

PROJECT ABSTRACT

Master of Chaplaincy

Adventist University of Africa

Theological Seminary

Title: INVESTIGATING STAFF TURNOVER AT BABCOCK UNIVERSITY
AND ITS IMPLICATION FOR CHAPLAINCY SERVICES

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Date: March 2025

The main aim of the study was to find out the factors affecting staff turnover in Babcock University and to determine what role chaplaincy services can play in the mitigation of this negative trend (high staff turnover). The main objective of the study was to find out the causes of high staff turnover in Babcock University and the role—if any—of chaplains and chaplaincy services in mitigating this negative trend in the institution. A descriptive survey research design was adopted, and semi-structured questionnaires were used to obtain data from the specified population of 590 regular staff of Babcock University. Using the normal approximation to the hypergeometric distribution formula, the sample size for the study was found to be 233 respondents. The questionnaire was the main data collection tool for this research study. Analysis of the data was done using descriptive statistics. The data analysis tools included

simple tabulations and presentations of the report using spreadsheets and the IBM Statistical Package for Social Sciences (SPSS) version 27.0. Data was analyzed using quantitative methods, and presentation of data was in the form of tables. The findings show that the three most significant factors affecting staff turnover in Babcock University are personal issues of individual employees ($M = 3.34$; $SD = 0.71$), the need for career advancement ($M = 3.32$; $SD = 0.66$), and better job opportunities elsewhere ($M = 3.18$; $SD = 0.62$). Other factors affecting turnover are personal commitment to the goals and objectives of the organization, financial remuneration, job satisfaction, and interpersonal issues in the workplace. The study concluded that, whereas the more significant factors affecting staff turnover in the institution cannot be controlled by the administration, other factors such as interpersonal conflicts within the workforce, stress and tension in the workplace, personal/family challenges, issues between employees and the management that also affect the rate of staff turnover can be dealt with by improving and instrumentalizing chaplaincy services on campus. The study recommends that the university administration work closely and intentionally with the workplace chaplains on campus to ensure a peaceful and tension-free workplace that employees enjoy and can work in without constantly battling negative emotions that destroy productivity and give rise to increase in staff turnover.

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A project
presented in partial fulfillment
of the requirements for the degree
Master of Chaplaincy

by
Oluwaseun Olabode Oladini

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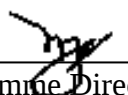
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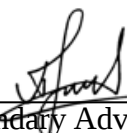
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ACKNOWLEDGMENTS

I'd like to thank, first and foremost, The Almighty, Everlasting All-loving God who inhabits eternity; whose name is Holy. The One in whom we live and move and have our being. For His love and mercy; for giving me life and health to start - and finish, this program. Thank you, Father.

I say a big thank you to my parents for their love and support; for believing in me. For their financial and material assistance over the years - I cannot thank you enough - ever.

I acknowledge and thank my siblings - My brother, Dr Oluwatosin Babajide Oladini of Winnipeg Canada for your love and support; providing the MacBook on which this project was written and so much more. Thank you, Tos. And my sister, Mrs Temitope Morenikeji Falohun of Providence, USA for supporting me all the way - always, even when things were tough for you and the family. God bless you real good!

My thanks also goes to the Babcock University Administration headed by Pastor (Prof) Ademola Stephen Tayo for making it possible for me and my colleagues to have the opportunity to do the Master of Chaplaincy program through the very generous sponsorship given us. God bless you sir.

I say thank you to my Boss and the Head of Spiritual Life in Babcock University Pastor (Prof) Efe Ehioghae and my direct supervisor, Pastor Adebowale Adesanya - for their understanding and quiet support throughout my struggles to finish this project.

I specially thank my friend and senior colleague Pastor Chukwuemeka Abaribe who persistently but gently encouraged me to finish; constantly prayed for - and with me. God bless you sir.

I thank my friend and colleague Pastor Abiodun Adeniyi - who would always kind-heartedly tease me and pester me; never allowing me to rest or to consider failure an option. Thank you, sir.

I can't but mention and thank my friend and fellow music minister - Dr Bode Bamisile who was so sympathetic and supportive - showed me how to input statistics symbols and do calculations in my work. May God bless you abundantly sir.

I acknowledge and thank the BUHREC team members who were so kind to me when I visited their office to make a virtually impossible request. Thank you.

I say a special thank you to my friend and big brother Dr Benjamin Olusegun Ojuola - who took the pains and trouble to take me through methods of doing research online; preparing for my project defence and even spent time with me to critique my presentation for the proposal defence. God bless you sir.

There are so many who gave a word of encouragement at critical moments during this journey - Chaplain (Mrs) Funmi Adegbenle, Chaplain (Mrs) Yetunde Imam, Pastor & Dr (Mrs) Segun Isijola - who showed me how to find sources online, and so many others who prayed for me and wished me well and specially took the trouble to help me fill out and return my questionnaires when time was so much against me. God bless you all real good! Thank you.

My sincere thanks to Mr Emeka Nzeadibe (Emmy Gold) for his assistance with the analysis of my data.

I also specially thank Bro Paul of AUA for taking the trouble to help me format my thesis project and make it align with AUA standards. God bless you sir.

I use this opportunity to thank as well, the Research Office of AUA and Alexine Bonde – the Research Coordinator of the Theological Seminary for answering my questions.

And finally, I say a big thank you to my supervisor, Dr Mahlon Juma, who took me on when others had given up on me; to my Dean Dr Feliks Poniatowski and the entire Administration of the Adventist University of Africa, for providing the opportunity for me to do this wonderful program which has changed my life for good. God bless you all real good! Thank you.

CHAPTER 1

INTRODUCTION

Staff turnover is a normal part of the life of a business organization. Staff are employed based on the manpower needs of the organization; they are retained or let go based on performance, economic realities, and the goals of the company's administration. Sometimes staff leave an organization voluntarily when they have better opportunities elsewhere or when working conditions are not favorable for them. However, when staff turnover becomes excessive, the effect on the organization is mostly negative. Excessive staff turnover leads to loss of profit, lowering of morale among the staff that remain, as well as excessive expenses for the organization.¹ This is because the organization has to find new employees who have to be trained to take the place of the staff lost—all of which take time and money. Staff turnover in Babcock University—that is the phenomenon that this research will examine carefully—its causative factors and how chaplaincy services on campus can contribute to mitigate the dangerous trend. Walid Abdullah Al-Suraihi and colleagues in research done in 2021 included “lack of trust, high work stress, and family pressure” in a list of reasons/factors that contribute to staff turnover in an organization.² Employees in a business organisation are human beings—people with

¹ Danica K. Knight, Jennifer E. Becan, and Patrick M. Flynn, “The Impact of Staff Turnover on Workplace Demands and Coworker Relationships,” *Counselor (Deerfield Beach)* 14 (May-June 2013): 20.

² Walid Abdullah Al-Suraihi et al., “Employee Turnover: Causes, Importance and Retention Strategies,” *European Journal of Business and Management Research* 6 (June 2021): 6, accessed 4 October 2023, <https://doi.org/10.24018/ejbmr.2021.6.3.893>.

family, personal and professional challenges. Sometimes these challenges can be almost overwhelming and then they need help from caregivers—such as workplace chaplains. If such care is unavailable, this could lead to staff turnover. Xheni Rusi and Bastien Viollet, in 2024, opined that when employees see the workplace as a place they associate with positive experiences and gain satisfaction from the work they do, they tend to remain with the organization. Particularly, if the organization provides for them a safe working environment and care for their well-being. They also agreed with the view of previous researchers that “job satisfaction, organizational justice and commitment [are] dominant factors in employee turnover.”³

In a study done in 2019 on the effects of staff turnover on an organization, Seung- Ho An of the University of Arizona in the United States opined that “If turnover is too excessive ... its costs can outweigh its benefits, thereby hurting organizational performance.”⁴ Arie C. Glebbeek and Erik H. Bax of the University of Groningen (in the Netherlands) in an article written previously in 2002 also emphasized that while staff turnover could, in instances, be beneficial to an organization, and in fact, improve performance, excessive turnover is detrimental to an organization’s performance and productivity in the long run.⁵

³ Xheni Rusi and Bastien Viollet, “Factors Affecting Employee Turnover: A Systematic Literature Review,” *Albanian Journal of Economy & Business* 38 (April 2024): 327, accessed 3 September 2024, <https://www.researchgate.net/publication/383741842>.

⁴ Seung-Ho An, “Employee Voluntary and Involuntary Turnover and Organizational Performance: Revisiting the Hypothesis from Classical Public Administration,” *International Public Management Journal* 22 (January 2019): 2, accessed 7 September 2023, <https://doi.org/10.1080/10967494.2018.1549629>.

