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Job Satisfaction and Staff Turnover of Estate Surveyors and Valuers in Lagos State

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ABSTRACT

The study examines the influence of job satisfaction factors on turnover of Estate Surveyors and Valuers in Lagos State. The population of the study are Estate Surveyors and Valuers who were sampled using stratified random sampling technique. The primary data were obtained using self-administered questionnaire; it was served on 179 respondents. Data collected were analyzed using frequency distribution, percentage and mean score, while ANOVA was used to test the hypothesis; it was postulated at 95% confidence level. The study discovered that timely remuneration, feedback to employees, creating opportunities to enhance professional knowledge, equitable company promotion policy and ability to learn from co-workers were the factors which mostly encouraged the respondents to stay at their jobs. It was further established that all the job satisfaction factors (payment, supervision, work condition, promotion and interrelationship with co-workers) have equal effect on the respondents' job retention. The study provided estate surveying and valuation firms with information on the importance of job satisfaction in ensuring workforce stability thereby highlighting the need for firms to focus on improving job satisfaction factors.

Keywords: Estate Surveyors and Valuers, Job Satisfaction, Staff Turnover, Lagos State.

INTRODUCTION

The characteristic of organisations in the 21st century shows continuous and rapid pace of change (Olusegun, 2013). Volatile free market economic environment, rapidly changing technology, global competition, diversity of workforce, and new organisational structures are some of the challenges organisations face. Organisations may differ in the priority they attach to the human resource component in their efforts toward achieving high productivity and competitive advantage, yet they all recognize the value of a qualified, motivated, stable, and responsive team of employees (Huselid, 1995).

The role of human resource being the first amongst all resources needed by business organizations to function cannot be underestimated. Akindele (2007) stressed that amongst all business resources (human, financial, material, information, etc); human resource is the most important, and if nurtured, cared for, and supported, will provide valuable contribution to an enterprise. Employees are crucial to any organizations' competitiveness as they are responsible for making the difference in terms of quality services they provide or render. (Arokiasamy, 2013; Abdulraheem & Adebola, 2014).

The goal of every organisation is to attain high productivity and provide good quality services. Balogun and Olowodunoye (2012) maintained that these goals can only be achieved with employees' efforts, supports and contributions as they are partly responsible for the achievement of organisations goals and strategies. Hence, the need for business organizations to keep and hold back their workforce; thus, managing their turnover. Garino and Martin (2007) submitted that employee's turnover is an important and pervasive feature of the labour market. It is a serious and ongoing problem of great concern to employers of labour all over the world (Chukwu, Ofotokun, Fadeji & Sule, 2013). Whilst staff turnover is phenomenal to business organizations, regrettably, there exist persuasive grounds both conceptually and empirically to suggest that employees' turnover is consequential if not well contained. The impact of employees' turnover has therefore received substantial attention by top management, industrial psychologists as well as professionals. It has risen to be one of the

most expensive and apparently intractable human resource challenges combating several organizations globally (Arokiasamy, 2013).

Turnover of employees for instance, is harmful to productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers (Hutchunson & Beruvides, 1997). Turnover of employees also truncate business plan. This is especially true in the light of current economic uncertainty following corporate downsizing, as occasioned by outsourcing and other intricate production dictates. This is so because every economy relies on the capacity and knowledge as well as competence of its human resource for economic development. Human resource is the greatest asset of any organization (Nwokocha, 2012). Another negative consequence of staff turnover is that workers experience disruption through the need to learn new job-specific skills and find other career prospects. Firms also suffer disruption in production as a result of this turnover (Garino & Martin, 2007).

