

Assessment on the Effect of Personnel Management Department on Employee Turnover in Kainji Lake National Park, New Busa Nigeria.

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Abstract

This study examined the effect of Personnel management Department on Employee turnover in Kainji Lake National Park, New Busa. Specifically, the study also determined the impact of personnel department on effective recruitment procedures, examined the impact of personnel management department on training and development of employees, evaluated the significance of personnel department on performance appraisal and other managerial functions of employees and determined the best approach in enhancing Personnel department in the case study. To achieve these objectives, the study adopted a survey designed relying on primary and secondary source of data using questionnaire structured in Likert four-scale format. The target population of the study is 138 staff of Kainji Lake National Park, New Busa, while the sample of 103 was determined by Taro Yamane formula. Herzberg two factor theory was used as theoretical framework. Frequency percentage tables and mean deviations were adopted in presenting and analyzing data.. The findings showed that there is a significant relationship between personnel management department and employee towards performance in the organization. Therefore, employee turnover rate is very limited due to conducive environment to workers. The study concluded that Personnel management department is an indispensable aspect of the both the private and public sector organizations for effective utilization of human resources. The study recommended among others that Public and private organizations should pay more attention to the department to tremendously manage workforce and to avoid or minimized the rate of turnover in the system and foster employee commitment to work which will consequently enhance productivity and performance

Keywords: Personnel, Turnover, Organization and management..

Introduction

Personnel management department is an indispensable aspect of the both the private and public sector organizations. The department deals with several operational objectives such as recruitment, providing proper training to the employee, staff motivation, selection of the employee, assessment of the

employee, motivating and maintaining a proper relationship with the personnel and maintaining welfare and health for the workforce in the organization through laws created by the concerned state and country (Demeke & Tao, 2022).

Every organization be it private or public dependent on its employees to gain advantage in the competitive organization. Therefore, organizations strongly rely on the effective and efficiency of their resource to achieve greater performance (Storey, 2023). Personnel department functions includes tasks like human resources preparation, human resources management, strategic recruiting, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. It includes policies and practices set to improve organizational efficiency, engagement of employees and work quality (Khan, Eslami & Gharakhani, 2020). Having human resource management in practice, would positively improve organizational performance; such as, revenue returns, benefit, competitiveness and objectives.

The personnel management department in every organization is responsible for manpower planning which is also referred to as the human resource planning or management. Personnel management is the process of planning, retention procurement, development and utilization of organizational human resources in order to achieve both organizational and individual goals. When organizations are manage well with greater principles and ideologies it make employee more comfortable and productive in his/her working environment, these limit or avoid the rate of employee turnover in the system. If workers move out to other working environment, it is as a result of discomfort or poor incentives and lack good motivations. One of the responsibilities of personnel management department is to ensure comfortable and performance of staff in organization to curtail rate of labour/employee turnover Irrespective of the type of organization in question, what matter is putting the right number of people, right kind of people at the right place and at the right time doing the right things for which they are suited, for the achievement of the goals of the organization. It is therefore the sole responsibility of the personnel management department of an organization.

This study therefore aims to assessing the effect of personnel management department on employee turnover in Kainji Lake National Park, New Bussa.

Statement of the Problem

Lack of adequate human resources utilization has left organizations experiencing escalating low performance and staff turnover. Gary Dessler (2003) as cited by Nwachukwu, (2021) stated that workers leaving Organizations and jumping from one to another and then to another is quite typical and that the employee turnover rate in public organizations is increasing

every year. This could be attributed to poor personnel management practices and utilization

Many studies conducted on staff management practices as a function of personnel department focused on the impact of personnel management towards staff retention and productivity, these has tremendous effects to employee turnover rate. Despite a wealth of empirical works on the subject, still role of personnel management department on employee turnover remain one of the greatest challenges that many organization faces. This has been the case of the Kainji Lake National Park, New Bussa. Nevertheless, most of these studies have been done beyond Nigerian boundaries creating a geographical and cultural gap this study sought to fill.