⁵ A. C. Glebbeek and E. H. Bax, *Labour Turnover and Its Effects on Performance: An Empirical Test Using Firm Data* (Groningen, Netherlands: University of Groningen, SOM Research School, 2002), https://www.researchgate.net/publication/4868418_Labour_turnover_and_its_effects_on_performance_an_empirical_test_using_firm_data.

In her research work, Gayla Crisp of Murray State University noted that replacing a valuable (highly skilled/knowledgeable employee) can be a costly and time-consuming process for an organization. In fact, it can be appreciably more expensive than working to prevent a situation where such an employee has to leave the organization. Furthermore, she opined that it is in the best interest of the organization to find innovative ways of retaining valuable employees by making the work environment friendly for staff and inspiring loyalty to the organization.⁶ Another research that buttresses the conclusions drawn by Gayla was conducted by Lyonel Laulie of the University of Chile in South America and Frederick P. Morgeson of Michigan State University (USA). They found that there are times when voluntary or involuntary staff turnover can have a positive effect on the remaining workforce of an organization. Particularly when the dismissed staff was abusive towards colleagues and subordinates and where the absence of such a staff brings relief to the other employees and improves the workplace atmosphere.⁷ Ji-Young Ahn and Wang Chaoyu in a research done on South Korean firms in 2019 underscored the positive relationship between Job stress and staff turnover. They concluded that increased stress on the job, for whatever reason, was likely to increase the likelihood of staff deciding to leave the organization (voluntary turnover).⁸

In a research work done by Nelly Anzazi in Kenya, in 2016, on the rate of staff turnover at Telkom companies within the country, she opined that the process of

⁶ Gayla Crisp, "Employee Turnover: Costs, Causes and Cure," *Integrated Studies* 354 (2021): 9, 10, accessed 8 August 2022, <https://digitalcommons.murraystate.edu/bis437/354>.

⁷ Lyonel Laulie and Frederick P. Morgeson, "The End Is Just the Beginning: Turnover Events and Their Impact on Those Who Remain," *Personnel Psychology* 74 (2021): 388, accessed 9 August 2022, <https://doi.org/10.1111/peps.12422>.

⁸ Ji-Young Ahn and Wang Chaoyu, "Job Stress and Turnover Intention Revisited: Evidence from Korean Firms," *Problems and Perspectives in Management* 17 (November 2019): 54, accessed 9 August 2022, [https://doi.org/10.21511/ppm.17\(4\).2019.05](https://doi.org/10.21511/ppm.17(4).2019.05).

replacing staff who have left the organization for varied reasons is quite expensive and cuts into the profits of such an organization.⁹ In another study done in 2023 at the Bambi Cement Limited company in Kenya, Bonareri and Cheluget concluded that staff turnover leads to companies incurring direct and indirect costs related to losing employees and the process of recruitment of personnel to replace employees leaving the organization.¹⁰

Amaugo, Martins, and Abu, in a research published in September 2018, added that involuntary turnover can be a traumatic experience not just for the unfortunate employee whose contract is terminated, but also for the organization that has to find replacements. Discussing staff turnover in the context of Nigerian Banks, they opined that the high rate of turnover adversely affects productivity in the banking sector. Customer relations are seldom improved as a result of this phenomenon.¹¹

In this research work, our concentration will be on excessive voluntary/involuntary staff turnover in Babcock University. A growing number of staff at Babcock University are leaving of their own volition or are having their employment contracts terminated by the university administration annually. The reason for the rise in involuntary staff turnover is infractions and activities incompatible with the mission and vision of the institution by these employees. This in turn, leads to their dismissal from the university under policy. For those who leave

⁹ Nelly Anzazi, "The Impact of High Staff Turnover on Productivity: A Case of Telkom Kenya Limited" (BML Degree Project, Management University of Africa, 2016), 19, accessed 2 February 2023, <https://core.ac.uk/download/pdf/157498246.pdf>.

¹⁰ Edna Moriasi Bonareri and John Cheluget, "Staff Turnover and Organizational Performance in Manufacturing Sector in Kenya: A Case Study of Bamb Cement Limited," *Global Scientific Journals* 11 (February 2023): 488.

¹¹ Ijeoma Amaugo, Ifeanacho Martins, and Owapiriba Abu, "An Evaluation of Employee Turnover Rates: Causes and Effects in Commercial Banks in Nigeria," *CEDSAF Social & Policy Journal* 6 (September 2018): 109, accessed 2 February 2023, <https://www.scribd.com/document/667607952>.

voluntarily, their motivations for leaving might vary as each employee makes a personal choice to leave the institution. It has been observed that the staff involuntary turnover rate (those who have been fired or compulsorily retired for cause) at the university has almost doubled annually over the last three years. This is alarming because it means—if the trend continues—that by the end of the year 2024, the staff involuntary turnover rate at Babcock University will have risen to almost twenty percent of the regular and contract staff figures (as the university currently employs 590 regular and contract staff).¹² Other staff are leaving, voluntarily to take up employment in other organizations within and outside the country. Table 1 below shows the number of staff who have had their employment with Babcock University terminated on an annual basis between 2021 and 2023.

Table 1. Number of Staff Dismissed from the Service of Babcock University (2021-2023)

Year	Number of Dismissed Staff
2021	16
2022	27
2023	56

From the foregoing, it may be deduced that staff turnover can be a challenge—even a problem—for corporate/business organizations and institutions such as schools and universities if it is left unchecked and if the factors causing it are not discovered by the organization and properly dealt with in a timely fashion.

¹² Babcock University, Babcock University Human Resources Department, *Report from the Babcock University Human Resources* (Ogun, Nigeria: Babcock University Human Resources Department, 2023).

Effects of Staff Turnover on Babcock University

As stated earlier, excessive staff turnover can be detrimental to an organization on many levels: It weakens the morale of the staff left behind; among staff in Babcock University, one overhears conversations about colleagues known to have left the employment of the university in search of ‘greener pastures. In such conversations by the staff remaining behind, one can clearly hear undertones of envy and admiration of those staff with the boldness and courage to leave the certainty of employment with Babcock University for the uncertainty of getting employment overseas. Those left behind often wonder if they would not be better served by looking for means of escape to a country with more economic prosperity. And so, for every staff member that leaves, as the news goes round the university community, the sense of mission—the feeling that the rest of us left behind are contributing to a meaningful cause—is diminished. The philosophical mindset that we are adding value to the system; the passion, the zeal, the enthusiasm for service is doused and dampened. the cost of replacing and training staff can be really high and the process can negatively impact productivity, service delivery and the general prosperity of an organization. The phenomenon of many highly skilled professionals leaving the country for better job offers in the western world is adversely affecting African organizations and economies.¹³ These are the negative effects of excessive involuntary (and even voluntary) staff turnover that an institution such as Babcock University needs to guard against.

¹³ Olawari D. J. Egbe and Tari Gbawogha, “Rationale and Impact of United States Immigration Policies on Africa and Africans in Diaspora,” *Socialscientia Journal of the Social Sciences and Humanities* 3 (September 2018): 40, accessed 19 July 2024, <http://www.journals.aphriapub.com/index.php/SS/>.

Charles Williams, in his research titled “Workplace Chaplains and Employee Job Satisfaction: A Quantitative Causal-comparative Study,” found that there appeared to be no significant correlation between Chaplaincy services in a corporate organization and Job satisfaction of employees.¹⁴ He opined that an area for further research would be to seek to discover the role(s) of the workplace chaplain in the organization and identify which of those roles has an impact on Employee Job Satisfaction and which could have a negative correlation with staff turnover in organizations. This is a gap in literature on employee turnover that this research will aid in filling. There has been some research on the positive impact of workplace spirituality and of workplace chaplaincy on organizational performance and productivity.¹⁵

Statement of Problem

Staff turnover is increasing—almost doubling annually—in Babcock University. This is an alarming trend which, if left unchecked, might eventually adversely affect the quality of service-delivery in the institution. It is a problem that needs to be addressed.

Research Questions

- (1) What are the factors contributing to excessive staff turnover in Babcock University?

¹⁴ Charles H. R. Williams, “Workplace Chaplains and Employee Job Satisfaction—A Quantitative Causal-comparative Study” (PhD diss., Northcentral University, 2020), 127, accessed 19 July 2024, ProQuest Dissertations & Theses Global (2458948206).

¹⁵ Tanja Wolf and Birgit Feldbauer-Durstmüller, “New Insights into Workplace Chaplaincy,” *Review of Managerial Science* 17 (May 2023): 1150, accessed 21 July 2024, <https://doi.org/10.1007/s11846-022-00553-5>.

(2) Can chaplaincy services affect the rate of staff turnover in Babcock University positively or negatively?