In Nigeria, various studies have been carried out on staff turnover particularly in the service industry where job activities are performed through direct human contact. Such studies include: Banking (Balogun & Olowodunoye, 2012; Ayinde & Adegoroye 2012); Education (Olusegun, 2013); Hospitality (Agba & Ushie 2010); Food processing (Chukwu et al, 2013); Oil/gas (Mbah & Ikemefuna, 2012) and Public service (Akekere & Yousou, 2013; Ibrahim, Usman & Bagudu, 2013). In spite of the seeming far reaching effects of the findings of these studies and the emanating recommendations, anecdotal evidences suggest that staff turnover is still a critical problem in estate surveying and valuation firms. This suggests that perhaps there are peculiar job satisfaction issues that influence staff turnover in this sector which ought to be uncovered through research if the state of staff turnover in the field is to be arrested. Hence, this study attempted to identify any of such peculiar causes of staff turnover in the estate surveying and valuation firms by examining the influence of job satisfaction factors on turnover of staff within the sector.

LITERATURE REVIEW

Decades ago, employment was considered as a relationship for life between employees and organizations. This relationship almost in all cases today is limited in its time span as a result of staff turnover (Fidalgo & Gouvenia, 2012). Harkins (1998) upheld that companies are not only having a hard time attracting employees; they are also finding it difficult to keep them. Employees' job satisfaction has been found to be virile in managing employees' turnover. Arokiasamy (2013) and Olusegun (2013) affirmed that the relationship between job satisfaction and employees' turnover is reciprocal to each other. In other words, job satisfaction promotes job retention (Abdulraheem & Adebola, 2014). To be satisfied with one's job is to be contented, gratified, or fulfilled in the job. Previous studies have heralded the effect of job satisfaction on employees' turnover; these have been considered in relation to factors such as pay, supervision, work, supervision, promotion and co-worker interrelationship as indicated by Stanton et al. (2001).

Lee, Huang and Zhao (2012) assessed the factors affecting turnover intention of hotel employees in Taiwan. Administering a total of 400 questionnaires to employees of 12 hotels using convenient sampling with a valid return rate of 87.50%; Chi-square analysis of the study indicated that co-worker relationships; and work environment have positive effect on job satisfaction (co-efficient values are 0.16; and 0.67 respectively at 1% significance level). These suggest that more harmonious co-worker relationships can enhance job satisfaction and if the employers can provide a better work environment, employee job satisfaction can be effectively improved.

Shamsuzzoha and Shumon (2007) is another notable study in Bangladesh. The authors, while seeking to investigate the causes and effects of employees' turnover in different industries in

Bangladesh, interviewed the top, middle and lower level management of organizations and the workers to find out the causes of turnover. It was discovered that salary has the highest magnitude among the causes of turnover. Irregular payment, improper management and better job option are other considerations too. When these root causes are addressed, staff turnover will therefore be minimized. Previous studies empirically examined turnover in different sectors of the Nigerian economy. However, these studies have identifiable gaps that this present study attempted to fill. The earlier studies, their major findings and gaps are enunciated in the next section.

Agbah and Ushie (2010) studied the relationship between motivational incentives and staff turnover but the study was limited to hospitality industry in Cross River State, Nigeria. The study revealed that salary/wages, payment of leave benefits, promotion, career development and work-hours impact significantly on labour turnover ($r = -0.124$; $p < 0.05$). Ayinde and Adegoroye (2012) is one of the earliest documented empirical studies on turnover in the banking sector of Nigeria. The study examined the impact of one job satisfaction factor i. e. perception of career progression on turnover amongst workers of three banks namely; Oceanic Bank, Intercontinental Bank and United Bank for Africa (UBA) in Ile-Ife, Osun State, Nigeria. 100 employees were purposefully sampled for the study. Using Pearson Product Moment Correlation (PPMC) and T-test analysis, the study discovered a significant inverse relationship between perception of career progression and turnover intention among the banks' workers ($r = -0.124$; $p < 0.05$). The implication of this is that when an individual perceives his career to be progressing his intention to leave the job will decrease and vice versa. Amongst others, the study only considered career progression as the predictor of turnover in the banking sector of Nigeria. The study is also limited in scope (only three banks) and in coverage (Ile-Ife in Osun State). Balogun, Adetula and Olowodunoye (2013) is an improved study on turnover in the Nigerian Banking Sector as it involved a much larger sample and wider geographical coverage (519 bank employees selected from 11 commercial banks in Lagos). Howbeit, the study also examined the extent to which one factor i.e. job conditions (job demands and job control), psychological climate, and affective commitment predict turnover intention. The study found that all of the variables have significant positive influence on turnover intention of the studied bank employees.

