UNIVERSITY OF EDUCATION, WINNEBA

DETERMINANTS OF STAFF TURNOVER INTENTIONS IN THE JUDICIAL

SERVICE OF GHANA: A CASE STUDY OF THE HIGH COURT, KUMASI

DAVID OSEI

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DECLARATION

STUDENT'S DECLARATION

I, **DAVID OSEI**, declare that this Dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:..

DATE:..

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this Dissertation was supervised in accordance with guidelines for supervision of Thesis as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: **MR. KINGSLEY AGYAPONG**

 SIGNATURE:..

DATE:..

ACKNOWLEDGEMENT

DEDICATION

This work is dedicated to my two sons, David Osei Junior and Kelvin Osei Binfo and lovely wife Comfort Mensah. I am very grateful for all that you have done for me through my education. May the Almighty God reward you for all that you have spent on me.
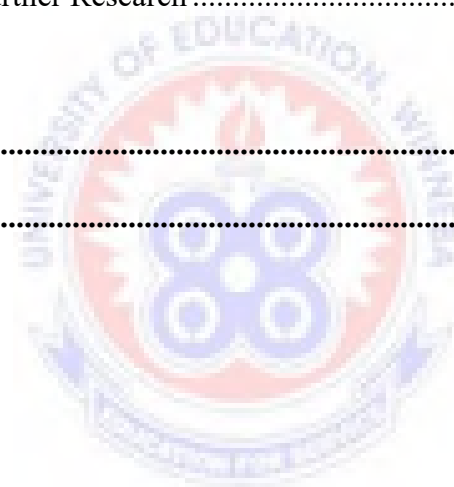
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ABSTRACT

The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi. The study was guided by three objectives which were to assess the impact of personal or demographic factors on staff turnover intentions, the impact of economic factors on staff turnover intentions and the impact of organisational factors on staff turnover intentions at High Court, Kumasi. The study was a descriptive survey with the population of the study being the employees of the Kumasi High Court. A judgmental sampling technique was used to select sixty (60) respondents from the High Court. The study sought to measure three research questions and out of these three, two of them were supported. Thus, it was found that, both economic and organizational factors had significant impact on employee turnover intention whereas personal factors did not have an impact on employee turnover intentions. Some recommendations were that, policy makers can have a better understanding on the impact of the factors presented and use this information to establish policies on the retention of employees in the judicial service and beyond and also there must be an alignment of the working environment with the changing, dynamic and culturally diverse workplace. It was suggested that, future researchers can conduct a comparative study using respondents in different geographic areas or in other oganisations apart from the judicial service.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is the introductory chapter of the study. This section comprises of the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study and finally the organisation of the study.

1.1 Background of the Study

The work environment of the 21st century seems to have changed in relation to previous centuries. Issues such as customer and employee satisfaction, revenue and expenses, organisational structure and culture, globalised markets, competitive advantages, technological advancements, diverse customer demands and a workforce that has a global mind-set have added up to the already existing issues that were in orgnaisations. An effective workforce is the key to achieving goals and delivering service. Many companies are equipping their workforce to gain a competitive advantage in the work place as it is the only variable that is difficult to keep motivated and retain (McPherson, 2009).

In recent times, organizational success is more dependent on the strength of human capital, its technology, the type of materials it has among other factors. Workers are very critical to the success or failure of any organization due to the fact that technology and materials cannot operate in isolation they need the human touch and hands to make an organization perform effectively and efficiently. On the subject of employees and staff as a whole, Kerr (2004) points out that, labour history has long been seen as a vigorous area

of intellectual endeavour. Labour turnover signifies shifting of labour into and out of an organization. Armstrong (2001) observed that long term employees generally, have higher productivity and efficiency on the job than newer employees due to their length of experience with the organization. Other observations that have been made in relation to labour unrest has shown that, employee turnover incurs opportunity cost to employees (Jones & Gates, 2007). As experienced are replaced by new hires, productivity can drop drastically. Not only are new hires very unproductive compared to experienced workers, but trainer"s productivity during training periods as well.

Armstrong (2006) posits that Employee turnover is the rate at which employees leave organisations and how long the staff tends to join and leave the organization. One thing that is evident in organisations nowadays is that, measures are being put in place to reduce the rate of labour turnover mainly because labour turnover may come with side actions such as Job dissatisfaction, thoughts of quitting and an evaluation of job seeking expectation utility and cost of quitting. Many factors such as leadership and management styles, work environment, training and developmental needs, reward and performance management amongst others contribute to employee turnover; some stemming from the company while others from the employees themselves and the external work environment (Burk and Collins, 2001). The advantage of higher turnover is the lower labour expenses associated with employee not sticking around long length for pay raise. Organization offering positions that do not require skilled labour benefit from labour cost saving of higher turnover (Egan, 1999).

Determinants of employee turnover and organisational performance have been looked at far and wide. Literature on this issue has concentrated on country, economy and industry specific subsets, providing a wide range of retention strategies. Studies by Price (2001) and Griffith, (2004) on staff turnover showed that the lack of work-life balance, lack of reward and recognition, poor salary and unclear career growth opportunities led to employee departures from organisatiosn and employee loss was realised through strained business processes, delays in service delivery and higher costs attached to recruitment and selection processes.

The study was concentrated on the judicial services of the country Ghana especially the High Courtin Kumasi. The High Courtbeing considered as one of the Superior Courts established by the act of Parliament is entrusted with core functions including: Promote the rule of law, transparency, accountability and anti-corruption; Promote and uphold human rights, improvement to justice and protect the rights of the vulnerable in the society; Ensure efficiency and the speedy delivery of justice; Strengthen the capacity of its human resource and improve the conditions of service for all staff; Change the public perception of the judiciary and build public confidence in the service; and Improve its infrastructural capacity to enhance its service delivery. Though there are no specific statistics on the rate of staff turnover in the Judicial Service, Morell et al., (2004) identifies direct and indirect costs of voluntary turnover as replacement, recruitment and selection, temporary staff, management time, morale, pressure on remaining staffs, costs of learning, product or service quality, organizational memory, and the loss of social capital (Dess and Shaw, 2001).

1.2 Statement of the Problem

Over the last decade, employee turnover rates have become a concern in many organisations across the world. This has been associated with various mergers in corporations across the world as well different characteristics of employees in organistions. Although the work environment in the courts are not totally the same as the work environments of other places, literature has shown the options mentioned above have brought about lowered customer loyalty and increased focus on job hunting especially where overall job security is threatened. This does not raise many questions on how to keep employees loyal alone but has also had damaging effects on organisational performance. This has therefore raised heightened concern for the determinants of staff turnover and has called for greater attention and critical analysis on the factors that dissuade staff from being loyal to their organisations and stay back (Ndungu, 2013).

The Judicial Service of Ghana, is faced with a high rate of employee turnover each year and this leads to poor organization performance which in turn impacts on organizational effectiveness. When a staff leaves the Judicial Service of Ghana, the present employees have to fill the gap until a new employee is appointed (Pitts, Marvel, & Fernandez, 2011). Staff turnover impacts on organization and employee performance because they get disrupted on their daily work performance. Organizations spend lot of money on the recruitment and training of new staff members each year due to high turnover rates (Dlamini-Zuma, 2009). There are numerous complaints from the public regarding the performance of employees at the High Court, Kumasi, for example, there are long queues and long waiting periods for Court services.

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There have been quite a number of studies on the subject of staff turnover (Lee & Mitchell, 1994; Griffith, 2004; Castle & Engberg, 2005; Hancock, Allen, Bosco, McDaniel, & Pierce, 2013) and also a few on determinants of staff turnover (Pattni, 2018; Mayaka Aura 2017; Ryan, Ghazali & Mohsin, 2010) but there seems to be limited literature in the field of determinants of staff turnover in the judicial service. The judicial service in recent times has been connected to a lot if not all aspects of business. Spanning from registration through operations and the final wounding up of business. Staff turnover has however become evident even in the judicial service and seeing that the judicial service is a highly important institution in the nation it is important to study the determinants of staff turnover in the judicial service.

Therefore, the main problem of this study is to assess the determinants of staff turnover intentions in the judicial service of Ghana concentrating the Kumasi high court.

1.3 Purpose of the Study

The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi.

1.4 Objectives of the Study

The study was guided by the following objectives

1. To determine the effect of demographic factors on staff turnover intentions at High Court, Kumasi.

2. To find out the impact of economic factors on staff turnover intentions at High Court, Kumasi.

3. To assess the impact of organisational factors on staff turnover intentions at High Court, Kumasi.

1.5 Research Questions

The study sought to answer the following questions

1. What is the effect of demographic factors on staff turnover intentions at High Court, Kumasi?

2. What is the impact of economic factors on the staff turnover intentions at High Court, Kumasi?

3. What is the impact of organisational factors on the staff turnover intentions at High Court, Kumasi?

1.6 Significance of the Study

The researcher contends that the findings of this study make concrete recommendations to the Judicial Service of Ghana to reduce staff turnover. It is hoped that this study also benefits other public institutions in Ghana and make recommendations for improving organizational performance. To the management of the High Court Kumasi, the findings will fundamentally assist in answering questions on why employees leave and help the organisation to formulate strategies and policies to enhance employee retention and organisational performance.

For future research, the document will serve as secondary data for future research on the topic. Thus, researchers looking to study in the field of staff turnover can build up on it. The findings and results of the research will also provide an in-depth understanding of the

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various factors influencing employee turnover. This can in turn help shape the future policy formulation of the judicial service in terms of their staff, thus facilitating the objectives of the Ghanaian Government in enhancing the reliability and efficiency of judicial services.

1.7 Scope of the Study

This study focused on staff turnover in the Judicial Service of Ghana, the High Court, Kumasi to be specific. All staff working at the High Court, Kumasi were included in this study. The findings of this study are useful in addressing the causes of staff turnover in the High Court, Kumasi.

1.8 Limitation of the Study

Practical steps were taken to make the study void of any limitations and shortfalls however, the study had a few limitations that could not be avoided. First of all, the study was limited in terms of its methodology. The study was a cross sectional survey and this limits the study in terms of its applicability. A disadvantage of cross-sectional surveys is that, data is collected at a particular time whiles a longitudinal study is spread across a period of about three to five years of tracking staff turnover in the research context. This limitation can however provide the opportunity for subsequent researchers to use other mixed methods to study determinants of staff turnover. The determinants staff turnover researched were not exhaustive, thus more research may be needed to explore other determinants in other contexts of the study. Again, some of the respondents were hesitant to give the needed information sought from them for the success of the study.

