bills, am left with very little to take care of other responsibilities. If for nothing, but provision of health care for me and my spouse has endeared me to my present organization".*

It appeals to reason that, when employees are loyal, dedicated and committed, the tendency for them to resign will be very low as their aspirations and those of the organization are deemed to be in congruence (sync).

6.2 CONCLUSION

This research work examines LMX Dimensions and Employee Turnover in EFNL. The sample consists of 20 employees working with the organization which operates in the solid mineral extractive sector of the Nigerian economy. The variables are employee turnover and LMX, where LMX as a moderating variable is measured by four dimensions – affect, contribution, loyalty and professional respect. And the causes of employee turnover are measured by the eight identified causes (fulfillment of expectation, equity and fairness, role stress. Empowerment, communication, career prospect, job security, and poor remuneration) as revealed in literature review. Qualitative research methodology and content based analysis were used in arriving at the results for interventions. The results showed a very strong relationship between the identified causes of employee turnover and the dimensions of LMX.

Being aware and guided with these theories and dimensions of LMX will equip a leader with the ability to understand subordinates' reactions and disposition to their job roles better. And when the need arise, apply the theory or combination of theories that best defines the situation, in order to solve the problem before it escalates. Most of the frustration subordinates encounter, before reaching an exit decision, could be resolved amicably and hence avert possible resignation as well as stimulation of employee interest in the organization.

This research shows that LMX dimensions mediates the identified causes of high employee turnover in EFNL. All the identified causes except Job Security are prevalent in the organization, and management is taking steps to reduce the impact through enhancement of the dimensions of LMX relationships. HR department has been reorganized to scientifically select and recruit employees with the objective of retaining them. I have examined the sources of employee turnover and implemented the recommendations with a view to fill the gap of the source, so that the organization can be in a position to attract and retain employees in order to enhance our competitiveness in the globalized market. The work has shown that we must understand that employees in organizations must be treated as the most important of all assets which would make organizations withstand global competition. So this asset must be given due care and attention in order to ensure organizational continuity. It has become obvious from the study that employees should be empowered, assigned challenging work, encouraged to communicate with management, and well compensated, as salary and salary related variables have been proven to have great effect on employee turnover.

The study achieved its aim by gathering and analyzing data on employee experience and what led them to resignation, particularly those experiences that do not align with their needs and those of the organization. It shows as expected that most employees found the need to remain in organizations as conditions and relationships that existed, became such that attenuated engagement better and developed mutually rewarding relationship with the organization. There is the need for more research to be carried out in this area as other factors not identified in literature review were found to be partly responsible for high employee turnover rate experienced in EFNL and in other organizations in Nigeria and other developing and underdeveloped countries. These factors will not only enhance but also sustain employee loyalty within the solid minerals extractive industry in Nigeria.

The research was started with a mission in focus, which was, to reduce the rate of employee turnover by improving the level of relationships between organizational leaders and members. Most studies in this area have adopted quantitative measures in examining this phenomenon, but this research adopted qualitative approach because all the factors involved in employee exit decisions cannot be adequately approximated quantitatively. It is a problem that involves individual decision making and as such goes beyond objective approximations to encompass socio-psychological emotions which are subjective. Also, most of the researches carried out in this area were done outside Nigeria, but the few done here, for example, the work of Adenuga, Adenuga and Ayodele (2013); Ogunfowoka and Mora (2012); Okechukwu (2010), Babajide, E. O. (2010); Mbah, S. E. & Ikemefuna, C. O. (2012), all adopted quantitative research methodology.

The adoption of AR Methodology was carefully guided by the fact that I want to expose the root of the identified problem by adopting qualitative research methodology which involves a process of critical reflections.

The outcomes of both research cycles thus far executed showed that all the factors that were identified in the literature review as being the cause of high employee turnover, except one, was found to have impact on high employee turnover in EFNL. The exception as revealed in the study is Job Security**.** But it should be noted that this is peculiar to EFNL because of its policy on non-termination of employment. All other factors are seen to have strong impact on the rate of employee turnover in EFNL, and the level of LMX relationships between supervisors and subordinates (inter-employees relations) in some cases accentuated the problem. Though the degree of impact varies, while some are mild, others are intense.

