

EMPIRICAL ANALYSIS OF ORGANIZATIONAL RETENTION AND THE PERFORMANCE OF EMPLOYEE IN NIGERIAN PUBLIC SERVICE

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Abstract

This study examines the impact of employee retention strategies on organizational performance in Nigerian Public Service. Anchored on the Job embeddedness Theory, the study provides valuable insight into the effectiveness of retention strategies employed by the Nigerian Port Authority in enhancing the organization's performance. It also investigates the challenges facing employees' retention and how employees' turnover can be minimized in the public service. In realizing the stated research objectives, primary data were collected from selected staff of Nigerian Ports Authority with the use of questionnaire and interview. The retrieved copies of the questionnaire were analyzed using both mean and standard deviation statistical tools. The study revealed the significance of the retention strategy employed on organization's performance. It shows how retention strategies mitigate employee turnover in the organization. The findings lead to the conclusion that the use of retention strategies is significant to improving (organization) performance and the imperative of valuable retention practices in the Nigerian Public Service. It therefore recommends that more should be done on training and development in order to adequately maximize the potential of staff. managements to encourage employees to participate in decision making processes as the higher the participation of employee in the decision-making process, the easier it is to gain the employees loyalty more on training and development as employees' performances are enhanced through training and development.

Keywords: employee, retention, strategy, organizational performance.

Introduction

As economic globalization has become more pronounced, the ability of organizations to compete in the global market place is all the more tied to the quality of their human resources. As a result of the global economies saturation with competition, many organizations rely on their employees to gain competitive advantage (Reiche, 2007). In this economic environment, the retention of valuable employees is one of the extremely important strategies for human resources managers and organizational leaders.

Employee retention strategies refer to the means, plan or set of decision –making behavior put in place by organizations to retain their competent workforce for performance (Gberevbie, 2008). Retention of employees can be a vital source of competitive advantage for any organization since humans are the active factors who work to bring about certain ends in organizations (George, 2015). Retention is vital because employee turnover stifles organizations to perform optimally. As with many organizations worldwide, retention problems are currently on the rise in Nigeria (George, 2015). They are significantly affecting organizational productivity and performance. Further, the retention of skilled employees has, been a serious concern to management in Nigeria organizations irrespective of the sector causing a dramatic change in human resource practices, especially in the area of attracting skilled employees into organizations, and most importantly, the strategy for retaining them in the public sector (Samuel, 2008; Nwokocho & Iheriohanma, 2012).

Some public sector leaders are encountering challenges retaining professional employees (Cho & Lewis, 2012). When public organizations suffer from low performance, the citizenry may receive poor services. In addition, organizations may incur high costs with hiring of new employees. It is therefore imperative for human resources managers in the public sector to adopt appropriate employee retention strategies to retain

key employees because organizational performance is often dependent on the knowledge and skills of its employees.

Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective human resource management system. Organizations tend to suffer in terms of retaining talented staff due to high employee turnover rates. In order to minimize this problem in the Nigerian public service, successive regimes have formulated some retention strategies towards improving the performance of the Nigerian public service. For example the then Head of state General Yakubu Gowon thought that with more pay, the moral and productivity of the workers could be improved upon, hence the Udoji Awards in 1974. The Obasanjo regime introduced monetization of fringe benefits in the public service of the federation accompanied with various training at different levels (Aduma, and Eneh, 2016). The purpose of government increase in salaries and other monetary incentives is to boost workers commitment, retain professional workers and improve overall performance of the public sector (Fayomi, 2013).

Despite the government efforts to retain professional employees and reduce the turnover rate in the public sector, the public sector still encounters challenges in retaining professional employees. These challenges, among other things, are essentially linked with the infrastructural support, remuneration packages, leadership styles and cultures within an organization (Lok and Crawford, 1999; Pamela, 2003). Such challenges are further complicated by the fact that highly skilled employees tends to change jobs for better financial rewards and improved working conditions. In addition, highly-skilled employees are often pilfered by organizations that provide them with better remunerations and other benefits. Further, the dynamic business environment continues to make employee retention/turnover a more complicated issue.

