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EMPLOYEE SEPARATION AND WORK MORALE OF NON-UNIONIZED MONEY DEPOSIT BANKS IN NIGERIA

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ABSTRACT

The study investigated the relationship between employee separation and work morale in non-unionized money deposit banks in Nigeria. The adopted research design is the cross-sectional survey. one hundred and thirty three (133) participants from ten (10) money deposit banks in Port Harcourt was covered. However, one hundred and thirty (130) questionnaires were collected and utilized for data analysis. The simple random sampling techniques was used in the selection of sample items to avoid bias. The research questions were analyzed using mean and standard deviation while the hypotheses were statistically tested using the Spearman's Rank Order Correlation with the aid of Statistical Package for Social Sciences (SPSS) statistical software version 20. The results of this study revealed that there is a correlation between resignation, retirement, retrenchment and discharge with work morale. Based on the findings, the study recommended that, Management should endeavour to effectively sustain and reduce separation rates through policies that will boost staff morale

KEYWORDS: Employee Separation, Money Deposit Bank, Work Moral, Remuneration Packages, Employee Division.

INTRODUCTION

Organizations in this era that is characterized by dynamism, aspire for employees that are willing to put in their best for the actualization of the firms goals. The expectations of these organizations are that employees should be committed to job objectives, and show interest in organization's affairs. One of the main functions of every manager is to form and keep a level of morale which evokes their full co-operation in obtaining operational efficiency and recital in the organization; Flippo cited in Eruemegbe (2015) infer that, when workers are pleased with their job, they are motivated to work harder and add paramountly to firm success. Eruemegbe (2015:278) defines morale as a mental and attitudinal disposition of the individual and groups which influences their willingness to cooperate with others. Work morale includes the atmosphere of the work place, the way and manner people work as a team and their general intensity of poise and satisfaction.

The advantageous nature of high employee morale include workers readiness or preparedness to put in their best, better production, reduced absenteeism, esteem and satisfaction. Ojoawo (2010) asserts that, employees who are having high morale demonstrate self-belief in the face of crises and through their good conducts, corporate image of the organization is promoted. However, when workers morale is low it leads to reduced worker dedication and allegiance to job objectives. Ojoawo (2010) emphasized that, low employee morale reduces job satisfaction, decreased revenue, poor customer service, poor performance and above all deterioration in cooperative attitude among employees.

Hacket (2009) note that, evidences has shown that employees who are separated always become demotivated and anxious to quit at anytime. Employees' separation is a cessation or end of employee service with an organization. Gankar and Pareck (2011) define employee separation as the release of staff or employee from an organization as a result of resignation, retirement, retrenchment, discharge and so on. Whenever, there is an exit of an experienced employee, this could affect the firm's destiny and its ability to achieve its lofty goals. The increasing rate of worker separation is a font of great concern for organizations. Dess and Shaw (2012) opine that voluntary turnover such as retirement represents a significant direct cost on replacement, selection, recruitment and management of temporary staff. It also puts hassle on remaining staff, cost of training, staff morale and product service quality. Nyaberi and Kinago (2013), argues that separation affects the composition of a company's workforce, hence both the incumbent employees and those being dismissed.

Employees find the threat of separation extremely worrying as they may result to imposing sanctions on the company in an attempt to save their jobs, but in non-unionized organizations such as banks the reverse is the

case. Due to the economic condensation which is embarked upon restructuring the process involves the retrenchment of many staff. The Nigerian Tribune (2016) agrees with this argument that the present profit recession bedeviling Nigeria has forced many establishments such as banks to prone down their staff strength to a more manageable size. In doing that the morale of workers may be affected. Amana in Erucmegbe (2015) expresses the view that, factors such work desire, organizational fidelity as well as group spirit, to a great extent exists for the advancement and self fulfillment, through which workers get recognition for job achievement. When these factors are absent, workers will not be committed to their duties.