The discussion showed that the identified factors in literature causing high employee turnover in organizations are generic, but applies differently and are differently moderated by the dimensions of LMX relationships. These dimensions might not be of equal strength in mediating the causes of employee turnover, and so there was need to investigate the extent to which each of the cause is impacted by LMX dimensions in order to prioritize implementation. It was found that in EFNL, LMX relationships strongly influence employee exit decision. But aside these endogenous factors, it was also found that there are other external and exogenous factors such as unemployment rate (labor market), level of poverty in the society, dependent relatives, family background and level of education etc. that also influence employee exit decision and hence affect the rate of employee turnover. These exogenous factors were not found in the literatures reviewed, but sure they are relative and peculiar to economies like ours (Nigeria economy). Also, the conclusion presented here is not peculiar to EFNL or the extractive industry alone, but has general applicability to all firms and industries.

Organizations who take their workforce as a vital resource will continue to exist in a vibrant competitive business environment.

6.3 IMPLICATIONS

To the organization, two specific areas of interest emerged from the study. The first which was quite significant is in establishing causes of employee turnover in EFNL; and the role LMX relationships could possibly play in harmonizing the interests of both employers and employees. It is obvious that the pre-understanding that after offering an employee a job, he/she owes the employer moral obligation of loyalty and commitment is not guaranteed but requires further effort at creating an ‘in-group’ dyadic relationship between both parties.

The other concerned the way discussions around career guidance and quality of engagement procedures became linked with the desire for real career opportunities. The most encouraging aspect derived from interviews, concerned perceived ability for individuals to challenge themselves and to possibly develop themselves further than they ever thought possible. This provided a strong differentiator to be used in future recruitment efforts. Management now have a mind-change in this regard as they now see that they have previously shared some common prejudice about employees appetite for work (that employees detest work) which in many cases is misplaced as some of organization's internal processes (hierarchical arrangement) reinforce stifling and un-innovative dispositions.

In addition, it was heartening to note that participants were as frustrated as management with the actions of their exiting colleagues. Those left behind were saddled with more work leading to greater pressure on supervisors and subordinates. This showed that I have been guilty of sub-consciously generalizing certain features of employees unfairly and had assumed a level of acceptance for certain behaviors that were not supported by the research findings. This revelation has subsequently encouraged management to involve employees more in establishing "in-group" relationships vertically and horizontally as this will enhance the mentoring process now in place. Doing this has helped foster stronger bond between employees as they collectively focus on the common goals and objectives of organizations.

The study has revealed that there are other factors other than those identified in literature that could influence employee turnover rate, especially in developing countries. I chose to categorize them as "exogenous" factors, as they fall outside what the organization can control. Examples are: unemployment; dependence ratio; illiteracy level; inadequate social amenities and socio-economic support for the citizenry etc. These are general macro-economic problems that are exogenous to micro-economic agents. Researchers can consider these as area of further studies in managing employee turnover.

Finally, I particularly enjoyed the opportunity to engage more with all employees of the organization. I have discovered that there are a number of talents with great potentials waiting to be explored. This research has exposed many new experiences and resolved quite a number of challenges that I have been struggling with for some time. It had been difficult for me to build strong rapport with employees, especially those at the middle management and lower levels. They deliberately create a distance no matter how I tried to get close, probably because of their reverence for my office. I also sensed that most of them inhibit information and are uneasy at my presence and this make me feel uncomfortable in certain occasions. During the period of this research, I found myself more able to relate with them freely and somehow they feel relaxed at my presence.

The value of this research initiative has proven to be beyond my initial expectations. The process has served to significantly reduce the high rate of employee turnover and hence performance of EFNL. For instance, available statistics in HR showed that since this study started, employee turnover has dropped reasonably. Improvements in the work environment have also been recognized internally and externally by our stakeholders. In addition, EFNL has benefitted from the opportunity to face up to the impact of my own beliefs on the situation, and learned how a structured collaborative approach to the problem identified can overcome such bias in beliefs and understanding. This has helped to manage a number of other organizational problems much more effectively than was previously the case.

6.4 LIMITATIONS OF STUDY

As explained by Coglan & Bannick (2010), there exist a number of challenges in carrying out insider AR. These challenges arise as a result of the evolving and interactive nature of this mode of inquiry. I had such challenge as, bias or pre-understanding brought to the research initiative; dual role of researcher and increased likelihood of coercion, groupthink and other ethical or organizational power politics between research participants. Having worked in the public and private sectors of the Nigerian economy, especially in the extractive industry for several years, and at decision making levels, it was hard to avoid pre-understanding of some sort. However, on reflecting how this might impact this research work, I felt my experience has been sufficiently diverse to discount any generalized expectations or prejudice towards employees. Not-withstanding, the risk of pre-understanding was an issue of deliberate reflection all through the research to ensure that my opinions did not covertly or overtly influence the findings.