Therefore, identifying good human resource utilization through personnel management department to curtail rate of employee turnover in the organization. Moreover, when the organization implement good management practices staff will not quit, system will have effective performance. This has motivated the researcher to study the effect of personnel management department on employee turnover in Kainji Lake National Park, New Bussa.

Objective of the Study

The main objective of the study is to determine the effect of personnel management department on employee turnover in Kainji Lake National Park, New Bussa. And to further Determine the impact of personnel management department on effective recruitment procedures, employee training and development, performance appraisal, incentives and staff motivation n also to examine if workers are well retain to minimize or avoid employee turnover in the case study. However, if workers are massively leaving the organization for other more greener pasture, what could be the reasons for such?

Conceptual clarifications

Concept of Personnel Management Department and Employee Turnover

Personnel management department is the unit in an organization that is responsible for the recruitment, training and discipline of workers in conjunction with other departments in an establishment. It advertises vacant post and consequently appoints personnel. It organizes refresher course for serving worker in order to update their skills. At the same time, it organizes induction courses for new staff. The personnel management department keeps all records of employees and their performance and it also takes care of the welfare of the staff. The transfer of workforce within the organization is one of the roles of personnel management department: the department also handles

promotion exercises (Aryeetey, 2022). Other functions of personnel management department is to motivate and encourage to retain in order to avoid loose of staff morale that may lead to employee turnover in the organization.

Employees constitute the most important resources of any organization. This is mainly because of the fact that the success of any organization depends critically on the efficiency and effective use of its manpower. In view of this, the management of personnel management is the responsibility of a specific unit called personnel or administration department in most of the business organizations. While the individual managers play their parts, the function of the personnel department is to coordinate the activities involved in personnel management – staff recruitment, training and development and compensation, etc. (Ariyo & Loewenstein, 2023)

Department of Personnel (DOP) deals with all matters related to personnel administration in the State which includes recruitment, appointment and promotions of State Service Officers, Posting of All Services Officers and State Service Officers. Framing of Rules, amendments in keeping with the changing times to bring about efficient administration. DOP is also responsible for supervision, monitoring and review of work related to enforcing accountability including cases of maladministration, corruption and misconduct of All Services Officers (Fajana & Harris, 2022).mainwhile labour/employee turn over is the rotation of workers around the labour market (Ibrahim 2023) Employee turn over is the situation in which personnel of a given organization are leaving to another more greener working environment. Employee turn over according to (Dotun 2021) is the evacuation and leaving of workforce from their working environment as a result of voluntary or compulsory retirement, death, exemption and leaving to other more conducive working environment.

Types of Personnel management Department

Here is an overview of the main types of personnel management department used in staffing decisions and employee support operations and to ensure organizational effectiveness:

1. **Strategic:** Strategic personnel management focuses on planning how to best support personnel members. This includes current and future strategies and plans such as managing employee turnover rates, determining recruitment policies and maintaining employee satisfaction. Strategic personnel management also aims are to provide ongoing training to help employees grow within the organization to encourage longevity and satisfaction in workplace positions (Fajana & Harris, 2022).
2. **Tactical:** Tactical personnel management involves administrative planning. This involves determining how to schedule and manage current staff members. It also includes predicting the total number of personnel

necessary to fill positions in the short and long term. Tactical personnel management focuses on recruiting the most qualified candidates through a specific selection process. This type of management also handles training and onboarding for new employees. It is sometimes organized into three parts of staff resources, including technical, functional and organic

3. **Operational:** Operational personnel management refers to the daily functions of human resources in employee relations. Support personnel in HR use operational personnel management to handle the basic needs of new employees like providing equipment and passwords to company technology platforms. This area of personnel management is also involved in organizing how employees receive benefits and ongoing support (Hafeez & Aburawi, 2023).