A study by Nyaberi and Kiriago (2015) reveals that, the retrenchment process in Telkom Kenya affected various aspects of surviving employee's morale and job security. Similarly, Morrow and Rude (2011) investigated the upshot of workers separation on organizational performance and found that each form of employee separation exhibited adverse effects on performance when examined separately. In whatever form an employee is relieved, the result is costly in both economic and human terms. One of the features of non-unionized firms is that employee separation is higher comparable to unionized firms because non-unionized firms cannot secure better working conditions and negotiation for workers. There is therefore the need to study employee separation and work morale in non-unionized firms with a focus on the employee relationship with work morale. Up till this time, no study has been carried out to ascertain the relationship of employee separation and work morale in non-unionized firms in Rivers State. This study will fill the gap in literature on the relationship amid employee separation such as, resignation retirement retrenchment and discharge on work morale in the area of work desire, organizational fidelity and group spirit in money deposit banks in Rivers State.

Statement of the Problem

Work morale is arguably the most fundamental component of any business operation especially the banking sector. The changing nature of today's global environment and the intense competition where customers demand more quality services, require organizations towards employees who are motivated and committed to duty (Nwachukwu, 2006). High work morale matches with work fulfillment, high work exertion, innovativeness and activity, a feeling of pride in one's work, a pledge to one's association and the longing to put the accomplishment of firms' objectives in front of individual objectives. However, low work morale has demonstrated competence to have direct effect on the overall financial stability of any business organization. This is because it leads to discontent, increased absenteeism conflicts in the work environment, increased customer complaints and increased separation.

As a result of the prevailing economic recession in the country most banks have no option than to down size its workforce. Sadly, the main issue is that, this may lead to tensions, anxiety and stress, that are likely going to hinder human satisfaction and co-operative. What actually borders the researcher is the reduction of employee commitment to organizational goals and the desire in co-operative attitude among employees. Dess and Shaw (2001) argue that employee separation may lead to reduction in staff innovativeness, low interest in organizational affairs and poor service delivery. The escalation rate of employee separation is a source of concern to various financial institutions in Nigeria.

There are strong indications that employee separation may lead to decrease in work desire, organizational fidelity and group spirit. Osiegbu (2005) observes that despite staff commitment to duty and favourable work climate, banks still downsize their employees. In 2016, the Nigerian banking industry has witnessed several cases of retrenchment, compulsory retirement and discharge. If these situations continue unchecked many banks are likely going to remain in this aforementioned problem for a long time. Thus, studies such as this should be able to provide insights into how effective morale boosting mechanism could enhance sound retention strategies which could proffer solution to these problems.

It is this paradox concerning employee separation and work morale that has given the study some concern to find out the effect of employee separation and work morale in non-unionized money deposits banks in Rivers State, Nigeria.