This study therefore seeks to examine the impact of employee retention on organizational performance in the Nigerian Ports Authority. It also seeks to interrogate the effectiveness of the retention strategies employed by the Nigerian Port Authority in enhancing the organization's performance and the challenges facing the organizations regarding the retention of its employees.

Employees Retention Strategies and Organizational Performance. A Conceptual Analysis

Employee retention strategy, according to Gberevbie (2008), refers to the means, plan or set of decision-making behaviour put in place by organizations to retain their competent workforce for performance. Morgan (2011) sees employee retention strategies as policies and practices that an organization use to satisfy the diverse needs of employees and create an environment that encourages them to stay with the organization. Retention strategies are deployed to stem unnecessary and avoidable staff turnover which tends to hurt the image and prospect of the organization.

In an attempt to ensure organizational optimal performance and retention, organizations need to consider a variety of retention strategies to serve as a retaining force for the employees (Folola, Ibidunni & Olokundun, 2014). These strategies include: Compensation, participation in decision making, recognition, training and development, work-life balance, supervisor-subordinate relationship, work environment and socialization, organizational culture. According to Obikeze & Obi (2004), compensation is the reward that individuals receive from organization in exchange for their labour. Compensation which can be in form of cash and non-cash, plays significant role in attracting and retaining good employees, especially those employees who gives outstanding performance or unique skill which is indispensable to the organization because company invest heavy amount on their training and orientation (Obikoya (1996; Ivancevich, Lorenzi, Skinners, & Crosby 1994). Compensation is always viewed as a beneficial tool for attracting and retaining desired employees (Chee Hong, ZhengHao, Kumar, Ramendra & Kadiresan, 2012). Contrarily however, Moncraz, Zhao & Kay (2009) argued that compensation is not one among the top factors influencing non-management turnover but compensation can act as a critical factor in reducing managerial turnover and increasing commitment.

Hewitt (2002) on the other hand observed that modern businesses always keeps their employees well informed about important affairs of the business and involves them in decision-making at all levels which can exploit the talents of its employees. Supporting this, Noah (2008) found that employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a

good congenial working environment and contributes towards building a good employer-employee relationship. Related to this is recognition. Heathfield (2008) suggests that organizations should prioritize employee recognition to create a positive, productive and innovative organizational climate. He added that people who feel appreciated contribute more to the achievement of organizational goals. Globoforce (2011) found that the level of employees satisfaction with their recognition can affect their decision to stay in an organization.

For Messmer (2000), one of the important factors in employee retention is investment on training and development. According to Kalipsad (2006) employees go for companies that would allow flexibility of learning while being employed. Rader (2012) identified mentoring key employees and providing on-the-job training as two easy ways to engage and retain the employees.

Hill (2007) posits that mentoring in an organization allows the management to prepare her employees for the next generation of leaders. He states that on- the-job training enables employees to acquire the skills that would help them advance within the company, if the training is cross-functionally designed to improve overall employee skills rather than how their current job is done. When workers are allowed to better themselves they turn out to be more faithful to the organization since they feel they are valued and viewed as an asset (Preene, De Peter, Van Vianen, &Keijzer, 2011).

Work-life balance has become a pre-dominant issue in the workplace especially in the society filled with conflicting responsibilities and commitments (Lockwood, 2003). The conflict between work and career on the one hand and private life on the other is currently assuming large proportions in our society. However, flexible forms of work, will positively affect the reduction of the work-family conflict and employee satisfaction in general (Anderson, Coffey & Byerly, 2002; Kossek & Ozeki, 1998). Work-life balance policies help employees reduce the impact of work on family life, thereby often reducing stress levels, while increasing focus and motivation at work knowing that family and work commitments are being met. Policies aimed at improving the work-life balance are successful if they are implemented in a supportive context that truly allows employees to make meaningful and useful choices (Anderson, Coffey, Byerly, 2002) and Kossek & Ozeki, 1998).