Objectives Personnel management Department on employee turnover in kainji lake National park, New Busa

With an overall goal to provide an excellent and stimulating environment for employees, personnel management objectives focus on certain issues in the workplace. Here are the main objectives in personnel management Department towards effective service delivery:

- a) **Retain employee:** Employee turnover is a big concern for many businesses and personnel management works to keep numbers low. Creating a strategic hiring process is one way to minimize high turnover rates. By providing transparent information about job roles and workplace expectations, personnel management teams work to keep staff satisfied from their onboarding and after. Incentives like competitive salary and benefits packages are also ways personnel managers plan to retain employees, these has been one of the primary significance of personnel management department in kainji lake national park .
- b) **Equip staff:** Ensuring staff members have the tools they need to perform their jobs to the best of their ability is a key concern for personnel management team members. Providing relevant continuing education can be an important element to equip staff with resources and knowledge for their roles. They re-enforce for greater ability and enthusiasm. Personnel management department strives to create a culture of learning where staff members feel they have the necessary training to fulfill their job duties. Any organization been it public or private must key in to personnel management functions.
- c) **Engage workers:** Helping staff work more productively is a main goal of personnel management services. Eliminating unnecessary operations to maximize workflow is another area personnel management professionals strategize to improve and encourage service delivery. Engaging employees through other opportunities like social activities can also encourage staff engagement .

Elements of Personnel management

According to Thompson, Kotey and Slade (2024), Personnel management can be broken down into several elements as listed below:

- i. **Job analysis:** This function of personnel management determines how a position fits into the overall organizational framework. It's a measure of the role and not the employee. Jobs are categorized and segmented through division of labour and specialization to enhance performance.
- ii. **Strategic personnel planning:** Also called strategic workforce planning, this element involves hiring the most qualified individual to fit a necessary role in an organization. It ensures that hiring processes are consistent, fair and effective. The ability of staff determine a greater organizational output.
- iii. **Performance appraisals:** Identifying how employees are evaluated is the function of this element of personnel management. Using this element, professionals in personnel management decide how often employees are assessed and the methods used to rate employee performance. To identified the personnel base on their skills, punctuality and performance is a greater determination.
- iv. **Benefit coordination:** Determining the type of benefits employees receive and planning for their distribution is an essential part of personnel management. This element also involves choosing plans such as personal health care benefits, welfares and development
- v. **Continuing education:** To keep staff involved in growing their career and investing in their workplace, personnel management oversees employee development through continuing education. This may include offering seminars, staff training learning lunches or arranging for staff to attend professional conferences.
- vi. **Pay and salary distribution:** Another part of the operational activities of personnel management staff is to ensure employee payroll functions correctly. It may also involve setting pay scales or job levels (salary and wages administration).incentives and motivational factors.
- vii. **Attendance and leave:** Managing personnel also means overseeing time off for sick and personal days. This function also involves leaves of absence such as maternity leave, paternity leave, sabbatical and emergencies or short-term disability (Woovd & Thompson 2024).

Employee Turnover

Staff turnover can be defined as the alternation of employees around the employment market; between companies and occupations; (Abassi et al. 2020). Price (2023) defines the term “turnover” as the proportion of the number of organizational affiliates who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover. Woods (2017).

Types of Employee Turnover

Employee turnover in every organization may result to one among these types are:

- a) Voluntary turnover is due to a worker’s decision to leave an organization, whereas involuntary turnover is due to an employer’s decision to terminate or dismiss an employee. With voluntary turnover, employees decide to quit in the following circumstances: the end of a contract, retirement, natural causes such as death, and other job opportunities. Whereas,
- b) Involuntarily turnover means employees are dismissed or transferred to other branches in the organization. However, both kinds of turnovers are perceived as Risky for organizations (Shaw, Delery, Jenkins, & Gupta 2018).

Earlier research on the turnover in organizations emphasized understanding and predicting the reasons behind the voluntary departure of workers (Anderson & Milkovich, 1980). But recent studies have focused, analyzed, and explained the characteristics of voluntary departures (Weeks & Sen 2016). Very little research has been carried out on the characteristics of those employees who are dismissed, especially when organizations terminate them on the basis of poor performance or dismiss them to reduce the workforce. It has a great impact on a company’s effectiveness when organizations choose the list of workers who should leave.