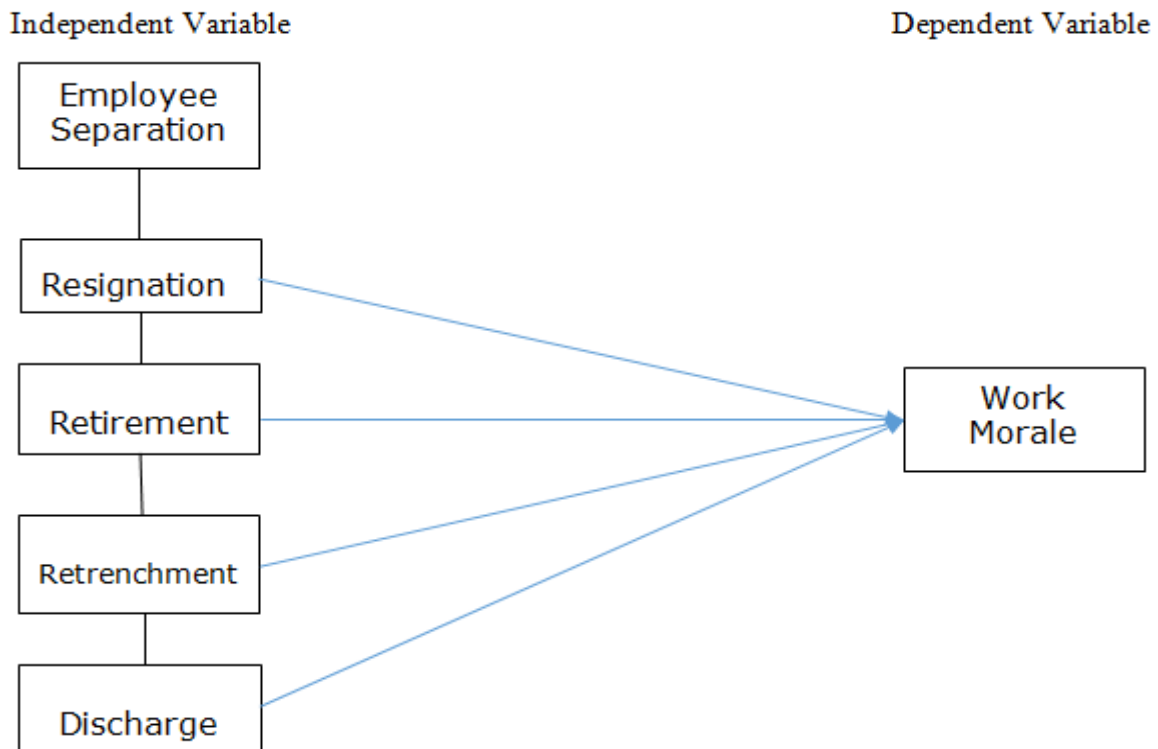
Operational Framework

Figure 1.1: Operationalized Framework on Employee Separation and Work Morale

Source: operationalized by the researcher.

Objectives of the study

Generally, this study will try to find the relationship amid employee separation and work morale in money deposit banks in Rivers State. The precise objectives of the study constitute; to:

1. To ascertain the relationship between resignation and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.
1. Ascertain the relationship among retirement and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.
2. Ascertain the relationship among retrenchment and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.
3. Ascertain the relationship among discharge and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.

Research Questions

Following the formulated specific objectives the following research questions are stated to guide the study.

1. What is the relationship between resignation and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria?
2. What is the relationship between retirement and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria?
3. What is the relationship between retrenchment and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.?
4. What is the relationship between discharge and work desire among employees of non-unionize money deposit banks in Rivers state-Nigeria.?

Hypotheses of the study

The following hypotheses are formulated.

H₀₁: There is no significant relationship between resignation and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.

- H0₂: There is no significant relationship between retirement and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.
- H0₃: There is no significant relationship between retrenchment and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.
- H0₄: There is no significant relationship between discharge and work moral among employees of non-unionize money deposit banks in Rivers state-Nigeria.?

LITERATURE REVIEW

Theoretical Framework

This work is hinged on the Person-Organization fit model developed by Kristof in 1996 will serve as the theoretical framework. The Person-Organization (P-O) fit model views turnover in terms of mismatch between the person and organizational role and culture. According to the theory, the incompatibility among the personal features and job requirements leads to frustration often experienced by employees. Accordingly employees remain in an organization as long as they notice the inducement as larger than their work contributions. This model links turnover to insufficient opportunities for growth and advancement within the organization as well as the availability of alternatives in the external labour market. It therefore explains, that, the insufficient recognition, or appreciation given to employees are likely to cause labour turnover or separation in such organization. Thus, poor remuneration and bad condition of service are keys to employee separation.

Concept of Employee Separation

Employee separation in an organization is a very sensitive issue. It is a piece of human asset arrangement, in which a worker leaves the association following quite a while of administration.

Gankar and Pareck (2007) define employee separation as a cessation of service with an organization. It constitutes the final stage in the staffing process of an organization. According to Gomez-Meijia, Balkin and Cardy (2001) employee separation occurs when an employee ceases to be a member of an organization. In the light of the above, separation or employee turnover could be summed to be a situation, when the service agreement of an employee with his or her employer comes to an end. An employee can leave the services of an organization for any reason which he deems fit for seeking separation.

Separation is basically classified into two main types namely; voluntary separation and involuntary separation. Voluntary separation implies the division of workers all alone demand, cases incorporate retirement and renunciation while automatic detachment incorporates end, expulsion, lay off, conservation et cetera are examples of involuntary separation. It is a methods for partition of workers for authoritative reasons which are outside the ability to control of the representative. Employee separation dimensions are employee resignation, Employee Retirement, Employee Retrenchment and employee discharge.