In the same dimension, cordial supervisor-subordinate relationship is a factor of employee retention (Zenger, Ulrich, Smallwood, 2000). It is an intangible incentive that can make a big difference in employee motivation (O'Herron & Simonsen, 1995; Moses, 2000). In addition, work environment is considered one of the most important factors in employees' retention. According to Hytter (2007), work environment can be physical or psychological. Psychological work environment consist of work load, decision, support, stressors, latitude and decision. Ramlall (2003) posit that people stay in those organizations that provides good and positive work environment and where they feel that they are valued and can make a difference. For Chapman (2000) however, failing to integrate employee into organizational culture is a contributor to low employee retention. Culture is a powerful way of controlling and managing employee behaviours than organizational rules. Attractive culture retains more employees and people leave an organization because of conflict in the workplace (Rosenberg, 2008). Proper understanding of cultural value creates positive working feelings among employees. Joan & Harris (1999) stress the importance of organizational culture in employee retention and argue that organizational culture is more important than the job for recruiting and retaining new employees.

Organizational performance on the other hand, refers to ability of an organization to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz & O'donnell, 2003). Organizational performance describes how an enterprise is doing in terms of the level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of the productivity of members of an organization measured in terms of revenue, profit, growth, development and expansion.

Theoretical Framework

This study is anchored on the job embeddedness theory propounded by Mitchell, Holtom, Lee, Sablynski and Erez in 2001. The theory represents a collection of influences on an employee's intent to stay. The theory explains how different factors play a role in why people choose to stay in their job (Mitchell, Holtom, Lee, Sablynski & Erez, 2001). According to Mitchell et al. (2001), job embeddedness theorizes that employees remain in an organization as long as the inducements to stay match or exceed their expectations. Job embeddedness influences employee's decision whether to remain in the company or leave. By being embedded in a job, the individual will be less likely to leave the organization thus having a positive impact on their performance. Embeddedness suggests that there are numerous strands that connect an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, and the physical environment in which he or she lives.

According to the proponents of the theory, three situational dimensions help define why people stay on their jobs. These situational dimensions are links, fit and sacrifice, each of which is considered to be associated with both where employees work, i.e., on-the-job and where they live, i.e., (off-the-job) (Shaw, Delery, Jenkins, & Gupta 1998). Links, the first of these dimensions consists of social relationships, such as co-workers, supervisors and the number of teams or work committee of which one is part. The more links an employee has to his or her organization, the more likely he or she will be reluctant to sever ties from the organization. The second is fit which explains the compatibility or comfort of an employee with an organization and its environment. An employee's personal values, career goals, and plans for the future must fit with the larger corporate culture and the demands of his or her immediate job. Sacrifice is the third dimension which captures the perceived cost of material or psychological benefits that may be forfeited by leaving a job (Lee, Burch and Mitchell, 2014).

Despite the plausibility of job embeddedness theory in predicting employee retention, it is important to state that in some situations, employee turnover may be preferable to retaining individuals who no longer fit into organizational values. Increasing job embeddedness in such instances may prove counterproductive. Moreover, an employee who feels pressured to stay in a job he considered no longer desirable may react or act in counterproductive ways as a means of bypassing the organizational emphasis on job embeddedness (Ramlall, 2004). Despite these shortcomings however, Job embeddedness theory provides a framework for analysis in this study as it focuses on factors that encourage an employee to remain with an organization and thus, addresses employee's retention and performance which considered as critical for organizations and nations (Van Emmerik & Sanders, 2004).