Objectives

The goal of this research is to find out the causes of high staff turnover in Babcock University and the role of chaplains and chaplaincy services in mitigating this negative trend in the institution.

Purpose of Study

The purpose of this study is to find out the factors affecting staff turnover in Babcock University and gain a better understanding of how chaplains and the chaplaincy unit in Babcock University may work with the administration to reduce staff turnover.

Significance of Study

The study will be of great benefit to workplace chaplains on campus and to the chaplaincy unit at large as it highlights areas where ministry on campus to staff/employees of the university can be improved to help reduce turnover in the institution. It will also be a resource to help the HR department of the university identify areas where changes need to be made to improve working conditions for employees and help reduce staff turnover in the university.

Justification

Babcock University is a Seventh-day Adventist institution established with the sole aim of training young people to acknowledge, love and walk with God as they live their personal and professional lives. This is reflected in the university's vision

and mission statements.¹⁶ The aim of the institution is a needed service in a world that is growing increasingly secular and anti-religious. As such, the welfare, especially the spiritual welfare of staff who cater to the needs of student body in Babcock University, must not be neglected.

With so many staff/employees leaving the organization, productivity and service delivery will be negatively affected; reducing the university's ability to fulfil its goal and mission. There is an urgent need for Babcock University to find solutions to the problem of staff turnover in the institution. Other research indicate that chaplaincy services might have a role to play in reducing staff turnover in an organization. This study will add to the growing body of research on the role chaplains in the workplace and in reducing staff turnover for institutions and organizations such as Babcock University. This is the justification for this study.

Delimitations

Chaplaincy ministry in Babcock University has developed over the past two decades and today in the department there are units focused on different parts of the Babcock University community. There is a unit focused on students' spiritual welfare in the hostels; a unit in charge of faculty spiritual welfare in the various schools/faculties; a unit in charge of patient care at the university's teaching hospital; a unit dealing with worship and music in the over 30 worship centers all over campus. However, the focus of this research is limited to the unit dealing with staff in the various administrative and service-oriented offices all over the campus.

¹⁶ Babcock University, *Spiritual Master Plan of Babcock University, 2017-2019* (Ogun, Nigeria: Babcock University, 2017), 5.

Limitations

Due to time constraints, the researcher was unable to gather data from the target population, analyze, propose, and effect changes to the way chaplaincy ministry in done on the Babcock University campus with a view to making comparisons between the rate of staff turnover before changes made to chaplaincy ministry and the rate of staff turnover in the university after the modification to chaplaincy services on campus.

Research Settings

The research was conducted on the regular/contract staff of Babcock University, a Seventh-day Adventist institution of higher learning situated in the South-western part of Nigeria in West Africa with a student population of over 13,000 students in 9 schools (faculties) and a Post Graduate school. There are 590 staff working in various offices and units across the two campuses that house the Babcock University community. The chaplaincy unit of the university was created in the year 2001. It started out with two staff chaplains (one male and one female) and a few student chaplains doing a work-study program with the unit. Over time, the unit has grown and today it consists of 15 male staff chaplains and 5 female staff chaplains as well as over one hundred student chaplains working with the unit under the work-study program.¹⁷

Methodology and Procedures

This study adopted a cross-sectional research design to assess the role of chaplaincy ministry on the workplace spirituality of staff at Babcock University.

¹⁷ Oluwafunmilayo Dorcas Adegbenle, “Students’ Perception of the Role of Chaplains in Babcock University, Ilishan-Remo, Ogun State, Nigeria” (MA project, Adventist University of Africa, Nairobi, Kenya, 2023), 36.

Cross-sectional studies are observational studies defined by the absence of any intervention by the researcher on the outcome to be evaluated.¹⁸ Furthermore, they can be used to analyze data from a population at a single point in time.¹⁹ This study was conducted among staff who have been in the employ of the university for more than one year.

The researcher administered questionnaires using Google forms to the staff of Babcock University, after due consultations and approval by the AUA-ISERC.

Keywords/Definition of Terms

Chaplaincy services—are pastoral and spiritual care services rendered to the staff of Babcock University by chaplains and which particularly includes advocacy (speaking up for staff before the administration) and genuine concern and care for staff personal and professional needs;

Employee Assistance Programs Providers—Professionals who provide counselling and referral services to employees of an organization when such employees have personal or work-related challenges that can affect their performance and productivity in the organization;

Employee Job Satisfaction—The extent to which an employee enjoys the work he or she does and feels fulfilled by the job;

¹⁸ Aleksandar Cvetkovic-Vega et al., “Cross-sectional Studies,” *Revisita de la Facultad de Medicina Humana* 21 (January 2021): 164, accessed 22 July 2024, <https://doi.org/10.25176/RFMH.v21i1.3069>.

¹⁹ Xiaofeng Wang and Zhenshun Cheng, “Cross-sectional Studies: Strengths, Weaknesses, and Recommendations,” *Chest* 158 (July 2020): S65, accessed 22 July 2024, <https://doi.org/10.1016/j.chest.2020.03.012>.

Excessive/high staff turnover—this refers to the phenomenon of staff/employees leaving an organisation (Babcock University) at a rate that could adversely affect the operations of the university;

Job Enrichment Interventions—Strategies employed by the management of an organization to enhance their employees' motivation to be committed to the organization's goals and objectives;

Organizational Culture—Refers to the practices, values, beliefs and behaviours deemed acceptable in a particular organization;

Realistic Job Previews—A recruitment tool used by organizations to give potential employees an idea of what the job they are applying for, and the organizations its self is about.

Chapter Scheme

The components parts of the methodology according to chapters are as follows:

In chapter 2, a consideration of the theological foundation for chaplaincy, work and workplace spirituality, based on scriptural understanding was explored. Sources used for research in the chapter included Ellen Gould Whites books and manuscripts. All these materials were used to define, who a chaplain is; the work of the chaplain, the practical applications of a chaplain's ministry in daily/business life and workplace spirituality.

Chapter 3, initiated a suitable literary foundation for the research, based on principles and comparative studies of selected works of literatures; what others have written in this area of study and other programs already developed. Information was combined from many sources, about chaplaincy and workplace spirituality and the possible effect on staff turnover in organizations.

In chapter 4, the quantitative research method was adopted to obtain data from the specified population regarding the proportion of staff with turnover intention within the workforce and their view of the impact of chaplaincy services in Babcock University on the high turnover of staff in the organization. Based on the theological foundation laid, and knowledge derived from related research enumerated and discussed in the literature review, a main survey using semi-structured questionnaires was conducted to get the staff's opinion.

CHAPTER 2

THEOLOGICAL FOUNDATIONS

The term staff turnover does not occur in the Christian bible. Since it is a term that came into common usage—most likely—just over a century ago,¹ we will however, in building a theological foundation for this research, look into accounts in the Bible that involve staff issues and workers in various settings during Bible times. It would be beneficial to find instances in both the Old and the New Testaments of the Bible:

Staff Issues and Workers in the Old Testament

In the Old Testament, the story of Joseph in Genesis chapter forty is a narrative of staff with issues and how Joseph in the role of a chaplain was able to assist. Two employees in the office of the Pharaoh had issues with the administration and were suspended (or one could say they were facing disciplinary action). Verse one of Genesis chapter 40 established that the two employees had offended their master, the Pharaoh, and were imprisoned as punishment; the captain of the guard (or the prison warden) assigned the offending employees to Joseph, for Joseph had been given a position of authority, so to speak, by the captain of the guard; he had proven himself to be a man of integrity and trustworthy—something every chaplain is

¹ Peter W. Hom et al., “One Hundred Years of Employee Turnover Theory and Research,” *Journal of Applied Psychology* 102 (January 2017): 530-531, accessed 8 August 2024, <https://doi.org/10.1037/apl0000103>.

expected to do. Joseph, like a modern chaplain, had developed a friendly relationship with his clients, the two royal employees. Such that when he visited their quarters and found them in a melancholic state, it was only natural for him to inquire as to the reason for their sadness. And because of their friendly relationship with Joseph, they were comfortable enough to share their concerns and private thoughts with him. The work of Joseph, was ministry to the affected staff; the royal baker—helping him make meaning of the dream and his current undesirable situation. Furthermore, Joseph helped him find hope, growing his workplace spirituality through his interpretation of the baker's dream. Joseph's work helped to reduce staff turnover in the royal household by fifty percent. Of the two employees suspended, one was reinstated and is an example of what chaplaincy ministry can do for organizations in crisis (a state of change). Of course, something else that can be inferred from the narrative is that there is a limit to the influence of a chaplain in the organizational structure: Despite his best intentions, Joseph in his role as a chaplain was unable to prevent the execution of the other royal employee, the wine bearer. And the same might hold true for workplace chaplains in the modern business corporation; chaplaincy ministry will not always be rewarded by hundred percent success! This is a reality that the chaplain must be willing to live with as she or he does ministry.