The study of Mbah and Ikemefuna (2012) is wider in scope but examined the effect of three (out of the possible four) dimensions of job satisfaction on employees' turnover intentions in Total Nigeria PLC in Lagos State. The study hypothesized that the greater the satisfaction with pay; the higher the satisfaction with nature of work; the higher the satisfaction with supervision, the less likely employees are to express the intention to quit their jobs. Testing all the null hypotheses at 0.05 level of significance; Chi-Square value computation showed that specifically all the three factors reduced employees' turnover intention. Olusegun (2013) also found out significant relationships between job satisfaction and turnover intention of library personnel in some public Universities in South West Nigeria. In the study, the linear combination effect of job satisfaction and turnover intentions was significant ($P < 0.05$).

All the four factors of job satisfaction were considered by Onukwube (2012). The study examined the correlates of job satisfaction amongst quantity surveyors in consulting firms in Lagos, Nigeria. The study revealed that the respondents were satisfied with the relationship with co-workers, nature of work and the supervision that they receive. Major sources of dissatisfaction are promotion and salaries of the respondents. This research finding is a footprint for addressing major sources of staff dissatisfaction amongst consulting firms. Corroborating the above studies, Nwokocha and Iheriohanma (2012) submitted that job satisfaction is a general attitude toward an individual's current job. This encompasses the feelings, beliefs and thoughts about the job. The author asserted that employees who are satisfied with their jobs are likely to remain with the organization longer than those who are

dissatisfied with their jobs. It implies that employee retention can be achieved and turnover minimized if management is able to identify and apply appropriate variables that will create job satisfaction amongst employees.

RESEARCH METHOD

The study adopted survey design. The study population were primarily Estate Surveyors and Valuers in registered estate surveying and valuation firms. The Directory of The Nigerian Institution of Estate Surveyors and Valuers (NIESV, 2014) shows a total number of 323 (Three Hundred and Twenty Three) practicing firms in the study area (Lagos State). Accordingly, this figure constitutes the sampling frame for the study population. The appropriate sample size for the study population was derived by the adoption of Yamane (1967) statistical formula and a sampling error of 0.05 as follows:

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

Where:

$$\text{Then, } n = \frac{323}{(1 + 323 [0.05]^2)} = 178.699 \sim 179 \text{ samples}$$

Therefore, the sample size for the study is 179 estate surveying and valuation firms, this represents about 55.42% of the entire study population.

The sampling technique adopted for this study is stratified random sampling. Stratification has been adopted in earlier studies relating to estate surveying and valuation firms notably, Ogunba (1997), Ogunba and Ajayi (1998), Iroham (2007) and Ayedun (2009). Such stratification was on the bases that estate surveying and valuation firms in Lagos Metropolis have been found to be organized into six strata (location) as follows: Ikeja, Lagos Island, Victoria Island, Ikoyi, Apapa and Surulere. However, in order to ensure holistic investigation of the subject matter throughout the state, a few other firms which are not situated within the aforementioned locations were included in this study. This set of firms were encapsulated into another stratum tagged 'Others'. This was done to ensure that all categories of estate surveying and valuation firms in Lagos State were covered irrespective of size, age, standard of practice and location. This is considered to heighten the reliability as well as validity of the outcome of this study. The size for each of the strata was proportionally allocated.

Data for the study were amassed from primary and secondary sources. Primary data were gathered through a combination of carefully structured questionnaires and in-depth personal interviews in selected cases. On the other hand, secondary data were gathered from journals, textbooks, conference proceedings, thesis amongst others on staff turnover and related issues within and outside Nigeria.