Methodology

This study adopted the case study survey design. A structured questionnaire was distributed to a sample size of 231 respondents drawn from the staff of Nigerian Ports Authority, Lagos state, Nigeria using a simple random sampling technique. In addition, an interview was conducted with the Human Resource Director and the Management Staff of Nigerian Port Authority. The structured interview focused more on the employee retention strategies, challenges of employee's retention and employee turnover at Nigerian Port Authority. Data gathered through this instrument were used to complement that of the questionnaire. Out of the 231 copies of questionnaire administered to respondents, 191 were retrieved, which represent 82% of the total number of the questionnaire administered. However, out of the 191 questionnaires returned, four (4) or 2.1% were not analyzed due to improper completion. The data analysis for this study were based on 187 or 80% of the total administered copies of the questionnaire, which depicts very good observation and data score for the study. The data obtained from the survey were analyzed using the arithmetic mean and standard deviation with the aid of the IBM Statistical Package for Social Science (version 20).

Data Analysis

Respondents Background

Table 1 below indicates that 60 percent of the respondents are males while 40 percent respondents are females, thus showing gender sensitivity in the study. The descriptive analysis for respondents' age reveals that most of the respondents are between the ages of 31 – 35 years old (i.e. 33 percent), 29 percent of the respondents are in age group 36 years and above. While 22 percent of the respondents are in age group 26 -

30 years, 16 percent of the respondents are in age group 20 -25years. With the majority of the respondents in age group 31 – 35 years, it could imply quality response because of the maturity. With regards to staff category, 44 percent of the respondents are in junior cadre, 32 percent of them are in senior cadre and 24 percent of the respondents are in management cadre. The respondents are spread across the staff category in the organization.

The analysis for the academic qualifications shows that 44 percent of the respondents had University education; 21 percent of the respondents had polytechnics education; 17 percent had secondary school education and 18% had other qualifications such as OND and proficiency certificate. This level of literacy among the respondents shows they understood the study and were able to give useful information.

Table 1: Respondents’ Demographic Information

SN	Demographic Variables	Classification	Frequency	Percentage
1.	Gender	Male	112	60
		Female	75	40
		Total	187	100
2.	Age	20 – 25 years	30	16
		26 -30 years	42	22
		31- 35 years	61	33
		36years &Above	54	29
		Total	187	100
3.	Staff Category	Junior cadre	83	44
		Senior cadre	60	32
		Management cadre	44	24
		Total	187	100
4.	Level of Academic attainment	University	82	44
		Polytechnics	40	21
		Secondary	31	17
		Others	34	18
		Total	187	100
5.	Length of Service	1 – 10 years	38	20
		11 – 20 years	65	35
		21 – 30 years	48	26
		31 and Above	36	19
		Total	187	100

Source: Field Survey (March, 2017)

Strategies for Employees’ Retention in Nigerian Ports Authority

This section presents the analysis of data gathered from the sampled population on the strategies adopted for workers retention in the Nigerian Port Authority.

Table 6: Descriptive statistics of the Strategies for Employees’ Retention in the Nigerian Ports Authority

Statement	SA	A	UN	D	SD		
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		F	%	F	%	F	%	F	%	F	%	Mean	Std. Deviation
1	Satisfactory monetary rewards can encourage employee retention	75	40	58	31	00	00	38	20	16	09	3.7380	1.38766
2	Available of career growth opportunities at Nigerian Ports Authority encourage employee retention	89	48	75	40	00	00	15	08	08	04	4.1872	1.07376
3	Continuous review of job specifications and job descriptions minimize employee turnover at Nigerian Ports Authority.	88	47	65	35	11	06	15	08	08	04	4.1230	1.10758
4	Good working condition and environment encourage employee retention	140	75	47	25	00	00	00	00	00	00	4.7487	0.43495
5	Health allowances for staff encourage employee retention	128	68	39	21	05	03	15	08	00	00	4.4973	0.88824
6	The possibilities of additional training (both in-house training and foreign training) at Nigerian Ports Authority encourage employee retention.	94	50	83	44	11	06	00	00	00	00	4.4332	0.62180
7	Recognition for a job well done encourage employee retention	20	11	12	06	15	08	76	41	64	34	4.1872	1.27095

Source: Field Survey (March, 2017)