One account in the book of Exodus that clearly shows God's view regarding the proper treatment of employees and staff in an organization is found in Exodus chapter two from verse 23 on to the first part of the next chapter. Exodus 3:7,8a (Amplified version) states:

And the Lord said, I have surely seen the affliction of My people who are in Egypt, and have heard their cry because of their taskmasters and oppressors; for I know their sorrows and sufferings and trials. And I have come down to deliver them out of the hand and power of the Egyptians and to bring them up out of that land to a land good and large, a land flowing with milk and honey

[a land of plenty] - to the place of the Canaanite, the Hittite, the Amorite, the Perizzite, the Hivite, and the Jebusite.

The words of God in the passage above indicate His thoughts and feelings; God is the Chaplain per excellence and we see Him reacting to the plight of workers who were being humiliated and oppressed with compassion and empathy. A clear example for the modern workplace chaplain to follow when dealing with employees in a corporate organization. This is a clear precedent for situations in which the workplace chaplain would need to do advocacy for employees as part of chaplaincy services/ministry.

Another narrative in the Old Testament that illustrates what may be defined as staff issues in Bible times is the account of the warrior Gideon in the book of Judges chapter 7. In this case the company/organization was the army that came together at Gideon's call to arms to fight against Israel's enemies. There was a need to reduce the number of soldiers/employees to make the army (the organization more efficient). If one were to view Gideon as the chaplain in the narrative, then it would appear that there is support for the view that the chaplain in a modern organization might sometimes have to work on the side of the administration, even when individual employees might be adversely affected by management decisions - to ensure greater efficiency, higher productivity, and the achievement of company goals and objectives. In the case of Gideon as a chaplain, he was able to help analyze the strengths and weaknesses of the soldiers with divine guidance and wisdom (the employees of the company), and then decide the best positions in the organization (in this case, the army of Israel) where they could be placed for maximum impact. Clearly, sometimes the chaplain could also be of assistance in placement and redeployment of employees within the organization—in effect, assisting with turnover programs for an organization.

Various statements throughout the Old Testament give clear insight into God's perspective on the treatment of workers in industry and society. For instance, in the books of Leviticus and Deuteronomy, God gave instructions through Moses concerning wages for workers and laborers: Leviticus 19:13 and Deuteronomy 24:14,15 indicates God's disapproval of any system that delays the wages due workers or laborers; management should be encouraged by the workplace chaplain to pay employees in a timely and considerate fashion. Elsewhere in the book of Jeremiah, those involved in building projects are encouraged to pay the laborers who do the building without resorting to looking for ways to renege on contract and terms of payment (Jer. 22:13). It is clear that God expects organizations to treat workers fairly and make the working environment a favorable one. This will obviously reduce incidence of fraud and malpractice due to dissatisfaction with remuneration as well as the urge to voluntarily leave the organization in search of "greener pastures." In this way, the company reduces the need for, and occurrence of staff turnover.

Staff Issues and Workers in the New Testament

In the New Testament, we have the counsel of the Apostle Paul regarding work ethics and workplace spirituality. In his epistle to the Ephesians, Paul advises that workers do their jobs diligently; not simply to pass a human supervisor's examination. They were to work with integrity and commitment to values and principles (to the Transcendent) beyond mere financial rewards. This, of course, is the essence of workplace spirituality. Ephesians chapter six from verse 7 describes working for principles, goals and values that are beyond the individual as working "wholeheartedly as if you were serving the Lord" (New International Version). So here, with Paul cast in the role of a chaplain, we have an example for workplace

chaplains to encourage employees to grow their personal workplace spirituality—something that will, as stated before, decrease the incidence of staff turnover.

Jesus during his ministry here on earth, while not speaking directly on staff issues or workers ethics, used the relationship between the master of a household and his servants to explain what might exist on earth at the time of his second advent. This he does in the book of Matthew chapter 24 and from verse 45. The master-servant relationship was one that was familiar and common in the time of Christ that his listeners could relate to. He used the analogy of the stewardship of a worker/supervisor of workers in a household to make his point about the possible spiritual condition of his followers at the time of his return. It was normal for a master to leave his affairs in the hands of his servants/workers to do other things and then expect to be given a proper record of all that had transpired in his absence. The sincere follower of Christ was compared to a faithful worker or steward in the household (organization) who does his duties properly, conscious of the responsibility given him by his master (management). The words of Christ make it obvious that it was taken for granted—even back then—that a good worker has certain attributes which the workplace chaplain should constantly encourage employees to cultivate and develop.

Ellen G White on Workers and Staff Issues

There isn't much in the writings of Ellen G. White on staff turnover as it exists in the world today. However, in her writings, she gives candid, spirit-filled advice on how workers (employees) should conduct themselves in the workplace - giving the workplace chaplains a basis upon which to relate with employees they minister to in an organization. In her book *Education*, she describes how employees ought to do their duties in the workplace. The workplace chaplain, in helping employees reach

their full potential and the ideals stated in the book *Education*, will undoubtedly help management of organizations reduce the rate of turnover:

In our labor we are to be workers together with God. He gives us the earth and its treasures; but we must adapt them to our use and comfort. He causes the trees to grow; but we prepare the timber and build the house. He has hidden in the earth the gold and silver, the iron and coal; but it is only through toil that we can obtain them.²

From E. G. White's writings, it may be inferred that the chaplain, in working with employees in an organization, should help them see their work as more than just a means of earning a livelihood; but something in which they collaborate with the Divine in helping themselves and humanity. And on the issue of labor unions, she had this to say:

The principles governing the forming of these unions seem innocent, but men have to pledge themselves to serve the interests of these unions, or else they may have to pay the penalty of refusal with their lives ... [they] form combinations that rob the poorer classes of the advantages which justly belong to them, preventing them from buying or selling, except under certain conditions!³

From the above may be deduced the idea that while the chaplain might sympathize with the cause of employees and act as advocate for their cause on occasion, there must be a limit beyond which a minister of God will not go; welfare of employees is all very well and quite important, but it must be dealt with in fairness and objectivity and not with hidden agendas to destroy the management or the organization.

² Ellen G. White, *Education* (Nampa, ID: Pacific Press, 1903), 215.

³ Ellen G. White, "Counsels from the Spirit of Prophecy on Labor Unions and Confederacies," accessed 4 November 2024, <https://m.egwwritings.org/en/book/683.35#35>.

Biblical Basis for Chaplaincy

In the Old Testament, several figures exemplify what the chaplain is all about. A particularly vivid symbol of chaplaincy is found in the book of second Samuel chapter 9. There is a narration of events that transpired between King David and Mephibosheth - grandson of King Saul. King David acted as a professional chaplain would—working to ease the suffering, guilt and fear of one in crisis (Mephibosheth) as well as doing advocacy. He made sure that all the rights and privileges that were due King Saul's grandson were restored to Mephibosheth and a system was put in place to ensure Mephibosheth's needs would always be taken care of by the system. King David, in his dealings with Mephibosheth, exemplified the chaplain and chaplaincy services as it is understood in the modern world. A second figure that clearly exemplified the profession of a chaplain in the Old Testament was Daniel in the court of Nebuchadnezzar, King of Babylon.

We find Daniel helping the king to make meaning and find solutions to a crisis—a distressful transcendental experience of revelation through a dream in the book of Daniel. In Daniel 2:1 - 35, there is the narrative of how Daniel helped the king who had experienced loss in two distinct ways; loss of the memory of a significant dream he had had during the night. But more importantly, the king also experienced loss of faith in his astrologers and wisemen. The king was experiencing crisis, an existential crisis because the oracles of his religion were suddenly stripped of their mystery. And he saw there was no real spiritual power or knowledge where he had hitherto placed his faith. By working with Daniel, the king was able to regain his memory of the troubling dream and faith in the transcendental. In verses 36 to 45 Daniel is seen in his role as a chaplain helping the king make meaning of his experience. Daniel's attitude to the monarch is noteworthy. He attended to the king in

a most professional manner; he was non-anxious and nonjudgmental. He did not condemn the king for his beliefs and worldview instead Daniel did everything in his power to aid the king in his time of crisis.