To determine the effect of job satisfaction on job retention, the Job Descriptive Index (JDI) of Stanton et al. (2001) was employed. It has been found to produce highly reliable results. The abridged version of the JDI assesses job satisfaction in five facets: pay, supervision, work, promotion, and co-worker interrelationship factors. The measure contained 25 descriptor items (five for each factor); Items were rated on a 5-point Likert scale. Hence, the data on the effect of job satisfaction factors on job retention were measured on a Likert Scale of 1 to 5 (1

– Very Insignificant, 2 – Insignificant, 3 – Fairly Significant, 4 – Significant, and 5 – Very Significant). The variables for each of the 5 job satisfaction factors were adapted from literature as follow: pay factor variables {Mbah & Ikemefuna (2012), Agba & Ushie (2010)}; promotion factor variables {Agba & Ushie, 2010}; work factor variables and supervision factor variables {Mbah & Ikemefuna (2012), Olusegun (2013)}; co-worker interrelationship factor variables {Balogun et al. (2013), Olusegun (2013)}. The mean score of ratings of the variables was then obtained. Thereafter, the average total mean score for each of the job

satisfaction factors were calculated. One way analysis of variance (ANOVA) was later deployed to determine if there is a significant difference in the average total mean values obtained.

Out of the 179 potential responses, 132 were duly completed and therefore satisfactory for further analysis. This represents a response rate of 74 percent, which is sufficient for reliable and valid conclusion.

RESULTS AND DISCUSSION

Presented in Table 1 are the relevant characteristics of the respondents. Over a half (59.8%) of the respondents were male while the proportion of their female counterpart is 40.2%. Thirty one point one (31.1%) fall within the age bracket of 18 – 25 years, 54.5% within the age bracket of 26 – 35 years and 14.4% within the age bracket of 36 – 45 years. None of the respondents are within the age of 46 years and above. Inquiry into the academic qualification of the respondents established that most of them are well educated, thus able to provide appropriate responses to the study. Only a few of them have Ordinary National Diploma (OND) (3.8%). A total of 17.4% have Higher National Diploma (HND). Over a half (59.1%) of them have BSc degrees while 19.7% have BSc accompanied with MSc degrees.

Table 1: Characteristics of Respondents

	Frequency	Percentage
(a) Gender		
Male	79	59.8
Female	53	40.2
Total	132	100
(b) Age group		
18 – 25	41	31.1
26 – 35	72	54.5
36 – 45	19	14.4
46 & Above	0	0
Total	132	100
(C) Academic qualification		
OND	5	3.8
HND	23	17.4
BSc	78	59.1
HND + Master's Degree	0	0
BSc + Master's Degree	26	19.7
Phd	0	0
Total	132	100
(d) Professional membership with NIESV/ESVARBON		
Graduate Member	35	26.5
Probationer Member	67	50.8
Associate Member	26	19.7
Fellow	1	0.8
Associate + RSV	3	2.3
Fellow + RSV	0	0
Total	132	100
(e) Working experience		
1 – 5	103	78.0
6 – 10	25	18.9
11 – 15	3	2.3
16 – 20	1	0.8
21 – 25	0	0
Above 25	0	0
Total	132	100

The professional membership status of the respondents with Nigerian Institution of Estate Surveyors and Valuers (NIESV) and Estate Surveyors and Valuers Registration Board of Nigeria (ESVARBON) span across various categories as 26.5% have Graduate membership status while about half (50.8%) have Probationer membership status. On the other hand, 19.7% have Associate membership status and 3.1% have Associate + Registered Surveyor and Valuer (RSV) membership status. None of the respondents has attained the professional status of a Fellow. Their year of experience is also variable with 78% having between 1 – 5 years of experience, 18.9% having between 6 – 10 years of experience and 2.3% having between 11 – 15 years of experience in practice. The rest (0.8%) have been practicing for between the 16 – 20 years.

Frequency of Job Changes of Respondents

Figure 1 shows the frequency to which the respondents change job. Whilst some (23.5%) of them have never changed job, others have a couple of times. It is indicated that of 22% have changed their job only once, most (30%) have changed jobs more than once, while 19.7% have changed their jobs more than three times. 4.5% have changed their jobs for more than five times.



Figure 1: Frequency of Job Change

Since majority of them have changed jobs at least once, it can be presumed that they are fit to provide requisite information bordering on job satisfaction and its effect on job change tendencies.