Decision Rule: If mean < 3.0, the respondents Disagree; If $3.5 \leq \text{Mean} \leq 3.0$, the respondents are undecided; If mean ≥ 3.5 , the respondents agree. Table 6 shows the positions of the respondents on the questions on the various ways of encouraging employee retention in Nigerian Ports Authority. Giving the sample mean vale of 3.7380 (mean > 3.5) and associated sample standard deviation of 1.38766, it shows that the respondents agreed that satisfactory monetary rewards encourages employee retention in Nigerian Ports Authority. The responses on the career opportunities available at Nigerian Ports Authority also encourage employee retention, the sample mean is 4.1872 and sample standard deviation is 1.07376. Since the mean >3.5, it shows that the respondents agreed that career growth opportunities available at Nigerian Ports Authority encourages employee retention. The responses on continuous review of job specifications and job descriptions as a way to encourage employee retention has a sample mean value of 4.1230 with associated sample standard deviation of 1.10758. With the mean > 3.5, it indicates that the respondents agreed with the statement. The sample mean value of 4.7487 and sample standard deviation of 0.43495 on good working condition and environment indicates that the respondents agreed that good working condition and environment can encourage employee retention. In addition, the sample mean of 4.4973 and sample standard deviation of 0.88824 indicates that the respondents’ health allowances for staff also encourages employee retention. Also, the sample mean of 4.4332 with associated sample standard deviation of 0.62180 indicates that the respondents agreed that possibilities of additional training (both in-house training and foreign training) at Nigerian Ports Authority are effective in encouraging employee retention. Furthermore, on the statement that recognition for a job well done can encourage employee retention, the sample mean is 4.1872 with sample standard deviation of 1.27095 indicates that the respondents agreed with the statement.

Effectiveness of retention strategies in enhancing Performance in Nigerian Ports Authority

Table 2 shows the responses to the Likert –scale question, the sample mean (\bar{X}) and the standard deviation (σ_x) score. The responses on the effect of continuous training on performance has sample mean of 4.2406 with associated sample standard deviation of 1.03740. This shows that, most of the respondents agreed that continuous training has helped improved their performance; hence the sample mean ≥ 3.5 . With the sample mean of 4.1497 and a sample standard deviation of 1.02077, most of the respondents agreed that the pension scheme in NPA is favourable since the sample mean ≥ 3.5 . Similarly, the response on the provision of monetary incentives has a mean of 4.5187 and corresponding standard deviation of 0.56170. With the sample

mean ≥ 3.5 , it is evident that most of the respondents agreed that provision of monetary -incentives has impacted positively on the employees’ job in NPA. Furthermore, the response on fringe benefits (e.g., meal subsidy, child education allowance, vehicle maintenance allowance) has the sample mean of 4.3797 and standard deviation of 0.94483. By implication, it shows that most of the respondents agreed that Fringe benefits (e.g., meal subsidy, child education allowance, vehicle maintenance allowance) enables them perform better.

Table 2: Descriptive statistics for Effectiveness of retention strategies

	Statement	SA		A		UN		D		SD		Mean	Std. Deviation
		F	%	F	%	F	%	F	%	F	%		
1	Continuous training has helped improved my performance	95	51	68	36	05	03	12	06	07	04	4.2406	1.03740
2	The pension scheme in NPA is favourable	83	44	75	40	07	04	18	10	04	02	4.1497	1.02077
3	The provision of monetary incentives has impacted positively on my job	101	54	84	45	00	00	02	01	00	00	4.5187	0.56170
4	Fringe benefits (e.g., meal subsidy, child education allowance, vehicle maintenance allowance) enables me perform better	110	59	55	29	10	05	07	04	05	03	4.3797	0.94483

Source: Field Survey (March, 2017)

Decision Rule: If mean < 3.0 the respondent Disagree; If $3.5 \leq \text{Mean} \leq 3.0$ the respondents are Undecided; If mean ≥ 3.5 the respondent Agree.