Causes of Employee Turnover in Organizations

An understanding of the causes and antecedents of turnover is a first step for taking action to reduce turnover rates, Mobley (2003). Alexander (2004) identifies some factors causing high staff turnover some of which are; the job not matching new employees expectations; lack of attention from line

managers; lack of training; lack of autonomy; lack of challenge and variety within the work; disappointment with the promotion and development opportunities; disappointment with standards of management, including unapproachable, uncaring and distant behaviour and failure to consult.

In 2005, an analysis of some 800 turnover studies was conducted by Hom and Griffeth (2005), which was recently updated by Griffeth, (2023) confirmed some well-established findings on the causes of turnover. These include: job satisfaction, organizational commitment and comparison of alternatives. The analysis also confirmed that employee turnover has a negative effect on organizational performance.

Consequences of Employee Turnover

Employee turnover may have positive repercussions and may not be harmful to the organizations and have positive consequences for the organization as well.

i. Positive Consequences of Turnover

Turnover was considered an untested assumption in the past and was thought of as the dependent variable that was always unwelcome by organizations (Hicklin 2023). When workers are performing less, the cost of hiring and replacement of new employees can quickly compensate the organization by hiring high-performance workers. Furthermore, the replacement of underperforming workers and cut off their benefits may have some indirect effects.

Such as:

- a) The replacement of poor performances, which can encourage existing employees to stimulate and perform better.
- b) Creating a source of latest ideas for innovation and reform. Some organizations like to provide a certain level of compensation for high-performing workers, which in return delivers a good contribution to the company.

These trade-offs suggest that it may be fruitful for organizations to manage the turnover process rather than minimizing the level of turnover. In past studies, it has been noted that ideas about turnover minimization have not been appreciated by the private sector. Turnover can facilitate the organization members and can create fresh viewpoints as well as may extend the experiences of key personnel (Hicklin 2023).

ii. Negative Consequence of Turnover

Apart from the positive consequences of turnover, there are also negative aspects of turnover. According to researchers, if turnover is not managed properly, it may affect organization profitability. For example, two decades ago, when line employees (employees who are responsible for attaining the company's goals) in an organization left their jobs, their direct and indirect costs were \$1,400 to \$4,000 per person, respectively (Ongori 2016). This cost was not the same as the previous turnovers back in 1992. In the 21st century, turnover affect many customer services and customer satisfaction. For example, sales recessions and low productivity are chiefly affected by turnover. They waste management's time, and in terms of costs, they disturb the organization's profitability (Ongori 2016).

Another study added that when a single employee quits a firm and replacement with new employee cost 50% of the worker salary . When an employee quits and the organization replaces the worker, productivity decreases because it takes time for the new worker to learn about the new job and the company. Thus, it consumes time. Furthermore, when talented employees leave, the organizations lose a lot because these departing workers can work for organization competitions. Therefore, if turnover is not managed properly, it will be more costly to the organization (Ongori 2016).

- 1. Operational Disruptions:** High turnover rates can disrupt ongoing projects and services. When experienced employees leave, their knowledge and skills are often lost, which can slow down processes and affect service delivery.
- 2. Increased Recruitment and Training Costs:** Constantly hiring and training new employees can be costly. Recruitment processes take time and resources, and training new hires requires additional investment to bring them up to speed.
- 3. Reduced Morale:** Frequent turnover can lead to lower morale among remaining employees. They nifty feel overburdened or worried about job security, which can further affect their productivity and job satisfaction.
- 4. Knowledge Loss:** Experienced employees often have valuable institutional knowledge and expertise that is not easily transferred. Their departure can lead to a loss of continuity and effectiveness in the organization.
- 5. Impact on Service Delivery:** Local governments are often responsible for providing essential services to the community. High turnover can lead to gaps in service delivery, affecting the quality and efficiency of the services provided to residents.

6. **Difficulty in Maintaining Relationships:** Employees often build relationships with local stakeholders, community members, and other government entities. Frequent turnover can disrupt these relationships, making it harder to maintain trust and collaboration.
7. **Recruitment Challenges:** Attracting qualified candidates can become more difficult if the organization is known for high turnover rates. Potential employees may be wary of joining a team with a reputation for instability.
8. **Increased Workload for Remaining Staff:** As employees leave, the remaining staff may have to take on additional responsibilities, leading to increased stress and potential burnout.
9. **Administrative Burdens:** High turnover can lead to increased administrative tasks related to on boarding and managing employee records, which can divert resources from other important activities.
10. **Reputation Damage:** Persistent turnover issues can harm the organizations reputation, making it harder to attract both talented employees and supportive community members.