Employee Resignation: This is when an employee gives up his job at his own will. At resignation a worker is entitled to some benefits. Emechebe (2009) asserts that, an employee can resign at will for any reason but there maybe occasions when an employee maybe asked to resign his/her appointment by the employer.

Employee Retirement: this is the point at which a representative quits working either on account of his age or has worked for most extreme number of years. Flippo cited in Chidi (2013) opines that the compulsory retirement age of 65 years, was a practice that dates back from the 1880s was pioneered by the then German Chancellor Otto Von Bismarck when he initiated a social security system and arbitrarily choose that particular age. When an employee gives up his job on his own, it is known as involuntary retirement. But when he is retired by his employer for reasons other than attaining the age of retirement, it is known as compulsory retirement.

Employee Retrenchment: This implies perpetual or brief end of a worker's administration for financial reasons. It occurs on account of surplus staff; poor demand for products, general economic meltdown and so on (Khan, 2010). Retrenchment can have serious negative effect on a worker since the notice of the retrenchment came very sudden to the employee. When employee retrenchment is as a result of surpluses, then employees are seldom responsible for the condition leading to surplus to requirement. Miukorich and Boundreau (2004) are of the opinion that, this surplus is caused by economic reasons such as poor business decisions, poor marketing strategy leading to market decline which are not under the control of the organization or the employees.

Retrenchment could be permanent or temporary. In permanent retrenchment, the plant is completely shut down or closed for business and there is no hope for the workers returning back to work while in temporary retrenchment, it is a case in which there is a passing lack of work for them but the administration would recall them when the state that lead to situation improves.

Discharge: this is the termination of service of an employee as a punitive measure, due to an account of unsatisfactory performance or misconduct, persistence failure by the employee to perform up to expectation. Armstrong (2009) indicates that a dismissed employee forfeits his/her entitlements, as dismissal is the fall out of severe infringement of organization rules. He added that, no notice of dismissal is given to the affected employee. In enforcing dismissal the management must ensure it complies with the doctrine of progressive discipline. According to Noe et al (2004) doctrine of progressive discipline states that penalties must be appropriate to the violation or offence committed. It is therefore, advised that organizations should prepare a disciplinary process or guideline through which employees will go through before they are finally dismissed from the organization.

Concept of Work Morale

In the work environment, there are factors such as salary, supervisory input, working conditions status and so on, which gives a worker satisfaction. Morale is defined as the end result of many of these factors present in the workplace environment (Ewton, 2007). Roethlisberger in Ukeje, Okorie and Nwagbara (1992) defines morale as the possible factor interferences, human tensions and strains, blocked communication channels that are mostly to hinder human satisfaction and co-operative effort on the part of workers towards the achievement of common goal. Morale is a group phenomenon, when it is high, productivity is high, when it is low, productivity is also low. Work morale could be said to be the group attitude or feelings individuals have towards their jobs, their colleagues and the company. Work morale simply put is employee's state of mind in the work environment and how they feel about things. Work morale could be measured in terms of how the individual worker perceives the relationship amid the accomplishment of the organizational tasks and their satisfaction.

Importance of Raising Work Morale

Keeping workers spirit high is one of the important things we can do to encourage loyalty and sustain a productive workforce. Ewton (2007) posit that, employee morale can drive an organization forward or can lead to employee discontent and absenteeism. Morale has been proven to have a direct effect on productivity of workers; hence it is one of the cornerstones of any business enterprise. Flink (2010) list the importance of boosting work morale in a business environment as follows:

1. Workers feel appreciated, important and as significant members of the hierarchical chain and as such, they are set to keep a positive deed with their colleagues, clients and other colleagues.
2. When employees are satisfied with the jobs assigned to them, they are motivated to put in their best and contribute towards the realization of organizational goals.
3. By putting in their best, they are not only more attractive, but they are also able to complete their tasks more efficiently.