1.9 Organisation of the Study

The study was in five chapters. Chapter one introduced the study. It entailed the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, and the limitations of the study. Chapter two also reviewed literatures related to determinants of staff turnover. The chapter further reviewed empirical literatures establishing effects of various types of job satisfaction on turnover intention. Chapter three of the study further stipulated the methodology employed in the study. The areas captured by the chapter included the research design, the research population, sample and sampling method, data collection instruments, method of data analysis, validity and reliability and ethical consideration. Chapter four presented the data analyses and discussed the result. Finally, chapter five of the study entailed summary of the study findings, conclusions and recommendations.
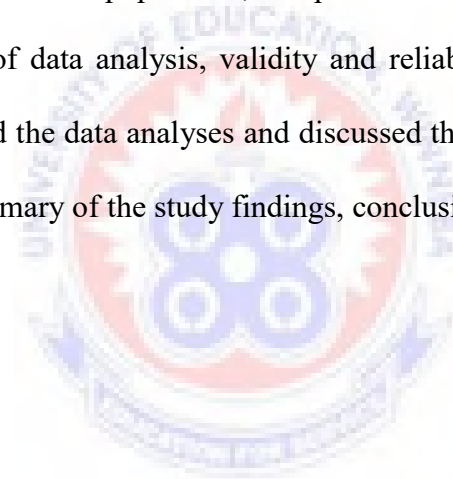
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi. This chapter presents literature that is relevant for this study. Reviews such as the concepts review where concepts such as staff turnover and determinants of staff turnover are reviewed, theoretical review where theories on staff turnover are reviewed, empirical review where past studies on the same subject are reviewed, industry review where the judicial service and High Court Kumasi are reviewed and the conceptual review is also presented.

2.1 The Concept of Staff Turnover

The concept of employee turnover is one of the most explored concepts in the field of organisational behaviour over the last few decades. However, the concept remains highly dynamic as orchestrated by the changing workplace environment in the 21st century (Ellickson et al., 2002). Many scholars and researchers have thus developed numerous definitions of the „staff turnover" concept. According to the CIPD (2014) „staff turnover refers to the proportion of employees who leave an organisation over a set of periods (usually on 1-year basis), expressed as percentage of the total workforce numbers. Similarly, Price (2001) considers staff turnover as the rate at which workers leave and be replaced by others within an organisation. Employee turnover is also defined as the number of permanent employees leaving the company within the reported period

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versus the actual active permanent employees on the last day of the previous reported period (Derek et al., 2007).

Turnover is sometimes looked at as an influx and exit of individual into and out of the working force of an organization over a specific period to time. Staff turnover may be at a level where it is seen as adverse and, in this area, it may become a warning sign of low morale and also the amount of movement in an out of employees in an organization. Staff turnover has proved to be one of the most challenging in recent times. The effect of turnover has reserved considerable attention by senior management, human resource professionals and industrial psychologist. Staff turnover can also be very costly to the to the organisation and to the nation as a whole (Kash, Castle, Naufal & Hawes, 2006)

Hatton et. al. (2001) suggested that the issue of met expectations was central to individual's decision to leave an organization. Each employee has his or her own set of expectation upon entering an organization. This expectation must therefore be met if the individual is expected to be satisfied. Should this expectation not be met the individual will become dissatisfied and leave. Negative evaluation of present Job leads to Job dissatisfaction, thoughts of quitting and an evaluation of job seeking expectation utility and cost of quitting. According to Babcock (2005) understanding employee retention and turnover and how you can use each to your advantage can enhance your human resource policies and build a productive workforce.

2.1.1 Types of Staff Turnover

Turnover of employees consist both voluntary and involuntary. Voluntary turnover is major problem for organization in many countries (Donoghue & Castle, 2006). In Voluntary turnover, employees leave the organisation at will, end of employment contract, at attaining retirement age, or by natural causes like death or illness. Involuntary turnover is split into discharge and downsizing types.

Discharge Turnover: Discharge turnover is aimed at the individual employee, due to discipline and/or job performance problems.

Downsizing Turnover: It occurs as part of an organizational restructuring or cost-reduction program to improve organizational effectiveness and increase shareholder value.

Involuntary turnover is mainly initiated by the human resources management where employees are either laid off, promoted, or transferred to other branches within the organisation (Hom & Kinicki, 2001). Voluntary turnover, in turn, is broken down into avoidable and unavoidable turnover.

Avoidable turnover: Avoidable turnover is that which potentially could have been prevented by certain organizational actions, such as pay raise or new job assignment.

Unavoidable turnover: A turnover that happens in unavoidable circumstances is called as unavoidable turnover. For instance, Employee‟s death or spouse‟s relocation.

2.1.2 Consequences of Staff Turnover

The consequences of high turnover can categorize into financial and non-financial. Staff turnover that is high is generally seen as problematic to productivity, quality, and profitability at firms of all sizes. A high turnover for the smallest companies may mean

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that simply having enough staff to fulfill daily functions is a challenge, even beyond the issue of how well the work is done when staff is available (Nelson et. al., 2009). Acccording to Iqbal, (2010), a managing director pointed out that employee turnover has always been one of the invisible enemies of business in any growing economy; it is invisible because most costs associated with staff turnover cannot be directly itemized in the profit and loss statement or reported at the end of the fiscal year.

Consequences of staff turnover can however be negative or positive and this was talked about by Achoui and Mansour (2007). They posit that, cost both tangible like recruitment, selection, training and production lost and intangible cost like moral impact, workload impact and tam performance disruption all show negative consequences. Negative cost associated with employee turnover may also include separation, replacement and both financial and non-financial. Financial cost may include the cost of people˚s time, cost of materials and equipment, cash outlays, and productivity losses. Heneman and Judge (2009) point out some other cost which are less discernable and harder to estimate but may entail large negative impacts on organizational effectiveness such as loss of customer, business and damaged morale in the organisation.

Although staff turnover has been traditionally considered as voluntary and involuntary, Dalton et al. (1982) extended the staff turnover taxonomies by adding two more dimensions namely, the functional and dysfunctional impacts of staff turnover on the firm performance. In other words, they recognised and advocated the non-economic impacts of staff turnover on firm performance such as: the beneficial impacts of knowledge

circulation and revitalization amongst firms that can in turn lead to innovation generation opportunities; the detrimental impacts of training costs; the psychological impacts of staff turnover on the attitude of the remaining employees; and the negative impacts on the working climate and organisational culture.

Consequences of staff turnover can also be beneficial for the organisations. One advantage that staff turnover can bring in the organisation is that, it can allow the organization to hire new employees with more current training who are not locked into existing ways of doing things (Mello, 2011). Also, other positive consequences are higher quality, less expensive replacements, displacement of poor performer, innovation, flexibility, adaptability, offer opportunities to promote talented, high performer (Mello, 2011; Heneman & Judge, 2009; Achoui and Mansour, 2007).

Although there are positive effects of turnover, voluntary turnover, are seen as a typically a costly proposition. Therefore, both voluntary and involuntary turnover can be managed strategically to allow the organization to maximize the costs incurred with the process. Retention strategies must involve the assessment of both retention costs and benefits. Retention strategies must focus not only on how many employees are retained but exactly who is retained. An ineffective employee retention strategy can disrupt the whole organizational productivity and employee morale (Tracey & Hinkin, 2008).

2.1.3 Staff Turnover Strategies

The keeping of employees, especially in a market that is very competitive and also for employees that are sought for in their area of work can be very challenging for organisations in any industry. There many means that employers try to use in the attempt to retain staff, some of these employers try to retain their employees through the provision of opportunities to develop and move up the ladder, interesting work, a congenial work environment and strong value-driven management however, there are still some top performers that still remain focused on their salary, particularly relative to the market place (Mello, 2011).

It is widely suggested in literature that, the simplest way to manage staff turnover is to simply increase the levels of satisfaction among employees. That seems quite simple but the complicated aspect of this activity to actually understand exactly how to satisfy the employees (Denisi and Griffin, 2008). This is complicated because, the significant challenge for employers in managing retention of their employees is the fact that different employees are motivated by different factors relative to their desire to stay with an employer (Mello, 2011). Thus, any intended retention programme for the staff must be designed based on the needs of the employees who have been targeted for retention.

According to Ongori (2007) strategies that a set up to minimize staff turnover must be set in such a way that it is appropriate to the diagnosis of the problem. For example, if an organisations staff turnover is attributed to poor selection, the application of strategies such as modification to induction service is unlikely to improve the situation due to the fact that the strategy is tackling the actual cause. Therefore, management is frequently

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exhorted to identify the reasons why people leave organization and to make necessary actions to address those issues. One of the means that employers are frequently advised to use the identification of causes of turnover is the exit interview. It provides employers with the opportunity to gain candid feedback from departing employees in a manner that might not be possible if conducted within the context of an ongoing employment relations (Mello, 2011).

On the other hand, previous studies focus on the functional human resources activities such as recruitment and selection. Examples of these are from the previous researchers, such as Collins (2007), Dermody et al. (2004) Reynolds et al. (2004) and Martin et al. (2006), who focus on the important role that appropriate recruitment plays in retaining good staff (Deery, 2008). In recent times trends have shown that there is a need for organisations to turn a corner on their various strategies in staff turnover. Following old retention strategies, such as money or financial incentives, will not be the way to go forward into future. Thus, strategies that are more non-financial in nature such as training and career development do become a key to retention (Kapur, et. al., 1996). The strategies of retention, which are based on developing human resources management systems and organizational behavior aspects such as improving communication process and networks, internal marketing policy and practicing professional exit interviews, should be implemented in order to avoid high rate of turnover and its negative consequences.

A survey by Manpower Middle East on the workforce engagement and retention trends reveals the urgency of adopting more effective employee retention programs to attain both competitiveness and profitability in the regional markets. According to Manpower's findings, better employment opportunities (79.4%), career advancement (80.8%), and improved work environment (45.9%) are some of the top reasons for job mobility aside from increased pay, which is cited as the basis for 85% of respondents to leave their current jobs. The study indicates that organizations offering benefits such as experiential opportunities, a clear career path, mobility options and travel and working conditions that balance work, personal and family growth are more likely to retain their pool of talent (Anonymous, 2009c).