Effect of Job Satisfaction on Job Retention

The respondents were required to rate how job satisfaction factors influence their decision to stay at their job using a scale of 1 - 5. The job satisfaction factors that were examined included pay, supervision, work, promotion and co-worker interrelationship as discussed earlier. Tables 2 to 6 present the frequencies, weighted mean and ranking of the satisfaction variables in descending order of magnitude.

Effect of pay satisfaction factor on job retention of the respondents

Presented in Table 2 are the responses regarding pay factor.

Table 2: Pay Factor

Variables	Mean	Rank
Timely payment of salaries and remuneration	4.18	1 st
Fairness in pay amongst employees	4.11	2 nd
Adequate remuneration for regular work	4.09	3 rd
Proportionate overtime pay for additional work done	3.57	4 th

Bonus incentive meeting expectations	3.53	5 th
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It was indicated that among the various pay variables, "Timely payments of salaries and remuneration influenced the respondents mostly to stay at their jobs, having ranked 1st with highest mean score of 4.18. This is followed by "Fairness in pay amongst employees" (4.11) and "Adequate remuneration for regular work" (4.09) ranking 2nd and 3rd respectively. Although considering the mean score of each of these variables, all of them influence the respondents to stay at their jobs. "Proportionate overtime pay for additional work done" (3.57) and "Bonus incentive meeting expectations" (3.53) influenced the respondents the least to stay at their jobs, having ranked 4th and 5th.

Effect of supervision satisfaction factor on job retention of respondents

Table 3: Supervision Factor

Variables	Mean	Rank
Giving of feedback to employees	4.79	1 st
Supervisor giving room for innovation	4.06	2 nd
Supervisors exhibiting competencies	3.91	3 rd
Fair treatment by supervisors	3.57	4 th
Becoming better off when working under different supervisors	3.01	5 th

It is evident from Table 3 that "Giving of feedback to employees" influence them to the highest degree to stay at their jobs, having ranked 1st with highest mean score of 4.79. This is followed by "Supervisors giving room for innovation" (4.06); "Supervisors exhibiting competencies" (3.91), "Fair treatment by supervisors" (3.57). "Becoming better-off when working under different supervisors" influenced the respondents the least to stay at their jobs, having ranked 5th (3.01).

Effect of work condition satisfaction factor on job retention of respondents

Presented in Table 4 are the responses regarding work condition factor.

Table 4: Work Condition Factor

Variables	Mean	Rank
Opportunities to enhance professional knowledge on job	4.41	1 st
Derivation of pleasure from using own judgement	4.04	2 nd
Skills matching job	3.94	3 rd
Job necessitating the need to use variety of skills	3.89	4 th
Fulfilment from the chance to try own method of doing job	3.83	5 th

Out of the various work condition variables, "Opportunities to enhance professional knowledge on job" influenced the respondents to the highest degree to stay at their jobs, having been ranked 1st (4.41). The implication is that if the respondents do not improve in their knowledge of estate surveying and valuation practice, turnover will be inevitable. "Derivation of pleasure from using own judgement" was ranked 2nd (4.04) followed by "Skills matching job" (3.94) and "Job necessitating the need to use variety of skills" (3.89).

ranked 3rd and 4th respectively. The variable which incite the respondents the least to stay at their jobs is “Fulfilment from the chance to try own method of doing job” (3.83).

Effect of promotion satisfaction factor on job retention of respondents

Table 5: Promotion Factor

Variables	Mean	Rank
Equitable company promotion policy	3.76	1 st
Promotion reflecting entitlements	3.75	2 nd
Timely promotion	3.68	3 rd
Company recognising the importance of promotion	3.65	4 th
Acceptable frequency of promotion	3.50	5 th

From Table 5, “Equitable company promotion policy” (3.76) influences the respondents the most not to quit their job. This is followed by “Promotion reflecting entitlements” with mean scores of 3.75. “Timely promotion”, “Company recognising the importance of promotion” and “Acceptable frequency of promotion” were ranked with mean scores of 3rd, 4th and 5th 3.68; 3.65; and 3.50 respectively.