In the New Testament, Jesus Christ is the greatest figure exemplifying the professional chaplain and chaplaincy services as we know it today. This was clear in his one-on-one dealings with several individuals having spiritual needs. For instance, in Mark chapter 2, there is a narrative of Jesus' encounter with a paralytic. Jesus clearly understood the relationship between mind and body. Acting as a chaplain would, he sensed that beyond the physical ailment of the paralytic, something else was interfering with the healing process. Christ did a spiritual needs assessment on the patient and diagnosed that a sense of guilt and depression burdened the paralytic and could prevent his total recovery. Jesus addressed first, the spiritual crisis the patient faced. He addressed the fears of the client about the cause of his disease being separation from, and abandonment by God for sins known or unknown to him. This is the role of the professional modern chaplain in the hospital setting today. It has been discovered through research, that there are times when the belief system and/or worldview of patient is capable of hindering physical and emotional recovery.

In a second instance, Christ exemplified the work of the chaplain and chaplaincy ministry in his dealings with the Samaritan woman. The book of John chapter 4 explains how Jesus met with and interacted with a client in spiritual crisis. The woman was an ostracized member of her community. Perhaps feeling guilt, fear and shame, she came to the well at a time she figured she wouldn't meet those in the community who were judging her, and persecuting her for her lifestyle choices and mistakes. Jesus opened the conversation with a neutral and safe subject—the reason they had in common in coming to the well—water. Thereafter he ventured into the

issue of her family life, a subject which allowed the woman to open up to him; rise above her circumstances and situation and become a solution provider not just for herself but her entire community. So here is seen Jesus entering into the daily activities of this woman and an ostracized community (the Samaritans) to provide spiritual care as a chaplain would.

The Chaplain is a professional who is sensitive, caring and empathetic towards those who, for one reason or another, are ostracized and marginalized in the society (or in the workplace). She is able to mingle with such people without judging them or telling them what to do. She works with them to address their pressing issues enabling them to find solutions within themselves to their challenges.

Biblical Workplace Chaplaincy Ministry

In the book of Luke chapter 5, is a clear example of biblical workplace chaplaincy ministry. Jesus, looking for space to accommodate the spiritually needy crowd following him, came to the lakeside of Lake Gennesaret. It was the workplace of professional fishermen. He, with the permission of the fishermen, used one of the fishing boats to exhort and bring hope to the oppressed and humiliated fishermen and their community languishing under the Iron rule of the Roman Empire. Jesus not only spoke words of encouragement and hope, he provided a solution to the practical need and challenge facing the fishermen in their workplace, helping to achieve the goal of the fishermen's business organization.

Workplace Chaplaincy Ministry in Ellen G. White's Writings

Having established that Jesus Christ is the perfect model for the modern chaplain, support for the view that (Christian) chaplains should emulate the Master

Jesus Christ as they serve and minister may be found in the writings of Mrs. Ellen Gould White. In the book *Medical Ministry*, she writes regarding Jesus Christ himself:

Christ stands before us as the pattern Man, the great Medical Missionary—an example for all who should come after. His love, pure and holy, blessed all who came within the sphere of its influence. His character was absolutely perfect, free from the slightest stain of sin. He came as an expression of the perfect love of God, not to crush, not to judge and condemn, but to heal every weak, defective character, to save men and woman from Satan’s power.⁴

The non-anxious, non-judgmental attitude that all chaplains strive to achieve is seen clearly in the example of Christ as he ministered here on earth. And, according to White, this is the perfect example that all who would do ministry for people in crisis, should emulate. Chaplains, like other ministers, are to be people of integrity and of good reputation - as the phrase “free from the slightest stain of sin” appears to suggest.

Furthermore, White advises in the book *Ministry of Healing* that those who minister to people in crisis should be professional in their approach; not condemning, but helping them to find the internal resources (areas of strength) to cope with the crisis and recover to the point where they can once again live normal lives:

Let no act or look express reproach or aversion. Very likely the poor soul curses himself. Help him to rise. Speak words that will encourage faith. Seek to strengthen every good trait in his character. Teach him how to reach upward. Show him that it is possible for him to live so as to win the respect of his fellow men. Help him to see the value of the talents which God has given him, but which he has neglected to improve.⁵

Christ’s shining example as the ultimate chaplain is again seen in his treatment of the paralytic brought to him in Capernaum. He showed his understanding of the

⁴ Ellen G. White, *Medical Ministry* (Silver Spring, MD: Ellen G. White Estate, 1932), 38, accessed 5 November 2024, https://media2.egwwritings.org/pdf/en_MM.pdf.

⁵ Ellen G. White, *Ministry of Healing* (Mountain View, CA: Pacific Press, 1909), 172.

relationship between spiritual health and physical wholeness. Ellen White, in her book *Spirit of Prophecy, Volume 2*, writes:

The sufferer had wealth, but it could not relieve his soul of guilt, nor remove disease from his body.... Jesus acknowledges the faith that is evidenced by the sick man's efforts, under such perplexing difficulties, to reach the presence of his Lord, and lifting up his voice in melodious tones, addressed him: "Son, be of good cheer, thy sins are forgiven thee." The burden of darkness and despair rolls from the sick man's soul; the peace of perfect love and forgiveness rests upon his spirit and shines out upon his countenance.⁶

Summary

From accounts in the Bible (both Old and New Testaments), wonderful examples of what the profession and ministry of a workplace chaplain should be is seen in the life and ministry of servants of God who did their best to serve, passionately, in the communities where they lived and worked. From scriptural accounts this includes intercession on behalf of employees (or coworkers); praying for and with administration and employees; advocacy on behalf of other staff and counseling employees as the need arises. Spiritual formation are practices that assist the employee in her quest for a closer relationship with God. And this discipline includes working for the benefit of the organization as the employee understands that there is more to her existence than just biological survival and sensory perception.

The impact of a workplace chaplain services on the organization should be growth, expansion, innovation and increased prosperity as evidenced by the narratives of Joseph in the land of Egypt, Daniel in the administration of Nebuchadnezzar and Jesus among the fishermen of his community.

⁶ Ellen G. White, *The Spirit of Prophecy* (Hagerstown, MD: Review and Herald, 1870), 2:296.

CHAPTER 3

LITERATURE REVIEW

A lot has been written over time, on staff turnover in organizations. James L. Price, in his book *The Study of Turnover*, defines employee/organizational turnover as “the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period.”¹ S. M. Abassi and K. W. Hollman, on the other hand, in their article titled “Turnover: The Real Bottomline,” defined turnover in terms of the labor market, describing it as “the rotation of workers around the labor market; between firms, jobs, and occupations; and between the states of employment and unemployment.”² So that whereas Price views and defines staff turnover in terms of individual corporations and their employees, Abassi and Hollman give a broader perspective and view staff turnover as a phenomenon within a system—the labor market which encompasses corporations/organizations and marketplaces. As well as the movement of people (employees) within the system known as the labor market, Aniss Ait Alla and Omar Rajâa in their article define turnover as, “the number of employees who enter and those who leave an organization during a specific period.”³ They made a clear

¹ James L. Price, *The Study of Turnover* (Ames, IA: Iowa State University Press, 1977), 4.

² S. M. Abassi and K. W. Hollman, “Turnover: The Real Bottomline,” *Public Personnel Management* 29 (September 2000): 333, 334.

³ Aniss Ait Alla and Omar Rajâa, “A Review of the Literature on Employees Turnover,” *American International Journal of Social Science* 8 (January 2019): 22, accessed 8 March 2024, <https://doi:10.30845/aijss.v8n3p4>.

differentiation between involuntary and voluntary turnover. The former being the result of company action while the latter comes about for various personal reasons that vary from one person (employee) to another. Wagih Salama and colleagues, in their article titled “Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees,” described turnover this way: “Employee turnover denotes the phenomenon of employees’ saying goodbye to an organization willingly.” Furthermore, their research found that employee turnover is an expensive process not just for the organization but for the individual as well.⁴ They also concluded that high turnover in an organization has a very bad impact on the organization in general and particularly on the quality of organization’s products or services, adversely affecting customer satisfaction.

Effects of Excessive Turnover on Business Organizations

Whereas turnover occurs naturally in the labor market and as a result of varied factors, ranging from management decisions to changes in the personal lives of employees and so on, excessive turnover is detrimental to business organizations. This finding is supported by a growing body of research work: Maria Shaikh and colleagues noted that high turnover “negatively affects the organizational efficiency and decreases the productivity of the organization.”⁵ Of course, as was duly noted in

⁴ Wagih Salama et al., “Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees,” *International Journal of Environmental Research and Public Health* 19 (2022): 4, accessed 15 March 2024, <https://doi.org/10.3390/ijerph19159724>.

⁵ Maria Shaikh et al., “Impact of Turnover on Organizational Efficiency: A Case Study of Dawlance Company,” *Annals of Contemporary Developments in Management & HR* 2 (May 2020): 20, accessed 15 March 2024, <https://doi.org/10.33166/ACDMHR.2020.02.003>.

the separate research works done by Shinwoo Lee⁶ and Kenneth J. Meier in collaboration with Alisa Hicklin,⁷ turnover can indeed have positive impact on an organization's performance, efficiency and profitability—in other words, turnover is not always a bad thing. Our concern in this research, however, is to understand and define excessive turnover, its impact on corporate organizations, and what impact chaplaincy services have on the negative effects of turnover on an institution.