In conclusion, better efforts should be put into the improvement of retention of employees by taking in consideration factors such as better recruitment effort, review job content, compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, non-work factors, team building, centralization, organization communication and commitment, proper exit interview, counseling for leavers, flexible working hours, compressed work week, employees involvement, policies for turnover and recognition. However, staff turnover processes may require more investment in the area of organizational commitment and job satisfaction modern organisations (Achoui and Mansour, 2007). It is hoped that this paper will inspire academicians to do additional research in this area as well as assist Saudi organizations to retain their talented and high performer staff.

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2.1.4 Determinants of Staff Turnover

Most researchers (Zheng & Lamond, 2010; Kalliath and Beck, 2001; Ongori, 2007) have attempted to provide some literature on the reasons behind employee intention to turn over quit by investigating possible antecedents of employees" intentions to quit. Consistency on the findings on the determinants of staff turnover is very little to date and this may be due to the diversity of employed included by the researchers and the lack of consistency in their findings. Therefore, there are several reasons why people quit from one organisation to another or why people leave organisation. For the purpose of this study, the researcher categorized the many determinants of staff turnover into psychological factors, demographic factors and economic factors.

I.   Demographic Factors or Personal Factors:

Individual"s own factors or demographic factors may include factors such as age, gender, education level, marital status, years of working, individual ability, responsibility and so on. Factors mentioned above such as age, marriage, education levels and years of working in the organization are able to indirectly affect individual turn over intention (Liu et. al., 2006). A study to find out the effect of demography on staff turnover found out that the female employee turnover rate is higher than male employees. It is mostly explained that factors such as the immense activities that such as birth and taking care of the family. When employees exist in units or post for a long time, they will feel tired, which can lead to turnover intention.

Studies also point to some factors as educational level have an effect on the turnover intention of employees. Employees that have children, employees that are inexperienced and employees that have a high level of education seem to have a low level of satisfaction

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about jobs and careers, and have lower commitment to the organization, these negative attitudes are associated with turnover intention (Ma, Chen, Wang, 2003).

Personal factors such as the ability of the individual one of the influence factors of turnover intention. Personal abilities may include some of the things or behaviours that may be special or unique to an individual worker (Chen and Li, 1998). When individuals are not competent at their job, or individuals have strong ability and cannot fully develop in the company, employees are likely to turnover. For employees more than 30 years old, responsibility is one of the important factors for them to leave, the more responsibility (such as staff is the single father or mother, or their income is the main source, etc.) a person bears in the family, the smaller the possibility of his turnover (Zhang, 2016). In short, the individual factors directly affect the turnover and turnover intention, or indirectly influence on them through the regulation of other variables.

II.   *Economic Factors:*

Economic factors in staff turnover are the factors which influence the financial well-being of the employees in an organization. Some conditions and systems such as the economic development level, labor market condition, employment system, job opportunities, enterprise property, transportation, housing, education and health care facilities, the cost of living, quality of life and so on all have an impact on employee‟s turnover intention (Hang, 2009).

Economically developed environment, short supply in terms of industry personnel, relatively good employment situation or increase in job opportunities leads to a decrease in staff turnover intention. Literature shows that staff or workers in state-owned

enterprise have the highest turnover level, followed by staff or workers in private enterprises and its followed by the employees in foreign-funded enterprise. But generally, employees in these three types of organizations have high staff turnover intention, more than the average organisation (Liu et, al., 2012). Under conditions such as high cost of living, to make a proper living, the provision of good financial benefits reduces the probability of employee turnover. In pursuit of a better quality of life, the staff may choose to give up the current job for higher paying job.

III.   *Organizational and Work Factors:*

Some factors affect the organisation or emanate from the organisation. Some factors such as organizational culture and system, organizational benefits and prospects, organization scale, salary, payment and promotion, relationship, training, employee involvement, individual work attitude and organizational justice may all affect employee turnover intentions (Egan, Yang & Bartlett, 2004).

Literature has shown that differences in organizational culture can affect employee turnover intention. This means that, normally when an employee enters in to an organisation there is a challenge of aligning the employees individual value orientation with the organisations culture and mechanisms. Thus, in most cases when there is a higher alignment between the personal and organizational cultures the greater the chance of employee retention. Employee personal goals and organizational goals when well aligned can successfully reduce the likelihood of employees leaving organization. Another factor that is organizational in nature is the performance of the organisation and this can affect the retention or turnover of employees. In other words, the higher the

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economic benefits of the organization, such as increasing their income and welfare, the lower incidence of turnover behavior. The better enterprise prospect that employees can observe, the lower the probability of employee turnover (Cavanagh, 1992).

The greater the size of the organization, the stronger the sense of employee security, employees are satisfied and proud of access to an organisation that is big, generally employees do not easily leave such organization. Every employee has desire to play a particular character that suits him within the organization, the larger organization size, the more internal opportunities, the more roles that are available also help employees feel more wanted and prevents employee turnover. Good internal dynamic can improve employee"s job satisfaction and reduce turnover behavior. Good employee welfare and reward policy is one aspect of organization commitment, as well as an effective method to reduce employee turnover rate. Other factors that are organisation such as personal development, interpersonal relationship of company or department, training and learning opportunities and degree of participation of the company or department in the making of decisions has a significant impact on employee turnover intention.

2.2 Empirical Review of the Study

In this section of the study the researcher presents past literature on staff turnover intentions done by other researchers in the field of staff turnover intentions.

2.2.1 Causes of Staff Turnover

Grobler, Warnich, Carrell, Elbert and Hartfield, (2002) state that compensation refers to all forms of financial returns and tangible benefits those employees receive as part of their remuneration package. Robbins (2003) agrees that the classical objectives of any

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compensation system are to attract, retain and motivate employees. Poor remuneration is one of the reasons of staff turnover. If employees are not satisfied with what they are paid, they normally leave to seek greener pastures. Moreover, the working conditions, motivation, recognition and an opportunity to grow must also be feasible. An employee may still leave even if another job offers a lower salary as long as he or she enjoys job satisfaction. Although financial incentives will encourage employees to stay over the short term, over the long term they need opportunities for growth (Tyani, 2001).

Job dissatisfaction is one of major causes of absenteeism. Robbins, Decenzo and Wolter (2001) state that a person with high job satisfaction holds positive attitudes towards the job. It is the people with negative attitudes that absent themselves. In a study conducted in a Military Health Care Facility by Mullins (2005), it was found that there was a positive relationship between job dissatisfaction, employee turnover and levels of absenteeism.

According to Chiang, Back and Canter (2005), training of employees is associated with employee decisions to remain in the organization. He additionally researched and concluded that employee turnover has a direct relationship with job satisfaction; he further said that job satisfaction has a direct relationship with training provided to organize employees. This shows that job satisfaction has a significant relationship with an employee turnover rate. On the other hand, the quality of training programs provided to the organization‟s employees shows an indirect relationship with an employee‟s plan to remain or give up the organization. He recommended that training of employees‟ is the

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main root for the success of an organization. The employee''s turnover rate could be reduced by training the employees'' and to keep talented people with them.

According to Ichniowski (2004) another tool for staff retention is staff training. Training may help staff to become more competent and to enjoy their work even better. They may gain confidence in their work which in turn may boost their morale. Reducing staff turnover will benefit business and save money (Mullins, 2005). Moreover, replacing staff is costly and valuable skills are lost. By providing staff with training and development they are more likely to be keen to take on greater responsibilities more suited to promotion or career progression. Staff may become confident and motivated and they may not rely too much on supervision. The costs associated with staff turnover are simply huge; taking into account the costs of recruitment, training and absence combined with average salaries and attrition rates (Tyani, 2001).

2.2.2 Staff Turnover Intentions

Toker (2011) observed that, job satisfaction is a central factor influencing staff turnover. Job satisfaction is defined by Munsaka (2014) as the state of fulfillment of expectations which is a cognitive resultant effect from the nature of the job and the work benefits. With reference to a study conducted by Toker (2011) on the role of job satisfaction on university lecturers in Turkey, it was revealed that those lecturers with high satisfaction in their job indicated low intentions to leave their job. Similarly, Mondy (2010) pointed out that job satisfaction predicts low turnover intentions in organisations. In this regard, therefore, staff turnover is facilitated by the lack of factors at workplace which can lead to satisfaction of the employees. Mathis & Jackson, (2011) considered low work-pay to

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be a key factor that influences low satisfaction from the job leading to high turnover intentions among the employees. Though a study conducted by Ellickson (2002) revealed that good pay alone cannot guarantee employee satisfaction, and hence staff retention, Armstrong et. al., (2011) argues that it is important that organisations consider staff compensation as part of the factors contributing to the retention of their staff members.

Work-life imbalance has also been pointed out by numerous studies (e.g. Ton & Huckman, 2008; Muhammad et al., 2013) as one of the key factors affected by high staff turnover in organisations. While the increasing economic pressures can be considered as one of the key factors that has made organisations to demand higher work-output from the employees (Federal Enterprise Architecture, 2005), the personal lives of the employees have frequently been compromised by the employers. This happens mostly in organisations with high turnover of their staff because the current workforce is usually overloaded. With more working hours and limited time for personal life activities, Upadhaya, Munir and Blount, (2014) point out that employees are more likely to leave their organisation for better employment opportunities and hence leading to vicious circle of staff turnover. It can therefore be argued that, poor work-life balance as a result of increased staff workloads is a resultant outcome of staff turnover in organisations.

Another key factor that Brown et al., (2009) considers to be an adverse outcome of staff turnover is the break of team work spirit within the organisation. It is important to note that, when employees leave an organisation, the remaining counterparts experience the gap left by their counterparts within a work-group which largely affects the effectiveness

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of the group (Sokro, 2012). In cases of poor selection criteria, cohesion between the experienced and new staff members becomes more affected. Considering that job-fit and organisational-fit factors determine the conformity of the employees to the nature of the job and organisational culture within the organisation (Munsaka, 2014); poor staff selection criteria can adversely affect the effectiveness of a group. A study conducted by Mondy (2010) on the USA manufacturing industry revealed that, employees who were recruited in their organisations with poor job-conformity based on their qualifications and personalities had high turnover intentions. Similarly, Mathis and Jackson, (2011) argues that poor staff training is a major cause of staff dissatisfaction because of low motivation in their job as a result of inadequate knowledge acquisition in their job. It can therefore be argued that, poor selection and recruitment criteria where employees are further not subjected to training and development programs contributes towards staff turnover intentions.