Effect of workers interrelationship satisfaction factor on job retention

Table 6: Interrelationship with Co-workers Factor

Variables	Mean	Rank
Ability to learn from working with co-workers	4.14	1 st
Colleagues availing themselves whenever their attention is needed	4.05	2 nd
Colleagues treating other co-workers well	3.88	3 rd
Pleasing work related interaction	3.82	4 th
Being inspired when with colleagues	3.75	5 th

“Ability to learn from working with co-workers” is the foremost factor inciting the respondents to stay at their jobs, ranked 1st with mean score of 4.14. “Colleagues availing themselves whenever their attention is needed” and “Colleagues treating other co-workers well” with mean scores 4.05 and 3.88, ranked 2nd and 3rd respectively as incitement to stay at job. The last two factors, ranked 4th and 5th according to the order of hierarchy are “Pleasing work related interaction” and “Being inspired when with colleagues” (Mean scores are 3.82 and 3.75). The deduction from the above findings is that more harmonious co-worker relationships positively influence the respondents to stay at their job.

Difference in the Effect of Job Satisfaction Factors

The analysis here is to determine if any of the five job satisfaction factors has the highest effect on job retention. Firstly, the total mean scores of all the five variables for each of the five job satisfaction factors were calculated and then the average was obtained. The average total mean satisfaction scores that were obtained are: (3.90) for Pay Factor, (3.87) for Supervision Factor, (4.02) for Work Condition Factor, (3.67) for Promotion Factor and (3.93) for Interrelationship with Co-workers Factor. Out of the five job satisfaction factors, the one with the highest average total satisfaction score is impliedly the one which influences the respondents mostly to stay at their jobs. This means that work condition factor is indicated to have the highest effect on job satisfaction of the respondents, followed by interrelationship with co-workers factor, pay factor, supervision factor and promotion factor respectively. To

confirm if these differences in average total mean value are statistically significant, the values were subjected to further analysis using on way ANOVA at 95% confidence level.

Table 7: One Way Analysis of Variance for Significant Difference in the Job Satisfaction Factors

	Sum of Squares	df	Mean Square	F-ratio	Sig.
Between Groups	1.319	4	0.330	1.530	0.198
Within Groups	25.213	117	0.215		
Total	26.532	121			

F = 1.530 and p = 0.198 at 95% confidence level, the observed p value of $0.198 > 0.05$, {i.e. the probability that F ratio appeared by chance is more than 0.05; ($p > 0.05$)}. This implies that at 95% confidence level, there is no significant difference in the average mean values of the satisfaction factors. That is the difference in the five average total satisfaction scores {Work condition factor (4.02), Co-workers interrelationship factor (3.93), Pay factor (3.90), Supervision factor (3.87), and Promotion factor (3.67)} is only as a result of random variation. This implies that there are no differences in the effect of the five job satisfaction factors in statistical terms because the observed differences are not significant enough to classify them separately. Therefore, all the job satisfaction factors have equal effect on the respondents' job retention. These findings are consistent with previous studies. For instance, Lee, Huang and Zhao (2012) discovered that more harmonious co-worker relationships have a significantly positive effect on job satisfaction hence curb staff turnover. Regarding pay, Agbah and Ushie (2010), Mbah and Ikemefuna (2012) established that salary/wages and payment of leave benefits affect job satisfaction and thus impact significantly on labour turnover. Concerning supervision, Shamsuzzoha and Shumon (2007), Mbah and Ikemefuna (2012) stressed that employees need guidance and direction in the course of carrying out the work responsibilities. Shamsuzzoha and Shumon (2007) further emphasized that in unfamiliar jobs, new employees may need extra help in learning. In the same vein, the lack of training program might cause workers to fall in their standard of performance. The finding of this study also corroborated that of Ayinde and Adegrooye (2012) and Ibrahim et al. (2013) which discovered that when an individual perceives his career to be progressing his turnover intention will decrease and vice versa. The findings of this study are as well consistent with Herzberg's Two-Factor Theory (1959) which propounded that salary, policy, relationship with supervisor, work conditions, status, security and relationship with co-worker (hygiene factors) are needed to ensure that employees do not become dissatisfied. It is expedient that there is a good fit between what staff want and that which an organization needs. A mismatch between both can only be resolved through staff turnover (Arokiasamy, 2013).