Work morale proves to be detrimental to the overall financial stability of any business, hence low morale may lead to reduced concentration which in turn can cause costly mistakes and poor customer services while high morale has been shown to be powerful driver of performance and growth in all organizations.

Reasons for Decreased Morale in the Work Environment

The key to unravel the mystery of a morale slump is to determine its sources. Lorette (2009) states that, some of the sources of decreased morale include: arguments between staff and management lopsided promotion of staff, a negative event. Lorette (2009) also observed that other reasons that account for low morale in the workplace maybe;

- Poor working conditions
- Rigid supervision that is demanding, direct or involves work process.
- Unappreciated work
- Lack of the company's financial health status
- Too much heavy workload.

In each association there are indications of diminished spirit, for example, truancy, unresponsiveness, diminished quality, diminished efficiency, expanded mistakes.

Relationship between Employee Separation and Work Morale

Employee separation is a point at which an employee leaves his or her job. At this stage the worker leaves the organization completely. It is a sensitive issue in any organization. However, an employee may be separated on account of resignation, death, retirement, discharge or termination. In whatever circumstance an employee is separated from an organization, it has a relationship with his or her wellbeing within the workplace setting. This has been seen to have a direct influence on the productivity of employees (Ewton, 2007). Morale can drive an organization forward or can lead to employee discontent, poor performance and absenteeism with respect to non-unionized firms. Staff morale boosting can never achieve a reasonable result due to the absence of a union. Unions, as a matter of fact, demand for workers' welfare and prevent unnecessary termination of workers' employment. When the demands of workers are not met, they resort to strike actions or work to rule under the umbrella of a union.

Meanwhile, non-unionized firms such as money deposit banks cannot effectively demand for their rights, since they do not have a union that can press down their needs. Even when workers are unduly dismissed or terminated, no compensation is hardly paid. Employees become frustrated, for instance when their wages are low. Keeping representative confidence high is extraordinary compared to other things we can do to impart steadfastness and devotion in the work put. In an examination led at UC Davis, therapists found that gatherings of individuals who kept a diary recording five things that they were thankful for every week were more optimistic, had fewer health problems, got more sleep and felt better about themselves (Cfids and Fibromyalgin, 2015).

In a related development, Ewton (2007) observed that the Gallup organization guesses that there are 22 million actively free workers costing the American economy as much as \$350 billion every year in lost profitability, including non-appearance, sickness and different issues that outcome when representatives are miserable at labor. Failure to address this issue, he stated, may lead to increased conflicts in the work environment, increased customer complaints and increased employee turnover rates. In non-unionized firms, the management can fire an employee at his own discretion without due process. The degree to which employees are separated from work place negatively affects the morale of workers. It is unfortunate to state that many organizations are still treating their employees as dependable resources and discharging them in an unplanned manner whenever they choose to do so. This has negative implications on the ability of the employee to discharge his or her duties, diligently.

Each structure must have standard division guidelines and procedures to treat the departing workers equitably and ensure smooth change for them. It is important that those who leave do so with good feelings for the company and its people. When an employee is forced to resign by the employer, he or she forfeits all the benefits and entitlements. The employees' state of identity has been deprived and the role the individual employee plays in the organization will be affected. There are instances when someone feels it is time to bid goodbye (retirement). By some magic, all his good qualities suddenly seem to disappear and the person is made to feel like a traitor to the cause. In such circumstances, his level of belongingness is affected. It is important that those who leave do so with good feelings for the company and its people because, at the end of the day, former employees who have been treated well at departure time can be powerful representatives.

According to Armstrong (2009), one of the major features of non-unionized firms is that labour turnover or separation is higher, comparable to unionized firms. Martin (2003) declares that there is an unmistakable confirmation that unionism is related with bringing down representative turnover. He, in any case, contends that lower turnover is because of the capacity of unions to secure better working conditions, in this way expanding the allure for specialists to stay in their current job. Unionized organizations have significantly lower quit rates than non-unionized organizations. This can be elucidated by the fact that the union provides a voice mechanism through which employees can negotiate better compensation and address workers' problems as an alternative to quit (Freeman and Medoff, 1984).