Further, Clark-Rayner and Harcourt, (2000) identified the effectiveness of the organisational management and leadership to be having critical role promoting staff retention or turnover within organisations. Though staff management is a complex process which requires both managerial and leadership skills (Sokro, 2012); Ellickson (2002) observed that organisational leadership that values the inputs of its staff members within the organisation while making critical decisions affecting the employees usually fosters higher job satisfaction among the employees; and thus, leading to higher retention intentions among the employees. Quite importantly, Haruna, and Doorgapersad, (2014) pointed out that the quality of supervision at workplace also play a critical role in enhancing staff turnover because when employees are not given opportunities to

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experiment with new knowledge and skills, they feel less satisfied and this can lead to their turnover. However, Munsaka (2014) points out that employee efficiency at workplace is the key determinant of his willingness to remain in their organization, as the leadership has no direct influence on the motivation of the employees. Nevertheless, the nature of interaction that leaders usually have with their staff members can be considered as an important indicator of their willingness to stay in their organisation or not.

2.3 Theoretical Review

This section of the study concentrates on the theories that can be adopted or are relevant to staff turnover intentions as a whole. In this section the researcher reviewed Maslow's hierarchy of needs and the resource conservation theory.

2.3.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs theory is a five-tier model of human needs, often presented as hierarchical levels within a pyramid. In his 1943 report, Maslow stated that people are motivated by certain needs and once a certain category of needs are satisfied, the individual is motivated to fulfil needs in the next level of the pyramid and so on (McLeod, 2007).). This knowledge can be used by management to understand an employee's career growth needs and what kind of retention strategies should be appropriately employed at the different levels to keep employees motivated and satisfied enough to perform optimally (Harper & Stills, 2003).

McLeod (2007) points out that, human beings have a set of five needs, that is, basic physiological, safety, love and belongingness, self-esteem and finally self-actualisation needs. The first set of basic needs, placed at the bottom of the pyramid indicating its

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broad category include needs for food, water, air, sleep, clothing, physical comfort etc. The second level concerns safety and security needs which comprise avoidance of danger, freedom from fear, threat and deprivation. This stage also includes job and physical security. The third level of needs is social needs which involve the need for affection, belonging and social contact. This also explains why employees desire social interactions and networks which build cohesion for teamwork and friendship outside of work. The fourth stage is self-esteem which involves respect and recognition from others and appreciation. The fifth and final stage is self-actualisation. At this stage employees realise their personal potential and self-fulfilment and seek further personal growth and peak experiences.

Human resource practices and management find it difficult to provide an environment appropriate for employees at this final stage, presenting the biggest leadership challenge. Maslow believes that needs higher in the hierarchy such as social and self-esteem needs determine behaviour only after lower level needs have been satisfied. However, convincing empirical evidence for this satisfaction progression is lacking. This means workers can be at different levels and move up and down during their employment experience (Walsh, 2011). The study focuses on the linking of the five essential needs in the pyramid to staff turnover. This theory implies that organisations need to understand the stages at which different employees are at and what motivates them in terms of management styles, work environment and reward management, in order to devise programs or policies that satisfy unfulfilled and emerging needs since many lower level needs are felt time and again. Maslow‟s hierarchy of needs can help leaders hone their

styles to suit the needs of their followers. High levels of performance occur when leaders establish motivational styles that inspire followers to achieve objectives.

Using the hierarchy concept, managers are also responsible for creating an environmental climate where employees can develop their full potential. Inability to provide such an environment would leave many employees dissatisfied and frustrated, leading to poor performance and withdrawal from the organisation. Poor reward systems fail to recognize each employee"s unique motivators. As a result, managers give employees raises or promotions, when in fact that is not always what would best motivate a given employee or cause them to want to perform at their highest levels or to stay. Maslow"s Hierarchy allows management to establish what kind of reward packages appeal to employees at different levels to ensure they are paid competitively and in line with their motivation to avoid exit. The management of these three aspects could determine the employee turnover rates and its eventual effect on organisational performance (Cunha, Clegg & Kamoche, 2006).

Figure 1: Maslows Hierarchy of Needs for employee's engagement

(Benson & Dundis, 2003)

2.3.2 Resource Conservation Theory

Another theory that deals with staff turnover intention is the Resource Conservation Theory. This theory asserts that personal resources (such as time, physical and emotional state and attention, etc.) are not infinite but limited thus, the individual has a desire to acquire, preserve and maintain their own limited resources. If an individual is in an environment where his or her attributes are seen to go through challenges, suffer in some way or do not meet the expectations of the organisation then the individual might go through what is normally termed as a burnout or be insecure. Therefore, individuals will reduce their stress by maintaining and adding up to the resources that they already have (Hobfoll, 1989).

Hobfoll (2002) pointed out that employees" basic resources in the work environment include individual resources and relationship resources. He explains that Individual resources include optimism, Organization-based self-esteem, self-efficacy and other factors, these factors can motivate employees to achieve their goals when an employee is faced with adversity and challenges, to offer some good results, positive belief sources can keep employees" positive working emotions, improve their intrinsic motivation and job satisfaction, and reduce their turnover intention. Another resource of an individual is the relationship resources. These are the factors that help to meet the requirements of employee"s work, including work autonomy, organization support, and so on, which can help to reduce the employee"s physiological and psychological pressure and can also promote the employee"s work engagement. A resource such as work autonomy gives the employees the authority to decide their own working methods and progress, it is an important psychological demand of the knowledge workers, can stimulate the employee"s intrinsic motivation and vitality.

Autonomy in the workplace can be high or low. High job autonomy may not only meet employees" psychological demands but also enhance their organizational identification; organizational support includes supervisor support, peer support and organizational culture support, high organizational support can satisfy employee"s social emotional needs, promote the realization of work objectives, while strengthening the employees" sense of trust and belonging for their organization, improve staff"s understanding of the organization"s and the significance of the work (Freedy & Hobfoll., 2017). Relationship resources and individual resources influence and boost each other in the work.

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Relationship resources such as work autonomy, organizational support etc., will give employees a positive psychological experience, and affect the employee"s hope optimism as well as self-esteem and other individual resources through the conduction of positive emotions (Xanthopulou et al., 2012).

Employee"s individual resources can also influence their own perception of the relationship resource. Employee"s individual resources such as optimism, self-esteem and self-efficacy, and so on, can make themselves maintain a positive attitude towards relationship resources, and actively make use of the relationship resources to meet the requirements of the work. When the individual resources are low, relationship resources tend to be seen negatively by the employees.

Based on the theory of resource conservation, the turnover intention of any employee is based on the offering that the employee or staff member has to give to the organisation. This offering also has to be in tandem or almost the same as the expectations that the organisation has of the employee. An employee that has weakened resources is likely to have turnover intentions due to the fact that, that employee may not feel that they are needed in the organisation due to the associated stress and also the organisation may not offer a lot of benefits to the employee. On the other hand an employee that has a strong resource base is seen as helpful to the organisation and also has the opportunity to move up in the ladder in any organisation. Such an employee may be seen as a resource on his or her own and thus may feel more secured in the organisation. This in turn may affect the employees turnover intention.

2.4 Conceptual Framework

The researcher points out the various relationships that the study seeks to present. The study presents three hypotheses, that is, the relationship between demographic or personal factors and staff turnover intention, economic factors and staff turnover intentions and finally organizationa

Factors and staff turnover intentions
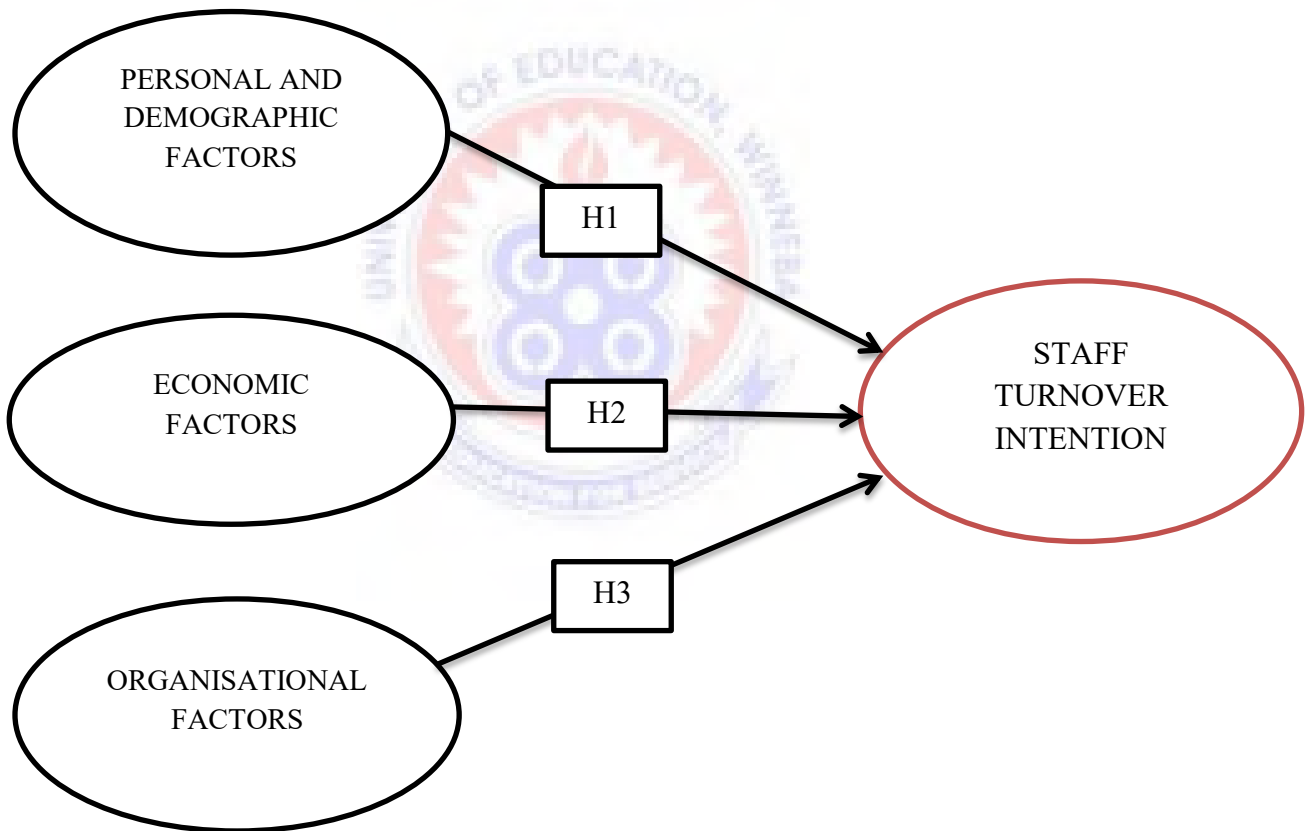
Figure 2: Conceptual framework of the study (Researchers conceptualisaton, 2018)

2.4.1 Individual or Demographic Factors and Staff turnover Intentions

According to Liu and Wang (2006), some of the most pressing demographic and personal factors affecting staff turnover intentions are age, gender, marriage, education levels and years of working in the organization. Female employees have been seen to have a high turnover rate as compared to male employees. This was mostly associated with the duty of care for family and household duties (Al Mamun & Hasan, 2017). Another personal variable that causes staff turnover is educational level. According to Ma et al. (2003), "Employees with young, inexperienced and high education level tend to have low level of satisfaction about jobs and careers, and have lower commitment to the organization, these negative attitudes are associated with turnover intention". Chen and Li (1998) point out that, one of the key factors of turnover intention is Individual aptitude. Individual values such as strong ability they tend to progress more in the organisation and may not want to quit but when individuals are not core competent at their job and cannot progress them completely in the organization, they are prone to turnover intention. For employees aged over 30, individual responsibility is also a factor to consider them leaving the organization. We can study this when the more responsibility (such as workers are the single father or mother, or their income is the main source, etc.) persons bear in the family, the lesser the possibility of their turnover (Zhang, 2016).