Addressing these challenges involves implementing strategies to improve employee retention, such as offering competitive salaries, providing career development opportunities, creating a positive work environment, and recognizing employee contributions. Therefore, employee/labor turn over should not be encourage in organization except if it is necessary.

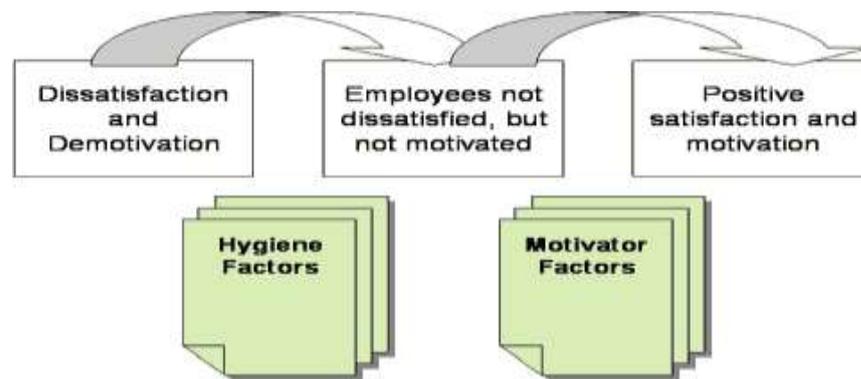
Theoretical Framework

The study reviewed Herzberg two-factor theory and correlates it with study variables

Herzberg two Factor Theory

According to Boundless (2002) they claim that this theory has two types of factors that inspire motivation and satisfaction amongst persons, mainly those in the employment sector. The theory declares certain factors in the work place that cause job satisfaction and dissatisfaction. Boundless (2018). It is serious to underline that this is not a lined correlation: the reasons that influence satisfaction do not unavoidably contradict those that lead to dissatisfaction; one does not automatically increase closely as the other decreases. Conferring to Kara (2015), Herzberg directed a study in which he projected a two-factor method when trying to comprehend motivation between workers. The two-factor theory comprises of two forms of causes that affect how motivated or satisfied an employee is at work. They included motivator factors and hygiene factors. Hygiene factors to be addressed by the industry to avoid employee's

unpleasant experiences and feelings at workplaces Guha (2020) supported that the satisfaction of hygiene factors motivates employees in their work. The hygiene factors are: Wages, salaries and other financial remuneration, organizational policy and administration, Quality of interpersonal relations, Working conditions, Feelings of job security and Quality of supervision. As such Herzberg two factor theory was adopted to this study, which is a link between employee and motivational trends. With these employee feel better and comfortable at work place which enhance their performance and minimize or avoid employee turnover in the system, as indicated in the chart bellow .



Source: Frederick Herzberg's two-factor theory

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performance. The motivator factors identified by Guha (2020) are; Challenging or stimulating work, Status, Opportunity for advancement, Responsibility, Sense of personal growth/job achievement, and then lastly Acquiring recognition.

Employee turnover is the rotation of workers around the labor market; between unemployment. Abassi (2021). Organizational performance encompasses three specific areas of organization outcomes: efficiency, quality service attributes, productivity, and effectiveness etc.) According to Richard (2019) A continuously changing environment is not only affecting firms, but also members who work in these firms. Human resource management plays an important role in order to manage the resources and how workers are treated in the organizations (Hassan, Hassan, Khan and Naseem 2021) because they are considered as an important asset.

The term “turnover” is defined as the ratio of number of employees who leave their jobs to the number of new employees replacing them. It basically means, movement of employees from one job to another job, it can also be in form of resignations, termination, etc.