Degene Taye, in his research work using the Mada Walabu University in Ethiopia as a case study, added that excessive turnover, especially in a university setting, could cause a loss of “public confidence in the operation of the organization” because there would inevitably be reductions in the productivity and the quality of service provided for the organization's clients/customers.⁸ Furthermore a study done on retail businesses in Brazil in 2015, indicated that high and frequent staff turnover adversely affects sales in retail business. The researchers also speculated, based on their findings, that there might be a positive relationship between employee turnover and workplace accidents.⁹ Another research done in the banking sector in Addis Ababa indicated that in organizations where provision of services to clients/customers is part of their business, a high turnover rate makes it difficult to retain customers and

⁶ Shinwoo Lee, “Employee Turnover and Organizational Performance in U. S. Federal Agencies,” *The American Review of Public Administration* 48 (June 2017): 530, 531, accessed 15 March 2024, <https://doi.org/10.1177/0275074017715322>.

⁷ Kenneth J. Meier and Alisa Hicklin, “Employee Turnover and Organizational Performance: Testing a Hypothesis from Classical Public Administration,” *Journal of Public Administration Research and Theory* 18 (October 2008): 574, accessed 15 March 2024, <http://dx.doi.org/10.1093/jopart/mum028>.

⁸ Degene Taye, “The Impact of Employee Turnover on Organizational Performance: A Case Study of Mada Walabu University, Bale Robe, Ethiopia,” *American Journal of Pure and Applied Biosciences* 2 (November 2021): 51, accessed 15 March 2024, <https://doi.org/10.34104/ajpab.020.051063>.

⁹ Luciana Carvalho de Mesquita Ferreira and Ciro Barbosa de Aquino Almeida, “Employee Turnover and Organizational Performance: A Study of the Brazilian Retail Sector,” *Brazilian Business Review* 12 (July 2015): 47, accessed 17 March 2024, <https://doi.org/10.15728/bbr.2015.12.4.2>.

provide high quality services in a sustainable manner.¹⁰ Having established that high staff turnover is most often detrimental to the health of an organization, it is pertinent to examine the various causes of turnover which exist in theory and in the real world of business corporations as discovered through previous research work.

Causes of Excessive Staff Turnover in Business Organizations

Knowledge gained from research done across the globe indicate that factors causing staff turnover are many and varied. They include, but are not limited to financial factors (low salaries and lack of performance-based incentives), limited career progression opportunities, work environment factors (lack of proper communication by management and failure to appreciate and recognize diligence and hard work of employees), lack of support from supervisors and management and personal factors such as family situation and health concerns. Amare Tsdik, in his thesis written in 2013, referred to the causes of turnover as the “pull” and “push” factors: Factors that pull/lure an employee away from one business organization—which attract the employee to another business organization with the promise of better pay and opportunities for career advancement—and other factors such as dissatisfaction with current job, boredom, personality conflicts, inefficient/ineffective management that “push” the employee out of an organization.¹¹ Walid Abdullah Al-Suraihi and colleagues doing research in Malaysia found that employees tend to leave

¹⁰ Feseha Wube, “Examining the Effects of Employees Turnover on Organization Performance: The Case of Some Selected Branches of Dashen Bank in Addis Ababa” (MBA Thesis, Saint Mary University Addis Ababa, 2020), 7, accessed 18 March 2024, <http://hdl.handle.net/123456789/5914>.

¹¹ Amare T. Tsdik, “Causes of Turnover and Its Effect on Organizational Performance: The Case of Nib Insurance S.C” (MBA Thesis, Saint Mary’s University Addis Ababa, 2013), 20, accessed 18 March 2024, <http://repository.smuc.edu.et/bitstream/123456789/719/1/AMARE%20TTSADIK.pdf>.

an organization if they “feel devalued and unrecognized ... feel stressed due to overwork.” Another important factor they found that increased employee turnover was “a loss of trust in leaders.” Evidently, when employees no longer trust leaders and supervisors they tend to withdraw; neglecting to share knowledge and relevant information with colleagues and management and then going on to seek for employment elsewhere. Walid and colleagues also made the point that a lack of “work and organizational commitment,” “lack of individual motivation,” as well a lack of cooperation from colleagues and mismanagement were factors that led employee in Malaysian Palm Oil Plantations to resign and look elsewhere for employment.¹²

Chukwuezi Franklin Nzubechukwu and colleagues in research done in 2021 using some selected organizations, opined that “Of all the causes of labour turnover, pay seems to be the most significant.” They went on to explain that when employees become aware that others in a similar position of work in other organizations are paid better for doing the same work, they tend to leave their present employment. Furthermore, they concluded that employees-employer relationship was another possible source of turnover; when employees “perceive unfair and unjust treatment from the management,” they tend to withdraw and make plans to leave the organization.¹³ As will be shown from past research further down, chaplains as spiritual caregivers could be just suited to provide the needed connection between the management and their employees in regard to many of the factors listed above that involve interpersonal relationships in the workplace and the family life of employees.

¹² Al-Suraihi et al., “Employee Turnover,” 2.

¹³ Chukwuezi Franklin Nzubechukwu et al., “Employee Turnover: Causes and Effects,” *African Scholar Journal of Mgt. Science and Entrepreneurship* 20 (March 2021): 169-170, https://www.africanscholarpublications.com/wp-content/uploads/2021/06/AJMSE_Vol20_No7_March_2021-10.pdf.

First, however, we will look briefly at other more conventional methods of intervention for excessive staff turnover which are established in the business world.

Interventions for Excessive Staff Turnover

In a study conducted in the Bronx, New York, by Kate Andrews and Tijani Mohammed, it was found that care for an organization's human resource through such practices as recognizing and rewarding dedication to duty and competence of staff, in-house training and making available opportunities for career advancement, can reduce turnover. Other ways include making wages and benefits as attractive as possible, while making sure that communication channels between staff and management are unbroken.¹⁴ Glenn McEvoy and Wayne Cascio, on the other hand, found in their research that using Job Enrichment Interventions (JEIs) is twice as effective in the prevention of turnover as Realistic Job Previews (RJPs). Because with Job Enrichment Interventions, there is a personal touch and employees are made to understand their unique contributions to the organization - the value they bring to the system. Each employee is given tasks based on their skills and area of giftedness and given a degree of autonomy. Whereas, with the Realistic Job Preview approach, employees are simply recruited and given their orders - so to speak; told what to do and not given much room to use their initiative.¹⁵ Walid Abdullah Al-Suraihi and colleagues in their work done in Malaysia, further emphasized the need for management to understand the needs of their employees and cater to those needs in

¹⁴ Kate S. Andrews and Tijani Mohammed, "Strategies for Reducing Employee Turnover in Small- and Medium-sized Enterprises," *Westcliff International Journal of Applied Research* 4 (Fall 2020): 63, accessed 12 May 2024, <https://doi.org/10.47670/wuwijar202041KATM>.

¹⁵ Glenn M. McEvoy and Wayne F. Cascio, "Strategies for Reducing Employee Turnover: A Meta-Analysis," *Journal of Applied Psychology* 70 (May 1985): 342, accessed 12 May 2024, <https://doi.org/10.1037//0021-9010.70.2.342>.

order to reduce turnover. In other words, taking the trouble to learn about the challenges facing employees and committing resources to assisting the employees with those challenges is an effective intervention for reducing staff turnover in organizations.¹⁶

M. Safdar Rehman, in his article titled “Employee Turnover and Retention Strategies: An Empirical Study of Public Sector Organizations of Pakistan,” concurred with McEvoy and Cascio’s opinion that Job Enrichment Interventions would be a valid option for reversing staff turnover trends in Pakistani organizations. He elaborated by listing practices such as centralization; team building; career planning and development and flexible working hours as other aspects of Job Enrichment interventions that can stem the tide of undesirable staff turnover.¹⁷

In addition to the aspects of Job Enrichment Interventions mentioned above, Nombeko F. Dwesini writing on staff turnover within the hospitality industry in South Africa opined that employing staff who have goals and plans that align with what is termed organizational culture will help to reduce the rate of turnover. Dwesini also noted that there is a negative correlation between positive organizational climate and employee turnover intention/turnover; when employees are met with honesty and cooperation in the workplace, they experience less anxiety and are more content with circumstances as staff sure of their value and usefulness in the organization.¹⁸

¹⁶ Al-Suraihi et al., “Employee Turnover,” 6.