This analysis leads to the second hypothesis:

H1: Personal and demographic factors will positively influence staff turnover in the judicial service.

2.4.2 Economic Factors and Staff Turnover Intentions

Literature has pointed out in recent years that economic factors have an effect on the turnover intentions of the staff. Marce et al (2004) stated that staff quit from organization due to economic reasons. One of the reasons why economic reasons are rated so high is that its usual that employees search for jobs that pay well. Rampur (2009) argued that low pay is a good reason as to why an employee may be lacking in performance. Manu et al. (2004) argue that employees quit from organization due economic reasons. Using an economic model, they showed that people quit from organization due to economic reasons and these can be used to predict the labour turnover in the market. Salary is also seen as one of the most pressing needs of employees in the judicial service, a study by Pawar and Chakravarth (2014) showed that, majority of employees opined that salary is the important aspect which is accounted for 52%, another 22% of them said that career advancement is also the reason for frequent change of job and rest of them other than salary and career advancement factors also leading to employee attrition which accounted for 26%. Therefore, it is inferred from the study, salary is the major factor for staff turnover.

This analysis leads to the second hypothesis:

H2: Economic factors will positively influence staff turnover in the judicial service

2.4.3 Organisational Factors and Staff Turnover Intentions

Literature in the field of staff turnover has shown that, Individual work attitude in the organization including job satisfaction, organizational commitment, job stress, job attitude affects the turnover intentions of many employees (Zhang, Zhang & Li, 2003). Job satisfaction and organizational commitment can be influenced by factors such as

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institutional constraints and the superior achievements of the organisation and this has been seen to affect staff turnover. The ease of getting a new job after turnover also plays a role in the turnover intention of staff (Ye, Wang & Lin, 2005). Application justice and allocation justice will affect the employee attitude, indirectly affecting turnover intention. In addition, position, departure times, working conditions and other factors affect organizational commitment, then influence employee turnover (Cui, 2003). Switching cost has a significant negative correlation with turnover. Material and emotional loss due to the change of unit have relations with employees" turnover intention (Zhang & Zhang, 2007). Ambiguity of work role results in high employee turnover this is because employees feel they are being exploited by the employers; there are a number of overlapping roles and reporting lines (Morrison, 1994).

This analysis leads to the second hypothesis:

H3: Organisational factors will positively influence staff turnover in the judicial service

2.5 The Judicial Service of Ghana

According to the Judiscial Service Annual Report (2016), the judiciary of the country Ghana is the third arm of government empowered by the constitution and the laws of the Republic, this arm is entrusted with the Judicial Power of the nation and also autonomous in its dealings. The judiciary is meant to interpret the Constitution and laws, administering justice and providing other related services that are in line with the laws of the country.

Under the judiciary is the judicial service of Ghana and it is meant to act as a Public Service Institution that is responsible for the day to day administration of the Courts and Tribunals of the land. In fulfilment of this mandate, the Judiciary under the authority of the Chief Justice is supposed to; Uphold the independence of the Judiciary, Show commitment to the true and proper interpretation of the Constitution and laws of Ghana, Ensure the speedy and unfettered administration of Justice brought to the door step of the people and the provision of other services for all manner of persons, groups and institutions without fear or favour and Maintain a high standard of efficiency in the delivery of justice.

The mission statement of the judiciary and the judicial service is to resolve legal conflicts according to law, impartially and efficiently for all persons without fear or favour, affection or ill-will through true and proper interpretation, application and implementation of the laws of Ghana. The service is supposed to achieve this mission through the observation of the following core functions:

1. Promote the rule of law, transparency, accountability and anti-corruption

2. Promote and uphold human rights, improvement to justice and protect the rights of the vulnerable in the society

3. Ensure efficiency and the speedy delivery of justice

4. Strengthen the capacity of its human resource and improve the conditions of service for all staff

5. Change the public perception of the judiciary and build public confidence in the service

6. Improve its infrastructural capacity to enhance its service delivery

2.5.1 The High Court

The courts in Ghana are categorized in two ways: the superior courts and the lower courts. The lower courts are also further categorized into three main categories that is the supreme court, the court of appeal, and the High Court. Due to the scope of the study and also its concentration, the researcher concentrated on the High Courtin this section.

The High Courtis made up of a Chief Justice and not less than twenty Justices. The power of the court extends to the hearing of all civil or criminal matters. It has the constitutional right to hear appeals from the District Court as well as criminal appeals that may come from the Circuit Court. More so, based on the Fundamental Human Rights and Freedom spelt out in the 1992 Constitution of the country, the Court has the exclusive jurisdiction to enforce them. Thus, it plays a supervisory jurisdiction over all the lower courts and other inferior judicial bodies that are based in the country.

Names of High Court in Ghana: the High Courthas special jurisdiction and is also categorized under various specialisations to cater for various groups of populaces. The essence of these divisions is to help members of the public to determine where exactly to go based on their issues of concern. At the moment, there are many High Court that operate in various locations in Ghana.

The names of these High Court are listed below:

1. Fast Track Court

2. Commercial Court

3. Labour Court

4. Human Rights Court

5. Land Court

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6. Economic and Financial Crimes Court

7. Family Court

8. Probate and Administration

2.6 Summary of the Chapter

This chapter has explored the concepts of staff turnover, determinants of staff turnover, theories on staff turnover and so on. As indicated in this chapter, staff turnover is influenced by job satisfaction, which is determined by factors that have been categorized into individual factors, economic factors and organizational factors. This chapter has also revealed that high staff turnover impacts negatively on staff work-life balance, resources usage, and costs within the organisation. This chapter has also given some enquiry into past studies of researchers into fields such as the concept of staff turnover and determinants of staff turnover. A conceptual framework was presented in this study that showed a positive relationship between the determinants of staff turnover intention High Court and staff turnover.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi. In this part of the study, the methodological concerns that were used in the presentation of results were presented as well as the reasons that these methods were used. The chapter has sections on the research design, population of the study, sample technique and sample size, method of data collection and method of data analysis.

3.1 Research Design

According to Orodho (2003) a research design can be defined as a format, scheme format or plan that is used to generate answers or propose solutions to problems that the research seeks to solve. The research design is normally written to make sure that the evidence obtained enables the study to effectively address the research problems logically and unambiguously as possible.

A survey design was adopted because it was deemed as the most appropriate to assess the determinants of staff turnover in the judicial system of Ghana. De Vaus (2002) pointed out that a survey is not just a particular technique of collecting information; questionnaires are widely used but other techniques such as structured and in-depth interview, observation, content analyses and so forth can also be used in survey research. A descriptive research design is said to help provide answers to questions of who, what,

when, where and how associated with a particular research problem although a descriptive study cannot conclusively ascertain answers to why, according to Shuttleworth (2008). Thus, this study is also a descriptive research due to the fact that it sought to investigate the determinants of staff turnover intention.

The study was also a cross sectional study than a longitudinal one. A cross sectional study is a study that has its information collected at a particular time for instance a particular day or a particular period in time but must be one off. A longitudinal study on the other hand is one that is collected at different times before a conclusion is finally made.

3.2 Population of the Study

The population of the study consisted of all employees of the High Court Kumasi in the Central Business District of Kumasi, the second largest city in Ghana and the largest city in the Ashanti region. The population consists of employees from the High Court in Kumasi and therefore may be found all around the central business district of Kumasi, the researcher also considered various age distributions thus the views shared by the respondents could be a representation of Ghanaian High Court workers.

3.3 Sampling and Sampling Technique

The study sought to test a structural model and according to Hair et al, (2011), there are a number of ways for testing a structural model. One of these ways is known as the rule of twenty. This is a common rule of thumb for the most appropriate selection of a sample size for the testing of PLS-SEM models. With this means of determining the sample size,

the researcher calculates the sample size by multiplying the number of structural paths by twenty (Hair et al, 2011). The model proposed for the study has its highest number of structural paths to be three (3), therefore three multiplied by twenty adds up to sixty (60) cases. Thus, in the testing of a model a sample size of sixty (60) respondents would be appropriate and adequate. A sample size of a hundred (100) respondents was therefore chosen out of the employees in the High Court of Kumasi.

The researcher used the judgmental sampling technique to select the participants of the survey. The judgmental sampling technique is sometimes known as the purposive sampling technique. This is because the researcher chooses respondents that are suited more for the purpose of the study than in other non-probability sampling techniques. Thus, respondents may be chosen based on their knowledge, professional ability or judgment. The process of judgmental sampling technique thus just involves picking or selecting respondents out of the population based on the judgment of the researcher or the authority (Latham, 2007). The researcher used the judgemental sampling technique because there was need to pick out the employees that were most appropriate for the study. There are different categories of employees in the High Court including cleaners and staff thus the researcher judgmentally picked out only the staff that actually partake in the day to day running of the courts.

The researcher had in mind also the disadvantages of this technique, most importantly the tendency of it being more prone to researcher bias. The researcher thus selected the respondents in a way that would be most representative in terms of their age categories and the geographical area of stay.