Brief Historical Background of the Case Study

Kainji National Park is one of the largest parks in Nigeria, sprawling across over 5,000 km² (1,900 sq mi). The recreation centre incorporates three unmistakable areas: a piece of Kainji Lake where fishing is limited, the Borgu Game Reserve toward the west of the lake, and the Zugurma Game Reserve toward the southeast. Dominated by the savannah grass, the Kainji National Park is scattered with streams and waterfalls across its length. The park is home to over 34 species of animals and reptiles and more than 350 species of birds. Wild hogs, cheetahs, lions, monkeys and crocodiles are some of the many animals that can be spotted here. Some bird species in the area include the little grebe, blue quail, laughing dove, red-eyed dove, spur-winged goose, guinea fowl, common ostrich, Senegal coucal, cuckoo, African pygmy goose and cattle egret, the institutional framework and the reserve are managed and controlled by Nigeria government through its personnel. The personnel management department controls the major affairs and routine responsibilities in the organization to determine its objectives.

- The Nation's premier National Park was established by the amalgamation of two former game reserves-Borgu and Zugurma in 1976 and the legal instrument setting it up was promulgated in 1979(i.e. Degree 46 of 1979). The park was subsequently reconstituted under Acts 36 of 1991 and 46 of 1999 now Cap (act) 65 of 2004 which established additional National Parks in Nigeria. Kainji lake National Park is located in the northwest central part of the country between latitude 9°40'N and 10°30'N and longitude 3°30'E and 5°50'E in Niger and Kwara states, 500km from Lagos and 385 km north east of Abuja the Federal Capital. An effectively Protected National Park with a total area of 5340.82sq/km separated into two distinct non-contiguous sectors namely Borgu sector with an area of 3970.02 sq/km and Zugurma sector with an area of 1370.80 sq/km respectively. The structural offices are situated at Wawa borgu local government Niger state.
- The Climate exhibits wet and dry seasons April to November and November to April respectively. The mean annual rainfall is 1100 to 1200mm about 200 days. Temperature ranges between 10oc and 30oc (Mean is 30oc) and the average relative humidity is 53%. The Park is a typical landscape with round hills wide pediments/plains separating them and incised river channels sloping down towards the River Niger valley. Some of the Rivers in the Park include. Oli Menei, Doro and Manyara Rivers etc.

Research methodology

The methodology adopted for the study is the techniques and tools of data collection which explain the population of the study. It also explains the design and method for administering the questionnaires and the statistical tools that are used in analyzing the research.

Research Design and population of the study

This study is a survey research in which a questionnaire are used to collect data in other to ascertain the effect of personnel management department on employee turnover in kainji lake National park new Busa. The survey design is generally conceived to be a design in which personnel in personnel are studied by collecting and analyzing data from the respondent that researcher could reach in the two offices Kainji office and Wawa office in the case study.

The target population of this study is 138 staff of Kainji Lake National Park, New Bussa. Which comprises of senior and junior staff respectively.

Sample Size and Sampling Techniques

To obtain adequate representative sample from the research population of the study, Taro Yamane formula is adopted to determine the sample size. The formula is given below;

$$n = \frac{N}{1 + Ne^2}$$

Where n = Sample size

N =Population

1 =constant

e =Sample error (5%)

Therefore,

$$n = \frac{138}{1 + 38(0.05)^2}$$

$$n = \frac{138}{1 + 0.345}$$

$$n = \frac{138}{1.345}$$

$n = 103$

Sources and Methods of Data Collection

Primary data: Primary data was collected through administering of structured questionnaires to the respondents. A questionnaire is a data collection tool, designed by the study and whose main purpose is to communicate to the respondents what is intended and to elicit desired response in terms of empirical data from the respondents in order to achieve research objectives (Mugenda & Mugenda, 2010).

Secondary Data: The researcher also relied on library and desk research, study of various books, Scholarly journals and articles, reports, internet and publications on the subject matter and related topics.