Katz and Koehan (2004) explain that union establishments have been found to have lower quit rates. Citing U.S. telecommunication establishments, they stated that in 1998 the quit rate ranged from 3.3 percent in unionized establishments to 14.9 percent in non-unionized establishments. This shows that non-unionized firms have a greater quit rate than unionized firms. On account of this, non-unionized firms should emphasize more on ways of reducing the labour turnover rate, through boosting staff morale.

METHODOLOGY

This study adopted the cross-sectional type of quasi-experimental design, the research design was adopted because the study elements are not under the researcher’s control.. The population of study therefore, consisted of two hundred (200) bank staff from ten money deposit banks in Port Harcourt, Rivers State. The random sampling technique was used in order to avoid biasness and the Taro Yameneformular was used to arrive at a sample size of 133 respondent. 133 copies of questionnaire was personally distributed to respondent. The spearman rank order correlation coefficient was used in analyzing the data through the help of Statistical Packages for Social Sciences (SPSS).

RESULT

A total of 133 questionnaires were distributed out of which 130 were retrieved which represent 98%. This implies that the number of respondent which returned the completed questionnaire was high.

H₀₁: There is no significant relationship between resignation and work morale.

Table 1: relationship between resignation and work moral

		Resignation	Work Morale
Spearman’s rho	Resignation	1.000	.680
	Correlation Coefficient		
	Sig. (2 tailed)		.000
	N	130	130
Work Morale	Correlation Coefficient	.680	.680
	Sig. (2 tailed)		1.000
	N	.000	
		130	130

Correlation is Significant at the 0.05 level (2 tailed)

Resignation and Work Morale

This reveals that the rho value is 0.680 using a two-tailed test $p > 0.000$ at $p < 0.05$ level of significance, indicates a positive correlation, showing a strong significant relationship between resignation and work morale. Thus, the null hypothesis is rejected and alternate hypothesis accepted meaning that there is a significant relationship between resignation and work morale.

H₀₂: There is no significant relationship between Retirement and Work Morale.

Table 2: relationship between retirement and work morale

		Retirement	Work Morale
Spearman’s rho	Retirement	1.000	.645
	Correlation Coefficient		
	Sig. (2 tailed)		.000
	N	130	130
Work morale	Correlation Coefficient	.645	1.000
	Sig. 2 (tailed)	.000	
	N	130	130

Correlation is Significant at 0.05 Level 2-tailed

This shows that rho value is .645 using a 2-tailed test, $p = 0.000$ at $p < 0.05$ significant level. Meaning that it is positively correlated showing a strong and significant relationship between retirement and work morale. Thus, the null hypothesis is turned down and alternate hypothesis accepted. There is therefore a significant relationship between retirement and work morale.

H₀₃: There is no significant relationship between Retrenchment and Work Morale.

Table 3: Relationship between retrenchment and work morale.

		Retrenchment	Work Morale
Spearman's rho	Retrenchment	1.000	-.462
	Correlation Coefficient		
	Sig. (2 tailed)		.000
	N	130	130
Work Morale	Correlation Coefficient	-.462	1.000
	Sig. 2 (tailed)	.000	
	N	130	130

Correlation is Significant at 0.05 Level 2-tailed

The analysis reveals that rho calculated value is -.462 using a 2-tailed test $p = 0.000$ at $p < 0.05$ level of significance, showing a moderate negative correlation between retrenchment and work morale. Thus, the null hypothesis is turned down. There is therefore a significant relationship between retrenchment and work morale.

H₄: There is no significant relationship between Discharge and Work morale

Table 4: relationship between discharge and work morale

		Discharge	Work morale
Spearman's rho	Discharge	1.000	-.362
	Correlation Coefficient		
	Sig. (2 tailed)		.000
	N	130	130
Work morale	Correlation Coefficient	-.362	1.000
	Sig. 2 (tailed)	.000	
	N	130	130

Correlation is Significant at 0.05 Level 2-tailed

This analysis shows that rho value is -.362 using a 2 tailed test, $p = 0.000$ at $p < 0.05$ level of significance indicating a weak negative correlation between discharge and work morale. Thus, the null hypothesis is turned down and the alternate hypothesis accepting. Hence, there is a significant relationship between discharge and work morale.