3.4 Sources of Data

The researcher collected data for this study from two different sources namely; primary data and secondary data.

3.4.1 Primary Data

Primary data is described as data that is collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources (Walliman, 2017). This information was collected through the use of questionnaires and analysed in a quantitative manner. This primary data was collected from the employees in the High Court.

3.4.2 Secondary Data

According to Walliman (2017), Secondary data is data gathered from studies, surveys, or experiments that have been run by other people or for other research. Under normal circumstances a study should begin with the assessment and analyzing of secondary data. This allows time to formulate questions and gain an understanding of the issues being dealt with before the costlier and time-consuming operation of collecting primary data. Secondary data for this study was collected through the use of journals and books. This data was easily accessible due to the fact that it was made available on public platforms and was in the qualitative form.

3.5 Data Collection Instrument

The study was a cross-sectional survey in which a self-administered structured questionnaire was used. The question items on the research instrument were based on previous studies and modified to suite the research context. The questionnaire was pre-tested to a sample of ten (10) employees for refinement in order to get a more effective instrument. It was finally administered to the target population through personal contact by the researcher for two weeks. The responses to the questionnaire items were a five-point Likert scale ranging from strongly disagree to strongly agree, coded 1 to 5 respectively (Strongly Disagree - 1, Disagree - 2, Neutral – 3, Agree – 4, Strongly Agree – 5), as recommended in previous work for predictive studies as is in this study (e.g., Danaher and Haddrell, 1996). One section of the questionnaire contained personal profile of the respondents (gender, age, academic qualification and range of monthly income). The other section had items relating to the determinants of staff turnover and how they affect staff turnover. Thus, section B, C and D are dedicated to questions or collecting data on the determinants of staff turnover.

3.6 Data Collection Procedure

The researcher obtained an introductory letter from University of Education Winneba and permission to collect data was also sought from the High Courtdirectorate. The researcher also attached an informed consent information to the questionnaire to help the respondents understand more.

Appointment with respondents were sought to find out when they would be available for the study. This was important as it was a voluntary exercise. The respondents were given a maximum of one week after which the questionnaires were collected. The method of collection was found appropriate considering the dispersion of the employees and the length of the questionnaire.

3.7 Testing Validity and Reliability of the Instrument

The validity of the research instruments was ensured by assessing the questionnaire items during their construction. Questions were discussed with the supervisor for verification. This was to clear any lack of clarity and ambiguity. Instrument reliability is a way of ensuring that any instrument used for measuring experimental variables gives the same results every time (Golafshani, 2003).

Prior to data analysis the researcher first had to read through all the questions within the questionnaire were identified. The researcher then had to organize the information into relevant headings. Questions, response format and instructions were then designed to facilitate the administration of the survey. The questionnaire was pretested to a sample ten (10) employees in the courts. This pilot administration was guided by the work of Saunders, Lewis and Thornhill (2007).

3.8 Method of Data Analysis

The structural model was analysed using SmartPLS 2.0 (Ringle et al., 2005) to perform Partial Least Squares Structural Equation Modelling (PLS-SEM) to test the hypothesized relationships among the constructs in the proposed model depicted (see Figure 3). PLS-

SEM was deemed most appropriate because of the predictive focus of the study (Chin, 2010). Moreover, PLS-SEM was chosen because of its distribution-free assumption which was appropriate for our purpose. In using PLS-SEM to test the model, the rule of twenty was applied in determining the sample size as suggested by Hair, Ringle and Sarstedt (2011). This rule suggests that the minimum sample size should be ten times the the highest number of structural paths directed at a latent construct at a time (Hair et al., 2011, p. 144).

3.9 Ethical Consideration

The major ethical problems experienced in this study were infringement on the privacy and confidentiality of the respondents. The study did not in any way use force to gather the data. The respondents were given the chance to respond freely with no salient intimidation or force or promise of reward. To end this, the researcher ensured that the research proposed was adequately explained to participants and that they were made aware that any information given out that should not be reported and would be kept as they wished.

CHAPTER FOUR

RESULTS OF THE STUDY

4.0 Introduction

The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi. This chapter of the study presents the results of the study and the discussions based on the results. The chapter was divided into two sections namely the presentation of results and the discussion of results. The questionnaire was divided into two parts; demographic data for the first section and then the rest of the sections were used for collecting data on the three objectives of the study and therefore the chapter was divided based on the sections of the questionnaire.

4.1 Demographic Data of the Study

The background data concentrates on certain subjects such as the gender of the respondents, age range of respondents, educational level of the respondents, academic qualification, monthly income and the section the employee works in. Below is the table that shows the results of the data collected.

Table 1: Demographic Data of the Study

Gender	Response	Frequency	Percentage (%)
	Male	40	66.7
	Female	20	33.3
Age Group	**Response**	**Frequency**	**Percentage (%)**
	25 to 35 years	20	33.3
	36 to 45 years	30	50.0
	46 to 55 years	10	16.7
Academic Qualification	**Response**	**Frequency**	**Percentage (%)**
	Technical/ Vocational Cert.	10	16.7
	Diploma/ HND	10	16.7
	Bachelor''s Degree	30	50.0
	Master''s Degree	10	16.7
Monthly Income	**Response**	**Frequency**	**Percentage (%)**
	GhC501 to GhC1000	20	33.3
	GhC1001 to GhC1500	30	50.0
	GhC1501 and above	10	16.7
Section	**Response**	**Frequency**	**Percentage (%)**
	Bailifs Section	10	16.7
	Dockets section	10	16.7
	Cashiers Section	10	16.7
	Procesing Section	10	16.7
	Clerks Section	20	33.3

Source: Researchers field study (2018)

In Table 1, with respects to the gender of the respondents forty (40) of the respondents were male whiles twenty (20) of the respondents were female representing 66.7% and 33.3% respectively. The data on the age group of the respondents showed that, twenty respondents were 25 to 35 years representing 33.3% of the respondents, thirty (30) respondents were 36 to 45 years representing 50% and finally ten (10) respondents were 46 to 55 years old representing 16.7%. In terms of Academic qualification ten (10) respondents representing 16.7% were technical or vocational certificate holders representing 16.7%, the same number and percentage of respondents had Diploma, HND

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and masters but thirty (30) respondents representing 50%. With respects to monthly income, twenty (20) respondents had a monthly income of GhC501 to GhC1000 representing 33.3% thirty respondents had an income of GhC1001 to GhC1500 representing 50% and finally ten (10) respondents representing 16.7% had an income of GhC1501 and above. The final section is on the various sections in the organization and the results showed that, the bailiff"s section, dockets section, cashiers" section and the processing section all had ten (10) respondents representing 16.7% and finally the clerks section had twenty (20) respondents representing 33.3%.

4.2 Data Analysis and Results

4.2.1 Structural Model

The structural model was analysed using SmartPLS 2.0 (Ringle et al., 2005) to perform Partial Least Squares Structural Equation Modelling (PLS-SEM) to test the hypothesized relationships among the constructs in the proposed model depicted (see Figure 3). PLS-SEM was deemed most appropriate because of the predictive focus of the study (Chin, 2010). Moreover, PLS-SEM was chosen because of its distribution-free assumption which was appropriate for our purpose. In using PLS-SEM to test the model, the rule of ten was applied in determining the sample size as suggested by Hair, Ringle and Sarstedt (2011). This rule suggests that the minimum sample size should be ten times the the highest number of structural paths directed at a latent construct at a time (Hair et al., 2011, p. 144).

In this study, the highest number of structural paths directed at a latent construct (intention to turnover) at a time was eight. Hence eight multiplied by ten gives 80 cases; thus, our sample of 208 respondents could be described as adequate sample size. The SmartPLS 2.0 software was set to 500 bootstrap resamples for the estimation of significance of t-values (Chin, 2010). Generally, the PLS-SEM analysis followed Hair et al.'s (2011), two-step approach; estimation of the measurement (outer) model before the structural (inner) model.

4.2.2 Measurement Model Reliability and Validity

In PLS-SEM construct reliability and construct validity of the measurement model are assessed before the structural model is assessed (Chin, 2010; Hair et al., 2011). The measurement model represents the research constructs and their indicators or measurement items that appear on the questionnaire, which are used to measure the constructs, while the structural model refers to the hypothesized relationships that exist between the dependent and independent variables that form the measurement model (Chin, 2010; Hair et al., 2011).

First the reliability of the measurement model is assessed through construct reliability. Construct reliability measures the extent of internal consistency of measures used. It is assessed through at item factor loadings with acceptable value of 0.50 and through Cronbach's alpha with the acceptable level of 0.7 (Straub, Boudreau, & Gefen, 2004). Results of factor loadings for each measurement item for assessing construct reliability of the measurement items are presented in Table 2. From Table 2, all of the constructs have item loadings higher than the recommended 0.50. Then in Table 3.

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Table 2: Item loading and cross loadings

	ECO	ORG	PER	TUR
ECO2	**0.958**	0.278	0.327	0.467
ECO4	**0.651**	0.176	0.262	0.505
ORG1	0.260	**0.740**	0.392	0.485
ORG3	0.448	**0.915**	0.255	0.443
ORG4	0.510	**0.977**	0.334	0.391
ORG5	0.524	**0.870**	0.241	0.384
PER2	0.464	0.262	**0.975**	0.354
PER5	0.509	0.392	**0.977**	0.391
TUR2	0.260	0.255	0.307	**0.749**
TUR4	0.448	0.334	0.315	**0.925**

Source: Field data, 2018. Economic Factors (ECO), Organisational factors (ORG), Personal factors (PER), Turnover Intention (TUR)

Construct validity assesses the degree to which a measurement represents and logically connects the observed phenomenon to the construct through the fundamental theory (Fornell & Larcker, 1981). It is assessed through convergent validity and discriminant validity (Hair et al., 2010). Convergent validity can be assessed through Average variance extracted (AVEs) and that should have minimum loading of 0.5, and composite reliability (CR) with acceptable minimum of 0.70 (Fornell & Larcker, 1981; Hair et al., 2010). The results of convergent validity of the research constructs are presented in Table 3.