Method of Data Analysis

Descriptive statistics analysis, using frequency tables and simple percentages was adopted in analyzing and interpreting collected data. The reason is to make it transparent, simple and easy access to facts

Presentation and analysis of data

At this juncture an effort was made to present and analyzed the data collected. The data mainly from the questionnaire was presented using tables, frequency count and percentages. The major findings of the study were also outlined . However, in view of the sample size of the study, 103 questionnaires were administered to the respondents, 96 were returned, 90 were duly completed which were used in running the analysis.

Respondents Profile

The personal data of respondents was elicited in the study. This includes variables such as Gender, Age, Marital Status, Educational Qualification and work experience of the respondents were analyzed Below.

Table 1. Gender of respondents

Category	Respondents	Percentage %
Male	66	73
Female	24	27
Total	90	100

Source: Field Survey (2024)

The table above revealed that 66 respondents representing 73% are male while 24 respondents representing 27% were female. This clearly indicates that majority of the respondents are male.

Table 2: Age Bracket of Respondents

Category	Respondents	Percentage (%)
18 – 25 years	23	26
26 – 32 years	26	29
33 – 40 years	20	22
40 years and above	21	23
Total	90	100

Source: Field Survey (2024)

The table above reveals that 23 respondents representing 26% fall between the ages of 18 – 25 years, 26 respondents representing 29% fall between the age brackets 26 – 32 years, 20 respondents representing 22% are 33 -- 40years while 21 respondents representing 23% are between the age of 40 years and above. This therefore shows that majority of the respondents fall between 26 – 32 years.

Table 3: Educational Qualification of Respondents

Category	Respondents	Percentage %
WAEC, SSCE, GCE	6	7
OND/ND	27	30
Degree/HND	49	54
Postgraduate Degree	8	9
Total	90	100

Source: Field Survey (2024)

The table above reveals that 6 respondents representing 7% are holder of Secondary School Certificate, 27 respondents representing 30% are holder of OND, ND, 49 respondents representing 54% possess Degree or HND qualification while 8 respondents representing 9% possess postgraduate certificates.

Table 4: Work Experience of Respondents

Category	Respondents	Percentage %
0-5 years	22	24
6-10 years	44	49
11 and above	24	27
Total	90	100

Source: Field Survey (2024)

The table above reveals that 22 respondents representing 24% are 0 – 05 years, 44 respondents representing 49% are 06– 10 years, while 24 respondents representing 27% are 11 years and above. This shows that 6 - 10 years of experience of work made up the majority of the respondents.

Table 5: Personnel management department plays a significant role to discourage or minimize employee turnover rate.

Category	Respondents	Percentage %
Strongly Agree	30	33
Agree	40	44
Disagree	12	13
Strongly Disagree	8	9
Total	90	100

Source: Field Survey (2024)

The table above reveals that 30 respondents (33%) strongly agree that personnel department plays a significant role to discourage or minimize employee turnover rate in kainji lake national park, 40 respondents (44%) agree, 12 respondents (13%) disagree, 8 respondents (9%) strongly disagree. This indicate that Personnel management management department plays a significant role to discourage or minimize turnover rate in kainji lake national park new Busa.

Table 6: Personnel management department provides adequate opportunities for employee development and incentives

Category	Respondents	Percentage %
Strongly Agree	39	43
Agree	37	41
Disagree	10	11
Strongly Disagree	4	4
Total	90	100

Source: Field Survey (2024)

The table above reveals that 39 respondents (43%) strongly agree that personnel management department provides adequate opportunities for employee development and incentives, 37 respondents (41%) agree, 10 respondents (11%) disagree, 4 respondents (4%) strongly disagree. This indicate that personnel management department provides adequate opportunities for employee development and incentives in kainji lake national park new Busa.

Table 7: Personnel management department effectively measures and evaluate employee performance

Category	Respondents	Percentage %
Strongly Agree	34	38
Agree	40	44
Disagree	10	11
Strongly Disagree	6	7
Total	90	100

Source: Field Survey (2024)

The table above reveals that 34 respondents (38%) strongly agree that personnel management department effectively measures and evaluate employee performance, 40 respondents (44%) agree, 10 respondents (11%) disagree, 6 respondents (7%) strongly disagree. This indicate that personnel department effectively measures and evaluate employee performance in kainji lake National park.