DISCUSSION OF FINDINGS

Resignation and work morale: There is a significant relationship between resignation and work desire. The result of the analysis show that $\rho = 0.682$ where $p = 0.000$ by adopting the interpretation of strength of relationship by Evans (1996). In the same vain, work morale creates certain level of comfort in the workplace and puts the achievement of the organizational goal above personal goal. The result of the findings are supported by the findings of Ewton (2007) Eruemegbe (2015) and Armstrong (2001) which found work morale to be beneficial to the organization. When organization support voluntary resignation such boost the morale of the employee in the organization.

Retirement and Work morale: There is a significant relationship between retirement and work morale. The result of the analysis reveal that $\rho = 0.645$ where $p = 0.000$. This means that pre-retirement conference or arrangement is made for retirees in the bank. In the words integrity forms an important part of the value set in the work place. This findings are supported by Abott (2003) and Armstrong (2001). The findings reveals that the availability of retirement boost up the morale of workers in the firm.

Retrenchment and Work morale: There is a significant relationship between retrenchment and work morale. The data analysis shows that rho value is -0.462 where $p = 0.000$, by adopting Evans (1996) interpretation of strength relationship. This reveals that $r < 0$, hence the correlation is significant and has a moderate negative relationship. In other words retrenchment affects employees' zeal to work and it is based on individual bank rules similarly workers feel among by being part of a group. This finding is supported by Rao (2005), Khan (2010) Abott (2003) and Eruemegbe (2015). When retrenchment increases, work morale falls and when retrenchment reduces, there is tendency of increase in the work morale of employees.

Discharge and Work morale: There is a significant relationship between discharge and work morale. The data analysis shows that rho value is -0.367, where $p = 0.000$, by adopting Evans (1996) interpretation of strength relationship. This reveals that $r < 0$, hence, the correlation is significant and has a weak relationship. When discharge is on the upsurge there is reduction in work morale because of the negative correlation. In other words, discharge affects the work morale of other staff of the organization hence the desire of the work force is to create a certain level of comfort in the work place. This findings are supported by Chidi (2003), Rao (2005) Kaplan (2002) and Abott (2003).

CONCLUSION

This study focused on the relationship between employee separation and work morale. Results from data analysis revealed a significant and moderate relationship among both variables. Based on these findings, we conclude that: retrenchment and discharge should be discouraged in order to effectively achieve organizational fidelity, group spirit and work desire among employees. Voluntary resignation should be supported and encouraged by organizations because it builds confidence and unity among employees.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. Management should endeavor to effectively sustain and reduce separation rates through policies that will boost staff morale.
2. Management of money deposit institutions such as banks should ensure the availability of retirement benefit as this will help serve as a retention strategy and boost the morale of employees within the firm
3. Corporate organizations should improve training programs as well as flexible working hours and employee participation in their departments.
4. Management should inculcate the habit of motivating employees through appreciation for good performance and significant achievement recorded.
5. Employee morale is a primary constituent of any business enterprise. Hence, employers should strive to increase high work effort, creativity and initiative by raising the morale of employees.
6. Management should create a conducive work environment that will reduce the tension and stress often experienced by workers in the work place, hence reducing their separation intention.

CONTRIBUTION TO KNOWLEDGE

This study has help provide a detailed work on employee separation and its impact on the work morale of employees in the Nigeria context. This study contribute to the wealth of existing literature by providing the fact with empirical evidence that employee separation like retirement and resignation has a positive relationship with work morale. It also contributes to the wealth of knowledge by revealing the nature and extent of relationship between retrenchment and discharge with employee morale. It has further make available feasible recommendations on how to enhance moral of works in firms.

The study has revealed the relevance of improved work morale in discouraging employee separation in money deposit banks. Employee separation like discharge and retrenchment has been proven to be detrimental to the overall financial stability of many money deposit banks; hence, reduced retrenchment rate may contribute to increased work morale.

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