Table 3: Construct reliability

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Economic Factors	0.718	0.756	0.873	0.535
Organisational Factors	0.902	0.953	0.931	0.774
Personal Factors	0.950	0.951	0.976	0.952
Turnover Intention	0.613	0.743	0.828	0.709

Source: *Field data, 2018. Economic Factors (ECO), Organisational factors (ORG), Personal factors (PER), Turnover Intention (TUR)*

Cronbach alphas are above 0.70, except for job security (0.60) indicating that these multiple measures are highly reliable for the measurement of each construct. Second, the construct validity is assessed for the measurement model validity. From Table 3, the AVEs are all above 0.50 indicating that items for each construct together explains adequately the constructs they represent, supporting the convergent validity of the derived measures. Moreover, the composite reliability values for all constructs range from 0.828 to 0.976 exceeding the acceptable requirement of 0.70 confirming the convergent validity of the measurement (outer) model.

Discriminant validity is used to assess construct validity. Discriminant validity refers to the extent to which each construct is distinct from other constructs in the proposed research model (Chin, 2010; Hair et al., 2011). Discriminant validity is judged adequate when the square roots of the AVEs of research constructs are higher than their inter-construct correlations (Fornell & Larcker, 1981; Hair et al., 2011). It is usually assessed through the square root of the average variance extracted (AVE). The average variable extracted indicates the proportion of the variance of each construct attributed to the measurement items but not to error or chance. The results of discriminant validity are presented in Table 4.

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Table 4: Discriminant reliability

	ECO	ORG	PER	TUR
ECO	0.686			
ORG	-0.488	0.880		
PER	-0.655	0.935	0.976	
TUR	0.286	-0.244	-0.264	0.842

Source: Field data, 2018. Economic Factors (ECO), Organisational factors (ORG), Personal factors (PER), Turnover Intention (TUR)

In this study, discriminant validity was considered adequate since, as is in Table 4, the square roots of the AVEs (in the diagonal) are greater than their respective inter-construct correlations (Fornell & Larcker, 1981). Additional support for discriminant validity comes through inspection of the cross-loadings (Table 2), which indicates that the measurement items for each construct have factor loadings that are higher on their respective constructs than the factor loading on other constructs (Chin, 2010; Hair et al., 2011). These confirm that the measurement items explain adequately their respective constructs more than they do explain other constructs in the structural model. Given that construct reliability and validity conditions of the measurement model are acceptable, we proceed to assess the psychometric properties of the structural (inner) model.

4.3 Results of Structural Model

In PLS-SEM, structural models" validity is assessed through the strength of regression weights, t-values, *p*-values for significance of t-statistics, as well as effect sizes of independent variables on the dependent variables (Chin, 2010; Hair et al., 2011). The results of hypothesis testing are presented in Table 5.

Table 5: Results of hypothesis testing

	Hypothesized relationship	Regression weight	Standard Error	T Statistics	P Values	Remark
H1	PER-> TUR	0.301	0.173	1.435	0.152	Not supported
H2	ECO -> TUR	0.156	0.054	2.874	0.004*	Supported
H3	ORG-> TUR	0.165	0.062	2.648	0.009*	Supported
	R-Square	**0.63**				

Note. * significant at 0.05, ** significant at 0.01, *** significant at 0.001. Economic Factors (ECO), Organisational factors (ORG), Personal factors (PER), Turnover Intention (TUR)

The results in Table 4 show that, two out of the three hypotheses were supported by the data. First of all, personal factors do not have significantly positive effect on employee turnover intention ($\beta = 0.301$, $t = 1.435$, $p < 0.152$), thus not supporting the hypothesis H1. Economic factors also significantly influence employee turnover intention positively ($\beta = 0.156$, $t = 2.874$, $p < 0.004$), confirming hypothesis H2. Moreover, organizational factors affecting turnover has a significant influence on employee turnover intention ($\beta = 0.165$, $t = 2.648$ $p < 0.009$), supporting hypothesis H3, providing support for hypothesis H8.

4.4 Predictive Power Analysis

Finally, the R-Square measures the predictive power of the structural model in PLS analysis.

In this study, the R-square of the overall structural model indicates the independent factors that affect employee turnover in the Kumasi High Court together explain 63% of employee turnover intention. This could be described as moderately high (Chin, 2010). Thus, the three turnover intention factors moderately influence employee turnover intention of court workers in Kumasi.

4.5 Discussion of Results

In this section of the study the researcher discusses the findings of the study. The findings were discussed according to the objectives of the study. Thus, discussions were developed from the basis of the literature reviewed and structured according to the research objectives.

4.5.1 Assess the Impact of Personal or Demographic Factors on Staff Turnover Intentions

The first objective of the study was to assess the impact of personal or demographic factors on staff turnover intentions at High Court, Kumasi. The results of the study with respects to this objective showed that personal factors do not have significantly positive effect on employee turnover intention and thus showed the results ($\beta = 0.301$, $t = 1.435$, $p < 0.152$). This therefore showed that the first hypothesis was not supported by the results. Personal factors have been seen to play a major role in employee turnover intention not only in Africa but also in other areas of the world. Shah et al (2010), pointed out that personal variables are often used in the measurement of employee turnover rates in many organisations and also mentioned that, the most pertinent demographic variables that are mostly used in this analysis are the ages, interests, family attachments and tenure of the employees in questions. Studies have shown that the variable of age especially affects employee turnover so much that the average employee may be expected to have switched up to twelve (12) jobs by the age of forty (Dess & Shaw, 2001).

This study however does not agree with the findings above stating that rather, personal or demographic factors do not affect the turnover intention of the respondents. This is however in tandem with a study by Chowdhury (2015), who pointed out that there is no relationship between personal variables such as age, number of years in an organization, proximity to family and years left to serve in the organization and the turnover intention of employees. This was found due to the concept of responsibility in an African context. Personal or demographic variables are mainly overlooked due to the fact that such variables are secondary to the more financial variables that arise. Bakó (2015) point out that the responsibility to cater for a family or the mere satisfaction of having a purpose to rise up to each morning helps the employee work through some adverse or less than convenient circumstances.

Other studies by Allen and Griffeth (2001) and Chiu and Francesco (2003) have shown that job satisfaction is a strong predictor of turnover intentions. Finally, Greenberg and Baron (2003) concluded that naturally, as working people, we all want to be satisfied with our jobs. Thus, they all point out that the employee may not be particularly satisfied about the job in itself or may not be satisfied about the personal or demographic factors but the other factors may push the employee to stay even though there is less satisfaction with the rest of the factors.

4.5.2 Assess the Impact of Economic Factors on Staff Turnover Intentions

The second objective of the study was to assess the impact of economic factors on staff turnover intentions at High Court, Kumasi. The results of the study with respects to this objective showed that economic factors have a significantly positive effect on employee

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turnover intention and thus showed the results (β = 0.156, t = 2.874, p < 0.004). This therefore showed that the first hypothesis was supported by the results.

In a study conducted by Robert Half International on why employees leave their organisations, the findings stated that a large number of people leave for better career opportunities and development as opposed to concerns with compensation, as has been the traditional school of thought (Simon & Johnson, 2010). The research further indicated that career development was beneficial to both the employees and organisations as an employee retention strategy. The employee could learn new skills and competencies that would be more intrinsically rewarding. This result however is not the same as the result of the study.

A study conducted by Devine et al., (2006) on the role of employee turnover on the performance of Accra Breweries Limited sheds some insight into this issue. A part of the study talked about the effects of economic factors on staff turnover intention. His findings indicated that the lack of reward and poor salary led to employee departures from the organisation. The company was highly concerned with retaining top talent and strategizing on how to enhance employee retention in such a competitive industry. Employee loss was realised through strained business processes, delays in service delivery and higher costs attached to recruitment and selection processes.

The best way of promoting and motivating employees would be a combination of pay, promotion, bonus and other kinds of rewards to achieve organizational performance (Ting, 1997). The reason behind is that lack of promotion and ordinary work

responsibilities considerably can lead to the intention of turnover (House et al, 1996). To an extent, employees consider leaving the organization due to the ineffective performance assessment and perceptions of job unfairness.

Robbins (2008) also pointed out that economic factors are very important in the retainment of the employee because they can be used in the design of proper incentives that prevent the employees from leaving and also promote optimum performance. Ellenbecker, (2004) stated that employees quit from organization due to economic reasons. The general reasons for employee turnover rate so high in the salary scale because employee is usually in search of jobs that pays well. Rampur (2009) argued that low pay is a good reason as to why an employee may be lacking in performance. Thus, extensive research in the field of staff turnover has more likely shown a relationship between economic factors such as the relationship between factors like pay lower salaries, high demands on income of employees as well as economic wellbeing of the community the job is in.

4.5.3 Assess the Impact Organisational Factors on Staff Turnover Intentions

The third objective of the study was to assess the impact of economic factors on staff turnover intentions at High Court, Kumasi. The results of the study with respects to this objective showed that organisational factors have a significantly positive effect on employee turnover intention and thus showed the results ($\beta = 0.165$, $t = 2.648$ $p < 0.009$). This therefore showed that the first hypothesis was supported by the results.

Orgnisational factors are seen as the most pressing of the three factors talked about in this study. Studies in the field of employee turnover have shown that though there are other factors that could affect employee turnover the behavior of the organization as well as other factors that involve the organization can override the economic and personal factors (Thompson, Strickland & Gamble, 2006). Studies by Bergmann (2001) and Dress and Shaw, (2001) stated the importance of organizational factors. They posit that high employee turnover is caused by the instability in the management of an organization. Employees are more inclined to stay and work when the organization is stable and friendly working environment. The obligation of a quantitative approach to managing the employees has led to disillusionment of employee and so it directs to turnover. Because of this, managers should not apply the quantitative approach in supervising their employees.

Another organizational factor talked about in literature is the working environment. According to Singh (2008), if working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time (Singh, 2000). Besides, a bad boss creates an adverse working environment, thereby leading the employees to leave the job.

Employees leave the organization if there is a possibility to get an alternative work. However, it can be argued that this is an unmanageable issue, depending on the external environmental factors, such as job availability and the rate of unemployment. A study conducted by Carsten and Spector (1987) found considerable relationship between job availability and voluntary turnover. To be more precise, perceived alternative opportunity may also be exaggerated by the market condition and educational background (Jacob, 1998). We observe this when personnel with higher educational background is more qualified and experienced so that they can perceive alternative job opportunity (Cotton and Tuttle, 1986). In other words, higher educated employees have more chance of upgrading their positions in comparison with less educated employees and are likely to consider their qualification as a competitive advantage.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND IMPLICATIONS

5.0 Introduction

The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi. This chapter presents the summary of findings which will include the summary of the study and the summary of the results, the study also presented a conclusion based on the findings and the researcher presented a few recommendations and implications of the study.