CONCLUSION AND RECOMMENDATIONS

Labour turnover is a crucial feature of the labour market with serious challenge and great concern to business organizations globally. The services rendered by estate surveying and valuation firms to their clientele rely much on human resource (Estate Surveyors and Valuers) to achieve competitive advantage. Hence their turnover could be very costly to organisations in terms of hiring and training costs. This study appraised how job satisfaction of Estate Surveyors and Valuers in Nigeria influence them to stay at their jobs in Nigeria and it establishes that the five job satisfaction factors (pay, supervision, work condition, promotion and co-worker interrelationship) have equal effect on their job retention.

The study provides a limelight to executives of estate surveying and valuation firms as it indicates that where two employees perform similar work with similar responsibilities and yet one of the employees is at advantage when it comes to remuneration, the employee that is at disadvantage will surely be looking for a better offer. The finding of the study also draws the attention of senior estate surveyors and valuers to the need to improve on their managerial and supervisory skills. Invariably, competent leaders/supervisors that are also supportive to their subordinates foster good work ambience.

The study further provides an important guide to estate surveying and valuation firms such that they need to develop a framework (knowledge, skills and methodology) which ensures that there is a fit between what these firms require and what their current and potential employees have. It is also a pointer to institutional bodies like NIESV/ESVARBON to bring forward training programmes for Estate Surveyors and Valuers and to also work collaboratively with higher institutions of learning which breed practitioners so that they could be fully equipped for what is required of them in practice.

The study is also an illumination for estate surveying and valuation firms to use career growth as an opportunity to encourage workers loyalty to stay at their jobs by working towards just evaluation and selection criteria. In other words, job should not be a dead-end situation. The study likewise draws the attention of employees to maintain a state of connectedness with one another at workplace to enhance their job satisfaction hence reducing the frequency of changing their jobs.

Essentially, the study provides important guides to executives of estate surveying and valuation firms on factors which they need to pay attention to in order to maintain stable workforce when making decision to absorb staff for their practice. This indication is also useful to employees themselves in deciding on what to emphasize regarding what incite them to stay at their jobs when given the opportunity to participate in decision making process.

Recommendations

Discrepancies in wage/salary structures or low pay/compensation are a great cause of dissatisfaction and can drive employees to leave their jobs. Hence, competitive and adequate remuneration should be paid by estate surveying and valuation firms to Estate Surveyors in order to maintain stable workforce.

It is also important for head of practice/managing partners/principal partners to attach particular interest to providing good supervision, and interactive environment to their subordinates in order to reduce turnover. It is essential that organisational executives of estate surveying and valuation practices give feedback to employees so that their efforts can stay aligned with the goals of the employer.

Likewise, executives of estate surveying and valuation firms should endeavour to adopt participatory management/leadership style by giving Estate Surveyors opportunity to participate in corporate decision making. This will motivate them to put their best efforts in their jobs.

Loyal and committed staff rarely leave business organizations. Therefore, estate surveying and valuation firms should provide opportunities for steady promotion and career progression to employees in order to increase their loyalty and commitment. Furthermore, it is necessary for these firms to institute mentoring program integrated with a goal-oriented feedback system to Estate Surveyors in order to invoke a structured mechanism for developing strong relationship.

Firms that create the right culture will have an advantage when it comes to attracting and keeping good employees. Consequently, estate surveying and valuation firms should establish a value based system which is hinged on organizational culture such as honesty, excellence, good attitude, respect, and teamwork.

It is necessary for relevant professional institutions like NIESV/ESVARBON to include mandatory training provisions in their rules and regulations of practice for Estate surveying and Valuation firms. This is essential because training reinforces employees' sense of value and ensures that they have a solid understanding of job requirements thus promoting growth of firms. Also, well-designed MCPD programmes targeted at enabling head of practices to enhance employee job satisfaction of Estate Surveyors should be brought forward.

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