¹⁷ Muhammad Safdar Rehman, “Employee Turnover and Retention Strategies: An Empirical Study of Public Sector Organizations of Pakistan,” *Global Journal of Management and Business Research* 7 (January 2012): 83, https://globaljournals.org/GJMBR_Volume12/8-Employee-Turnover-and-Retention-Strategies.PDF.

¹⁸ Nombeko Felicity Dwesini, “Causes and Prevention of High Employee Turnover within the Hospitality Industry: A Literature Review,” *African Journal of Hospitality, Tourism and Leisure* 8 (2019): 9, accessed 11 May 2024, https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_38_vol_8_3_2019.pdf.

Meanwhile, in a paper on Human resource retention, Romanian scientists Raluca Cruceru and Mihaela-Georgia Sima cut to the heart of the matter by stating clearly that the success of an organization in achieving its aims and objectives is highly dependent on employees of the organization. As such it is of paramount importance that the needs of the employees and their welfare be a high priority with the management and Human resource department.¹⁹ And in Nigeria, Ayodeji M. Awolaja found in a research done recently among selected private universities in the south-western part of the country that “paying more attention to opportunities for advancement, a system of competitive compensation plan and a good work-life balance” for the employees of the organization pays significant dividends in terms of employee retention.²⁰

Keefe Deighan, in a research work done in partial fulfillment of the requirements for a Master of Business Administration degree at the University of Prince Edward Island in Charlottetown, Canada, found that strategies to reduce turnover in an organization should include training programs for employees. Other strategies to help reduce staff turnover were giving employees a sense of purpose and helping them own the goals and objectives of the organization. Giving employees adequate resources to perform their duties and ensuring that wages and benefits were

¹⁹ Raluca Cruceru and Mihaela-Georgia Sima, “Interventions in Human Resources Retention,” *Romanian Economic and Business Review* 5 (January 2010): 79, accessed 13 May 2024, <http://www.rebe.rau.ro/REBE%205%203.pdf>.

²⁰ Ayodeji Muyideen Awolaja, “Employee Retention Strategies and Organisational Performance among Academic Staff of Selected Private Universities in Osun State Nigeria,” *Nigerian Journal of Banking and Financial Issues* 9 (March 2023): 167.

adequate were other strategies he highlighted. He also found that creating a healthy work environment was necessary to keep staff content and fulfilled in their work.²¹

Shahram Zaheer and colleagues concluded after conducting research in a large community hospital in southern Ontario Canada that to reduce turnover, employees must be given a sense of belonging to a team. They must feel that they belong and they need to have supervisors with relational skills and genuine care for employee's well-being.²² Providing training and career development opportunities for staff is a great intervention strategy for reducing turnover. Furthermore, the research demonstrated that turnover is highest among young employees who are just beginning their professional careers. An age group that has need of acquiring skills and career development. This natural tendency makes them leave organizations that do not cater for the career development of their employees. Older employees who already have skills and experience are less likely to leave the organization.²³

The literature by various researchers examined so far seem to paint a clear picture. To reduce/eliminate excessive staff turnover in an organization, the management of the organization must be particular and objective from the onset about who they employ; It's not just about degrees and academic qualifications, but it is essential to employee staff whose goals and objectives align with the corporate goals of the organization. Furthermore, in order to reduce staff turnover after employment,

²¹ Keefe Deighan, "Managerial Strategies for Reducing Employee Turnover in the Workplace" (Master of Business Administration Project, University of Prince Edward Island, 2016), 12-16, accessed 13 May 2024, <https://islandscholar.ca/islandora/object/ir%3A20219>.

²² Shahram Zaheer et al., "Turnover Intention of Hospital Staff in Ontario, Canada: Exploring the Role of Frontline Supervisors, Teamwork, and Mindful Organizing," *Human Resources for Health* 17 (August 2019): 1-2, accessed 13 May 2024, <https://doi.org/10.1186/s12960-019-0404-2>.

²³ Thomas W. H. Ng and Daniel C. Feldman, "Re-Examining the Relationship between Age and Voluntary Turnover," *Journal of Vocational Behavior* 74 (June 2009): 283, 284, accessed 13 May 2024, <https://doi.org/10.1016/j.jvb.2009.01.004>.

the management must make it a top priority to care for, and value their staff. The management shows care through proper financial remuneration for staff based on the economic realities in the society around (this is especially true in third world countries); they must also show a keen interest in helping their staff develop themselves professionally and personally. Such care would also involve seeing staff as individuals with personal challenges and worldviews and making proper provision for their emotional, mental and social well-being. The consensus from much research appears to be that when staff are valued—appreciated and recognized for their services and work—it helps reduce staff turnover in organizations. This of course, goes back to the idea of seeing staff as individual personalities not just faceless employees. When the staff are given chores based on their area of giftedness (their areas of giftedness can only be discovered when management see them and treats them as individuals with personal strengths and weakness), they are able to function maximally, helping the organization achieve its stated goals, and remain content with their jobs. Staff are able to enjoy their work and morale among the employees is raised by the consciousness that they are valued and appreciated for who they are by the organization. Finally, the work environment must be conducive for staff. The atmosphere should not be constantly tense and stressful. And the employees should not feel threatened by colleagues, supervisors or the management.

The Work of a Chaplain

To understand the ways in which the services of a chaplain may be a factor affecting the rate of turnover in an organization, it is essential to examine literature that define and discuss the work of a chaplain. The position of a chaplain in the modern workplace is one that might not be so easily filled by other professional psychotherapists. There might be a case for viewing the role of a professional

chaplain in the workplace as unique. Joe Meyer and Elaine Davis in an article published in 2002 reported that the majority of people who work in companies and corporations today spend more time at work than in any personal relationships. For the greater part of the day, families are separated by work and academic programs. With people spending most of their waking hours in the workplace, many need to find meaning and answers in their work and institutions.

Furthermore, when people face challenges and crises emanating from personal relationships, health issues and work-related stress, they need support.²⁴ The best place to find the support needed is in the workplace where they are for the most part of the day. It has been found, however, that in times of crisis, many feel reluctant to seek the help of more conventional psychotherapists like psychologists or counselors. Many are afraid of the stigma; of being perceived as being weak and unable to cope with the challenges of life and work on their own. There is the fear that colleagues and superiors might see them as less competent or lacking in some way and, therefore, not fully capable of discharging duties assigned to them in the organization. There is the fear—sometimes imagined sometimes real—that having to depend on a physiotherapist can negatively impact their career development and chances of promotion in the workplace.

This is where the chaplain comes in. Talking to a chaplain evidently does not carry with it the stigma that is attached to working with other mental health practitioners in the workplace. So, when employees face crisis—personal and professional challenges that might inadvertently lead to considerations of the idea—

²⁴ Joe Meyer and Elaine Davis, “Workplace Chaplains: Filling a Need Traditional EAPs Can't Meet,” *Benefits Quarterly* 18 (February 2002): 22, accessed 17 May 2024, https://www.researchgate.net/publication/11191964_Workplace_chaplains_filling_a_need_traditional_EAPs_can't_meet.

and make plans to leave an organization, the chaplain might be better positioned to impact members of the workforce of the organization and reduce turnover intention among employees.

A study conducted by Kim Nimon, Nanette Philibert, and Jeff Allen in 2008 found that employees readily discussed stress related issues, challenges with their job, and financial matters with chaplains - as they would with other Employee Assistance Programs (EAP) providers. They also felt free to discuss issues relating to health and illness; all things that affect the life and well-being of employees and which affect long-term decisions to stay with, or leave an organisation. Nimon, Philibert, and Allen concluded that workplace (or corporate) chaplains might actually play an important role in “reducing turnover, retaining employees, improving productivity, reducing stress and improving morale in the workplace.”²⁵

Chaplaincy in Babcock University: How Chaplaincy Services Can Be Part of the Solution to Excessive Turnover

In their work, Tanja Wolf and Birgit Feldbauer-Durstmüller examined the possibility of instrumentalizing workplace spirituality through the ministrations of workplace chaplains to assist management in conditioning employees to better achieve and key into the goals and objectives of the organization so that reduced staff turnover is a side benefit.²⁶ Interestingly, a research work done in partial fulfillment of the requirements for the degree of Doctor of Philosophy by Charles Williams in 2020, did not find any significant relationship between Chaplaincy ministry and Employee

²⁵ Kim Nimon, Nanette Philibert, and Jeff Allen, “Corporate Chaplaincy Programs: An Exploratory Study Relates Corporate Chaplain Activities to Employee Assistance Programs,” *Journal of Management, Spirituality & Religion* 5 (January 2008): 258.

²⁶ Wolf and Feldbauer-Durstmüller, “New Insights into Workplace Chaplaincy,” 1164.