This analysis shows that the employee retentions strategies available at Nigerian Ports Authority are effective in improving performance. This result is in agreement with the findings from the interviews conducted with the staff of the Nigerian Ports Authority on the effect of retention strategies employees by the organization. Findings from the interviews shows that the retention strategies adopted, i.e., promotion of eligible employees, training and development, adequate remuneration of employees, career opportunities and conducive working condition and environment, health allowances for staff, possibilities of additional training (both in-house training and foreign training), loans and advances and recognition for a job well done have been very effective strategies for employee retention as they have helped embedded workers in their job and the organization, mitigate employee turnover and equally motivate employees to perform and also grow within the system. It is concluded from the findings that the retention strategies employed by the Nigerian Port Authority has significant effect on the organization’s performance.

Challenges of Employees’ Retention in Nigerian Ports Authority

Data gathered on the challenges of employees’ retention in Nigerian Ports Authority are presented and analyzed.

Table 4: Descriptive Statistics for Challenges of Employees’ Retention

	Statement	SA	A	UN	D	SD	Mean	Std. Deviation
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		F	%	F	%	F	%	F	%	F	%		
1	Lack of management support for areas such as performance reviews and employee development	24	13	10	05	10	05	78	42	65	35	2.1979	1.31917
2	Inadequate recruitment strategies /policies	87	47	68	36	12	06	20	11	00	00	4.1872	0.96288
3	Lack of opportunity for employee’s participation in decision making	94	50	75	40	05	03	10	05	03	02	4.3209	0.88824
4	inadequate compensation and rewards	30	16	25	13	15	08	71	38	46	25	2.5829	1.40557
5	Lack of training & development	28	15	22	12	15	08	47	25	74	40	2.3636	1.47610
6	Lack of opportunity for employee advancement or growth	22	12	12	06	00	00	90	48	63	34	2.1444	1.28075
7	The absence of openness in sharing information	90	48	87	47	00	00	10	05	00	00	4.3743	0.74703
8	Lack of employee recognition	89	48	60	32	21	11	12	06	05	03	4.1551	1.03306

Source: Field Survey (March, 2017)

If mean < 3.0 the respondent Disagree; If $3.5 \leq \text{Mean} \leq 3.0$ the respondents are Undecided; If mean ≥ 3.5 the respondent Agree

From table 4, giving the sample mean of 2.1979 with associated sample standard deviation of 1.31917 it shows that the respondents disagreed that lack of management support for areas such as performance reviews and employee development is a challenge of employees’ retention at Nigerian Port Authority, hence the sample mean < 3.0. The sample mean value of 4.1872 with sample standard deviation 0.96288, with the sample mean > 3.5, it is evident that the respondents agreed that inadequate recruitment strategies /policies are challenge of employees’ retention at Nigerian Port Authority. Another variable in the table is lack of opportunity for employee’s participation in decision making; the associated sample mean is 4.3209 with sample standard deviation of 0.88824. Since the mean > 3.5, it shows that the respondents agreed that lack of opportunity for employee’s participation in decision making is a challenge of employee retention. Also, the mean of 2.5829 (mean < 3.0) with 1.40557 indicates that the respondents disagreed that inadequate compensation and rewards is a challenge of employee retention. The response on the lack of training & development as a challenge of employee retention has a sample mean of 2.3636 and sample standard deviation of 1.47610. With the mean < 3.0, it implies that the respondents disagreed that lack of training & development is a challenge of employee retention at Nigerian Ports Authority. Similarly, the mean value of 2.1444 (mean < 3.0) with a standard deviation of 1.28075 shows that the respondents disagreed that lack of opportunity for employee advancement or growth is a challenge of employee retention. The response on the absence of openness in sharing information as a challenge, the sample mean value of 4.3743 and sample standard deviation of 0.74703, where sample mean > 3.5 indicates that the respondents agreed that absence of openness in sharing information is a challenge. Further, the mean value of 4.1551 with associated standard deviation of 1.03306 shows that the respondents agreed that lack of employee recognition is a challenge of employees’ retention at Nigerian Ports Authority. The summary of the responses collected as shown in Table 4 is that despite the efforts of the management of Nigeria Ports Authority to retain the employees, there are some challenges of employees’ retention which are enumerated in the analysis. The interview results also indicated that inadequate funding of training and development of employees in critical sector are major challenges at Nigerian Port Authority. For example, the marine and harbor department, which is engineered by captains requires a lot of finance to constantly train them due to the technicality of the job.