Table 8: Personnel management department carryout fair and transparent motivation and evaluation of employee performance to discourage employee turnover

Category	Respondents	Percentage %
Strongly Agree	38	42
Agree	38	42
Disagree	6	7
Strongly Disagree	8	9
Total	90	100

Source: Field Survey (2024)

The table above reveals that 38 respondents (42%) strongly agree that personnel management department carryout fair and transparent motivation and evaluation of employee performance to discourage employee turnover, 38 respondents (42%) agree, 6 respondents (7%) disagree, 8 respondents (9%) strongly disagree.

Table 9: Personnel management department adequately recruit applicants based on employment standard

Category	Respondents	Percentage %
Strongly Agree	30	33
Agree	36	40
Disagree	12	13
Strongly Disagree	12	13
Total	90	100

Source: Field Survey (2024)

The table above reveals that 30 respondents (33%) strongly agree that personnel management department adequately recruit applicants based on employment standard, 36 respondents (40%) agree, 12 respondents (13%) disagree, 12 respondents (13%) strongly disagree. This indicate that personnel department adequately recruit applicants based on employment standard in the organization.

4.4 Summary of Major Findings

From the data presented and analyzed on the assessment on the effect of personnel management department on employee turn over in Kainji Lake National Park, New Bussa, the following findings are summarized bellow:

- i. The result highlighted that Personnel management department plays a significant role in identifying training needs and provides adequate opportunities for employee development in kainji lake national park New Bussa. These lead to limited turn over rate in the system due to staff convenience on performance at workplace.
- ii. The department carryout fair and transparent evaluation of employee performance, ensuring that personnel management department activities are in alignment with the vision and mission of the organization, and therefore enhance the Morales of staff.
- iii. Personnel management department adequately recruit applicants based on employment standard hence the recruitment process is based on ethics of merits and avoid of biases to ensure credibility of the process, these encourage the successful candidate to perform extremely well which limit or avoid labor turnover rate.
- iv. The department motivates employees for higher performance by enhancing employees' welfare and job satisfaction. These incentives are convincing factors that make employee/workers stay for better performance in Kainji lake National park new Bussa.
- v. Most of the staff exempt from the organization as a result of death, sickness and due retirement.

5.2 Conclusion and Recommendations

For the management of every organization to curtail the level or rate of employee turnover of qualified and dedicated workforce Human resources mobilization and performance is significantly key to organizational success. It is through this process that organizations can ensure optimum use of its human and material resources currently at their disposal as well as proving for the future of the organization. It is therefore concluded that the growth, success and development of any private and public organization can be measured by how its human resources is mobilized, planned and utilized. Therefore, effective human and material resources utilization to limit employee turnover rate to enhance

performance remains the single and the most important factor towards organizational growth.

1. Public and private organizations should pay more attention to the personnel management department and human resources practices identified in this study with a view to improving their implementation. This will foster more employee commitment to work which will consequently enhances productivity and profitability not only in the case study but to other organizations at large.
2. Owners and managers of organizations should ensure a regular utilization of human and material resources with the requisite qualifications at all times, and to increase their performance, reduce employee turnover and absenteeism and to boost the morale of employees through effective personnel management department practices.
3. Activities of personnel management department must be linked with organization strategic plan for effective utilization of human resources in kainji lake national park new Bussa, reduced uncertainty in labour supply and the cost associated with it, maintenance of organizational harmony and effective control of human resources.
4. Government should formulate more effective policies that will regulate the activities of personnel management department in the case study and other public organizations in Nigeria, as well as providing them with adequate financial and strategic assistance they may require, so as to boost efficiency and performance.
5. Training and retraining of employee on both junior and senior personnel/staff should punctually or duly prioritized to enhance skills and development.
6. Staff promotion and employment or filling gap/replacement should be conducted on merit basis and to avoid political interference and bias in their exercise so as to achieve continual workforce competency in service delivery in kainji lake National park new Bussa.
7. Adequate and continuous funding, effective resource utilization to be duly consider for more transparency and accountability in the system. These in other words keep the personnel in the organization for effective and efficient performance.

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