5.1 Summary of Findings

The summary of findings was divided into two parts; first the summary of the study which showed a summary of the introduction, literature review and methodology sections and the summary of the results which presents the summary of the results from the data collected.

5.1.1 Summary of the Study

The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi. The study was guided by three objectives which were to assess the impact of personal or demographic factors on staff turnover intentions at High Court, Kumasi, to assess the impact of economic factors on staff turnover intentions at High Court, Kumasi and to

assess the impact of organisational factors on staff turnover intentions at High Court, Kumasi.

A survey design was adopted because it was deemed as the most appropriate to assess the determinants of staff turnover in the judicial system of Ghana. The population of the study consisted of all employees of the High Court Kumasi in the Central Business District of Kumasi, the second largest city in Ghana and the largest city in the Ashanti region and Smart PLS was used in the estimation of the sample size of the study which was sixty (60) employees in the court.

5.1.2 Summary of Results

As pointed out in the summary of the study, the study was guided by three objectives their results are shown below;

- The first objective of the study was to assess the impact of personal or demographic factors on staff turnover intentions at High Court, Kumasi. The results of the study with respects to this objective showed that personal factors do not have significantly positive effect on employee turnover intention and thus showed the results ($\beta = 0.301$, $t = 1.435$, $p < 0.152$). This therefore showed that the first hypothesis was not supported by the results.

- The second objective of the study was to assess the impact of economic factors on staff turnover intentions at High Court, Kumasi. The results of the study with respects to this objective showed that economic factors have a significantly positive effect on employee turnover intention and thus showed the results ($\beta =$

0.156, t = 2.874, p < 0.004). This therefore showed that the first hypothesis was supported by the results.

- The third objective of the study was to assess the impact of economic factors on staff turnover intentions at High Court, Kumasi. The results of the study with respects to this objective showed that organisational factors have a significantly positive effect on employee turnover intention and thus showed the results (β = 0.165, t = 2.648 p < 0.009). This therefore showed that the first hypothesis was supported by the results.

5.2 Conclusions of the Study

In conclusion, employee turnover intention is one of the most important variables to be considered in any organization and its important that this phenomenon receives more attention to save cost and improve productivity. The purpose of the study was to assess the determinants of staff turnover intentions in the judicial service of the Ghana with concentration on the High Court at Kumasi. A model was proposed in this study and two of the three hypotheses proposed were significant. Given that the model explains 63% of the dependent variable, it can be useful model for predicting employee turnover intention in the judicial service or with other organisations. Future research should consider other factors that can affect the intention of employees to leave an organization. Implications of the study to management and research have been thoroughly discussed.

5.3 Recommendations and Implications of the Study

The researcher presents a few recommendations and presents a few implications of the study based on the conclusions and findings of the study.

- From a theoretical perspective, this paper adds to the existing literature regarding staff turnover literature in the field of employee turnover intention by providing deeper study into the role of the personal factors, organizational factors and the economic factors in the judicial service in Kumasi. The study presents empirical evidence showing that the personal factors do not affect the intention of employees to turnover, the organizational factors and the economic factors have a positive effect on the turnover intentions of the employees in the judicial service. The findings suggest that the determinants of staff turnover are similar to what has been reported in the literature (Gustafson, 2002). Although staff turnover appears to be an important challenge for the judicial service as well as other there are notable differences between findings collected in other geographical areas. These differences are attributed to the different geographical characteristics of regions (e.g. accessibility, proximity to markets), the nature and the competitiveness of the industry (that in turn affects causing seasonality levels) and management and ownership profile of organisations.

- Players in the judicial service of Ghana and other organisations are presented with empirical evidence that shows that organizational and economic factors do have some effect on the turnover intentions of the employees. Therefore, it provides the management of the judicial service the chance to concentrate on the economic as

well as organizational factors of that affect staff turnover intention because the results showed that personal factors don"t have an effect.

- Policy makers can have a better understanding on the impact of the organizational as well as the economic factors on the intention to turnover by employees and can use this information to establish policies on the retention of employees in the judicial service and beyond.

- The judicial service also needs to note that, there must be an alignment of the working environment with the changing, dynamic and culturally diverse workplace. Thus, understanding the relationship between work environment and employees is key to improving the company"s ability to perform effectively and move forward. Many executives cling to the outdated notion that people go for personal interest and money alone, that salary dictates all their employment decisions but for the most part, people want opportunities to learn and grow, to advance in their careers and to work on challenging and interesting projects. The management of the judicial service should change the traditional retention approach to more modern strategies.

- There is need for the management of the judicial service to also educate their leadership staff on the effects of the organizational, economic and personal factors and create organizational policies that can help curtail the effect of the determinants. Organizational policies and procedures provide overall guidelines on how things are done in a company. There appears to be a need to have employee friendly policies and procedures that provide an enabling environment to spur creativity and innovation and promote a work life balance. It is

recommended that these policies need to be continuously reviewed and updated. Policies that are transparent and clear help to remove bias in decision making and allow employees to consider themselves as part of a fair work environment where decision making is structured and the leadership style is supportive. This kind of environment fosters commitment and retention as employee insecurity is reduced.

5.4 Suggestions for Further Research

The study mainly assessed the determinants of staff turnover intentions in the judicial service in the central business district of Kumasi in the Ashanti region with concentration on the personal factors, economic and organizational factors. Thus, these factors are not extensive enough and further research may be needed on other factors that affect employee turnover intention in nay organisation. A structured questionnaire was used in a survey and was strictly quantitative. The researcher recommends a similar area of research but the use of different methodology. For example, a longitudinal study or a more qualitative approach can be used. Also, future researchers can conduct a comparative study using respondents in different geographic areas or in other oganisations apart from the judicial service.

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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA – KUMASI CAMPUS (UEW-K)

QUESTIONNAIRE FOR EMPLOYEES

Dear Sir/Madam, please, I am an MBA student at University of Education, Winneba – Kumasi Campus. This questionnaire is designed to collect information on your **perception towards the DETERMINANTS OF STAFF TURNOVER INTENTIONS IN THE JUDICIAL SERVICE OF GHANA**. This research is for academic purposes only and the data you provide will help to determine the determinants that influence staff turnover intentions in the judicial service of Ghana. Your participation in this survey is voluntary, highly appreciated and responses will be kept confidential. Please your identity and responses will not be disclosed. It will take about 10 to 15 minutes to fill this questionnaire. Thank you for your assistance.

DEFINITION OF TERMS: *In this study, STAFF TURNOVER INTENTION refers to the measurement of whether an organisations employees plan to leave their positions or whether the organization plans to remove employees.*

Please tick [√] the appropriate box for your responses to the questions

SECTION A: DEMOGRAPHIC DATA

1.   Please indicate your gender.   [   ] Male   [   ] Female

2.   Please indicate your age group? [   ] below 25 yrs   [   ] 25 – 35 yrs   [   ] 36 – 45yrs

        [   ] 46 – 55yrs   [   ] 56 +

76

3. What is your highest academic qualification? [   ] WASSCE/ SSCE

[   ] Technical/Vocational Certificate [   ] Diploma/HND

[   ] Bachelor's degree [   ] Master's degree [   ] Doctorate (PhD / Dr.)

4. Please indicate the range of your monthly income. [   ] less than GhC100

[   ] GhC100 - 500 [   ] GhC501 – GhC1000 [   ] GhC1001 - 1500

[   ] GhC1501 and above

5. Please indicate the section you work in.

[   ] Bailiffs section [   ] Docket section [   ] Cashiers section

[   ] Processing section [   ] Clerks section

Use this scale: 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly

Agree

SECTION B: PERSONAL FACTORS THAT INFLUENCE THE INTENTION OF

EMPLOYEES TO TURNOVER IN THE JUDICIAL SERVICE

What are the main personal or demographic factors that affect employee turnover

intentions?

	Personal or Demographic factors	Tick only one for each				
1.	I may turnover due to problems with my health	1	2	3	4	5
2.	I may turnover due to family related problems	1	2	3	4	5
3.	My children's education may cause me to turnover due to because of the unavailability of good schools in that area	1	2	3	4	5
4.	I would turnover due to the social status of workers in the judicial service of Ghana	1	2	3	4	5
5.	The demands of my work in the judicial service may cause a turnover	1	2	3	4	5
6.	The personality and management style of my boss may cause me to switch jobs	1	2	3	4	5
7.	The expectations that I had of my present job if not fulfilled, will cause me to turnover	1	2	3	4	5
8.	My family living in another area may cause me to switch jobs	1	2	3	4	5

SECTION C: ECONOMIC FACTORS THAT INFLUENCE THE INTENTION OF EMPLOYEES TO TURNOVER IN THE JUDICIAL SERVICE.

What are the main economic factors that affect employee turnover intentions?

	Economic factors	Tick only one for each				
1	My salary is able to meet my needs so I am likely to stay	1	2	3	4	5
2	I receive other financial benefits in the organisation and this will make me stay	1	2	3	4	5
3	An extra source of income apart from my salary will promote my intention to stay	1	2	3	4	5
4	The taxation system issued to judicial workers is high and may cause me to turnover	1	2	3	4	5

SECTION D: ORGANISATIONAL FACTORS THAT INFLUENCE THE INTENTION OF EMPLOYEES TO TURNOVER IN THE JUDICIAL SERVICE.

What are the main organizational factors that affect employee turnover intentions?

	Organisational factors	Tick only one for each				
1	The location of the organisation may affect my intention to turnover	1	2	3	4	5
2	The organisations support for my career development will enhance my intention to stay in the organisation	1	2	3	4	5
3	The size and reputation of the organisation prevents me from turning over	1	2	3	4	5
4	The job security that I receive from the organisation prevents me from turning over	1	2	3	4	5
5	The organisation offers training and development programmes which enhances the employees thus it keeps me from turning over	1	2	3	4	5
6	The strengths of relationships in the organisation will affect my intention to turnover.	1	2	3	4	5

SECTION E: EMPLOYEE TURNOVER INTENTION

What are the main factors that affect your intention to stay or leave the organisation?

	Employee turnover Intention	Tick only one for each				
1	I really fit in the High Court Kumasi	1	2	3	4	5
2	I look forward to going to work every day for the for see able future	1	2	3	4	5
3	I am not likely to accept another job at the same compensation level if offered to me.	1	2	3	4	5
4	My current job satisfies my needs and therefore my intention is to stay	1	2	3	4	5
5	I feel my personal values are a good fit for the job	1	2	3	4	5