Another critical challenge has to do with my dual role as a researcher and Executive Board Chairman of EFNL. Ordinarily, employees would want to be mindful in discussing with me. But for the past five years of leaving public office and coming back to the firm, I have deliberately spent quality time in discussing with staff-members either privately or in groups, and have always impressed on them the need to express their opinions without fear or favor. Am sure, this act had sufficiently prepared ground for them to have confidence in the process and were free to speak from their heart. As anticipated, my role solved other problems that dealt with access to data sources and practical resources. The ethical considerations pertaining to the research was addressed by first obtaining management's approval, informed consent from all research participants after they have considered an explanatory information sheet prepared in English language. In addition, the initial interviews were kept confidential with participant's name masked and individual recordings kept physically outside the organization. Participants were reminded at each step in the research process that they could withdraw at any time they so wish.

6.5 Personal Experience

The research has enabled me realized that managerial issues may be much more complex than they ordinarily seem on the surface. In order to ensure that the outcomes are not shaped to confirm an existing prejudice, I consciously examined my preconceptions of the identified problem so as to clearly identify my pre-understanding at the beginning of the research study. Thereafter, deliberate attempts were made to develop an open mind relative to the possible elements capable of influencing the decisions of individual employee in order to avoid undue generalization. This assisted in observing issues that emerged during the research that I had never properly taken into consideration before. Such as, the extent of socio-economic pressure on employees as a result of the economic circumstances resulting in high rate of dependent relatives on the working class.

During each phase of the research, i.e. the interview and the group discussion stages, I deliberately made efforts to eschew self from the activity at hand (in not imposing my views) to consider the appropriateness and efficiency of actions taken; the process of observing and recording issues as they emerge; the possible influence I might have on the entire process and the substance of findings. In the course of this research, instances where this reflection brought about changes in approach or a reassessment of the initial data were noted. Such instances include a number of individual interviews where issues needed to be subjected to further clarification or explored further. Opening an emerging concern to be challenged and explored in the group discussion sessions; as well as reframing the challenges focused on during group discussions and in interpretation of outcomes and their alignment with findings deriving from interviews. In addition, the process of carrying out this research availed me the opportunity to consider and reconsider the manner my own thoughts were evolving as research exercise progressed.

Throughout the study, I particularly maintained shorthand notes of significant thoughts and articulations; observations and reflections on outcomes of actions as they are being executed. This helped in understanding some of my subtle prejudices in respect of subject matter and some of the effects of my pre-understanding and prior experiences. For instance, I had never had cause to resign from one job to take up another, as the only time I had cause to resign my appointment was to venture into private enterprise, and when I was going into public office. So I have never considered the fact that other employees may be experiencing work-place difficulties that could lead to resignation.

The following were steps taken to avoid any unplanned bias in the course of gathering data and the learning derived from this process.

First, using the designed framework signifies that I should be able to avoid any bias in the preparation of interview questions. The principles or workability of the framework require comprehension and framing of questions in specific areas, thereby removing the possibility of my focusing on the area I believe is of more importance relative to others. Though, I want to admit that at early stage of interviews, I may have been prompted to occasionally direct discussions to areas I felt might be more relevant or important to the study, and where conversation seems to flow more easily. At the point of transcribing these earlier stage interviews, it became clear and I could recognize from responses that there were some leading and/or closed questions that have capability of directing the discussion away from some basic issues that were supposed to be covered or possibly reduced their importance in favor of more familiar territory that is of less importance to the study.

In like manner, there was need to examine some issues much more deeply to have a thorough understanding of the point being made. Having said this, it is equally of importance to admit that whilst the conscious need to lead the conversation and prompt participants never completely disappeared, I worked hard on myself to be able to reduce my impact if any to the barest minimum. During the interviews, respondents were given ample opportunities to fully express the issues on their mind.

Worthy of note and very encouraging is the sincerity and openness displayed by almost all the interviewees. The interview covered a lot of issues, and at some points, in an attempt to exhaust all possibilities, I have to probe deeper by asking questions that may touch on sensitive issues that affects the informal lives of participants and their personal feelings that they would ordinarily rather not discuss with others except their close friends and family members. This willingness, and indeed act of cooperation from interviewees gave me high level confidence that they were not moderating their responses because of my position, or that they are not intimidated by my position to try playing to the gallery, and this perceived truthfulness and sincerity gave me lots of confidence.

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