Discussions of Major Findings

The analysis of data in this study showed that the retention strategies employed by an organization have significant influence on employees’ embeddedness in their jobs. Embedding employees in their jobs reduces turnover rate and thus improve the organization’s performance. Continuous training, pension scheme,

monetary incentives and fringe benefits (e.g., meal subsidy, child education allowance, and vehicle maintenance allowance) are effective strategies for getting employees embedded in their jobs and thus increase retention rate and have proven to enhance organization's performance. The finding is in agreement with Lydia (2014) and Robert (2012). According to Lydia (2014), having proper retention strategies is important for organizations to attract and retain a high quality work force and improve their performance. For Robert (2012), competitive salary package, job security, challenging and interesting job opportunities, good training and development opportunities, opportunity to earn performance bonus/ commission/ overtime, and up-to-date technology to perform jobs are some of the retention strategies that have significant effect on organizational performance.

Workers are embedded by the various retention strategies as indicated in both the current and previous findings. Linking pay to performance achievements, challenging jobs, opportunity for promotion, creativity and skill development and work autonomy are good factors that embed workers in an organization. Various organizations are using these factors as strategies for employee retention and make the employees to be more focus and glue to their jobs. For instance an employee earning a competitive salary with other amenities such employee will not consider leaving the organization instead the employee will be more focus, dedicated to the organization and stuck to the organization. As emphasized by the Job Embeddedness Theory, employees would remain in the organization as long as the inducements to stay there match or exceed their expectations. Therefore, organizations should ensure that their employees are job embedded as this will keep the employee from leaving the organization.

There are factors that pose as challenges for employee's retention. Such challenges as inadequate recruitment strategy, lack of opportunity for employee's participation in decision making, absence of openness in sharing information and lack of employee recognition could impede employee's retention in an organization. The finding supports Watson (2009) who identified problems of employers in retaining talented employee as; problem of hiring suitable and successful employees (the recruitment process), monetary dissatisfaction to retain skilled staff members, inability to expand the skill sets of employees, tendency for an employee to get bored and unrealistic expectations from the job

Conclusions

The study examined the effectiveness of employee retention strategies in enhancing organizational performance in the Nigerian Public Service with particular focus on the Nigerian Port Authority, Lagos State. From the findings it was established that the retention of employee has significant effect on organization's performance. Retention packages can mitigate employee turnover in the organization thus strengthens the Job Embeddedness theory which posits the need to embed workers in the organization as a strategy for retaining them in the organisation. The use of retention strategies is significant to improving (organization) performance. Improving Job embeddness will have a positive impact on employee performance. It is necessary therefore, to pay more attention to the dimensions of job embeddness as a key source for organizations to enhance the competitive advantage which is of prime significance for organizational cynicism and employee performance. This is imperative in Nigeria's quest for productive organizations particularly in the public sector.

Recommendations

Based on the findings of this study, a review of the salary administration and benefits packages in the Nigerian Public Service to meet employee's expectations is imperative. Employees' participation in the decision making process of organizations should be encouraged. This will help in creating a sense of belonging among the employees and facilitates employee embeddedness in the organization. An embedded employee would not want to quit his/her job. Moreover, all employees should be given a fair chance when due for promotion, training and development. It is important to note that by investing the appropriate training in an employee, organizations gain specific benefits which include; increased productivity, reduced turnover and decreased need for constant supervision.

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