Job Satisfaction (EJS) of employees working in organizations in the United States that employed workplace chaplains. He concluded with the opinion that further investigation should be carried out to understand the role that the chaplains saw themselves playing in regard to clients' Employee Job Satisfaction which would undoubtedly reduce the rate of staff turnover.²⁷

Grant Michelson in his article on the role/place of industrial/workplace chaplains in the corporate world, he opined that trade unionism was on the decline in many parts of the developed world leaving what he calls a 'representation gap' that the workplace chaplain could fill, by championing the cause of employees in the corporate organization. If the chaplain becomes a voice defending the rights of the employee, trade unions will further lose their appeal for workers. He concluded by stating that the work chaplains do for employees in Australian industries was such that was appreciated by both management and the trade unions - since their work was primarily for the emotional and spiritual well-being of the employees. This is something the trade unions fight for and which management understand would help in achieving the goals of the organization in the long run.²⁸

Adam Gaines and colleagues in a research work titled "Relationships Between Perceived Importance of Chaplain Presence and Health Professionals' Emotional Well-being in the United States" found that the presence of chaplains in what they termed "acute care setting"—where there was danger not just to the patients undergoing treatment, but also great danger of infection and possibly death for health

²⁷ Williams, "Workplace Chaplains and Employee Job Satisfaction," 127.

²⁸ Grant Michelson, "The Role of Workplace Chaplains in Industrial Relations: Evidence from Australia," *British Journal of Industrial Relations* 44 (December 2002): 678, 679, accessed 21 July 2024, <https://doi.org/10.1111/j.1467-8543.2006.00519.x>.

workers and practitioners—helped to improve the “emotional and professional well-being” of the staff; possibly reducing the rate of turnover.²⁹

Summary

From the research works examined in this chapter, it is clear that a major part of any plan to reduce staff turnover by the management of an organization is the care for the individual and corporate needs of their employees. The work atmosphere needs to be friendly and peaceful. And employees need to feel that they are valued by the system and that their work adds value to the organization. Chaplains, being professionally trained to cater to the spiritual needs of clients and provide whole person care for people under their supervision, are uniquely suited for the role of a medium through which the management of organizations implements and communicates programs and policies that will make their staff happy and fulfilled in their positions with the organization. So the effects of chaplaincy services on an organization should be to reduce staff turnover in the organization—increasing the efficiency, productivity, and profitability of the organization. This is the hypothesis this research will seek to prove or disprove. In the next chapter, the researcher will, with the use of research instruments, seek to ascertain the actual effects of chaplaincy services on employees in the workplace and on the organization as a whole using Babcock University as a case study.

²⁹ Adam F. Gaines et al., “Relationships between Perceived Importance of Chaplain Presence and Health Professionals' Emotional Well-being in the United States,” *Journal of Religion and Health* 62 (April 2023): 1, accessed 22 July 2024, <https://doi.org/10.1007/s10943-023-01809-4>.

CHAPTER 4

METHODOLOGY

In this chapter, there is a description of the methodology that was used in carrying out the research, comprising of the study design, research settings, target population, inclusion and exclusion criteria, sampling method and sample size, data collection technique, the instruments for data collection, and ethical considerations.

Study Design

Quantitative research method in the form of semi-structured questionnaires was adopted to obtain data from the specified population. This is a cross-sectional research design adopted to assess the effect of chaplaincy ministry on turnover and turnover intentions of staff at Babcock University. Cross-sectional studies are observational studies defined by the absence of any intervention by the researcher on the outcome to be evaluated.¹ Furthermore, they can be used to analyze data from a population at a single point in time.² The reason for adopting this descriptive survey research design is that it will enable the researcher obtain data regarding causes of turnover and the effects of chaplaincy services on the workforce at a single point in time – the time at which the questionnaire is administered. The data can then be evaluated and analyzed. Recommendations can be made for future research or changes in the way chaplaincy ministry is practiced on campus. This study was

¹ Aleksandar Cvetkovic-Vega et al., “Cross-sectional Studies,” 164.

² Wang and Cheng, “Cross-sectional Studies,” S65.

conducted among staff who have been in the employ of the university for more than one year. The researcher administered questionnaires using google forms to the staff of Babcock University, after due consultations and approval by the AUA-ISERC. The staff of the university who are the population for this study have offices wide spread across the two campuses of Babcock University. Given the shortness of time, google forms will be used on social media (WhatsApp group platforms) to reach out to this population instead of printed questionnaires.

Population and Sample Size

The population for this study is the regular/contract staff employed by the university. These staff work in the various departments and units across the campus. To determine the correct sample size that would adequately represent the university's regular/contract staff population, the normal approximation of the hypergeometric distribution was used.

Justification for Selecting Babcock University as the Target Population

The problem that this research aims to find answers to is a problem that Babcock University is facing currently. Whereas the same or similar problems might exist in other institutions, the researcher has a special interest in finding solutions to the problem of staff turnover in the Babcock University context, as the researcher is a member of staff of the University. Anything that adversely affects the University is a clear source of concern for the researcher who earns his livelihood from the institution. Furthermore, the primary reason to select a target population in a research study is to apply the results on the selected population after analysis. The researcher hopes that the outcome of the study will benefit Babcock University as an organisation that serves the mission of the Seventh-day Adventist Church in the West

African Division. Moreover, whereas workplace chaplains are increasing in number and becoming part of the workforce in many corporations in the United States, with perhaps as many as 5,000 chaplains providing “support services to businesses and their employees,”³ it is rare to find corporations and business organisations in Nigeria employing chaplains to cater for the spiritual needs of their employees in the workplace. The findings of this research may help other business corporation owners in Nigeria and Africa see the need for employing and utilising workplace chaplains in their business organisations.

Sampling Techniques

Sample Size Determination

The sample size for this study was determined by using the normal approximation to the hypergeometric distribution formula. The formula provides the sample size (n) using the known population size (N) and sets the accuracy of sample proportions (E). For the researcher, hypergeometric distribution formula made it possible to sample the population with a preferred mark of precision of outcomes.

This is the hypergeometric distribution formula used:

$$n = \frac{N z^2 p q}{\{E^2(N - 1) + z^2 p q\}}$$

Where n = the required sample size, N = the population size (590), p and q = the population proportions (each set to 0.5), z = level of confidence (set to 1.96), E = Accuracy of sample portions/Error tolerance ± 5% (0.05)

$$n = \frac{N z^2 p q}{E^2(N - 1) + z^2 p q}$$

³ Meye and Davis, “Workplace Chaplains: Filling a Need Traditional EAPs Can't Meet,” *Benefits Quarterly* 18 (February 2002): 22, accessed 17 May 2024, https://www.researchgate.net/publication/11191964_Workplace_chaplains_filling_a_need_traditional_EAPs_can't_meet.

$$n = \frac{590 \times 1.96^2 \times 0.5 \times 0.5}{\{0.05^2(590-1) + 1.96^2 \times 0.5 \times 0.5\}}$$

$$n = \frac{566.636}{2.4329}$$

$$n = 232.9055859263$$

$$n \cong 233$$

This means that the required sample size (n) for this study is 233.

Therefore, a total number of 233 staff who have been employed by Babcock University for more than one year represents the number of respondents the questionnaires targeted.

Sampling Techniques

This survey was conducted using simple random sampling amongst the targeted population. The justification for using this technique is simple; it removes all hints of bias in the selection of individuals to represent the entire population targeted. Because the selection is random, each individual in the entire population has the same probability of being selected as part of the sample.

Research Instruments

Once the reliability of the questionnaire was ascertained, data was collected using a self-structured questionnaire. The questions are extracted from the Literature Review section in chapter 3. It is designed to ascertain causes of turnover amongst staff of Babcock University. It will also assess the effects of chaplaincy services on turnover amongst staff of the university.

Justification for Using Google Forms

The justification for using google forms is the shortness of time available to gather data. The google forms was used on social media (WhatsApp group platforms) to reach out to this population instead of printed questionnaires.

Validity and Reliability of Instrument

Validity. The researcher clearly defined the research questions and objective of the study to ensure that the research instrument measures what it is intended to measure. The researcher also made sure that the content of the instrument is relevant and representative of the topic of the research. Clear and concise language was used in the instrument to ensure that participants have no difficulty understanding the questions. Furthermore, the researcher made the research question specific, relevant and answerable, ensuring that the research objective aligns with the research question and purpose of study. Content and Face validity was used—the researcher was careful to ensure that the instrument items adequately covered all aspects of the topic being studied, and that all the instrument items appear relevant to the target population.

Reliability. Reliability is a major criterion for assessing the quality and adequacy of the quantitative instruments. The Researcher confirmed the reliability of the questionnaire by ensuring that the items in it are consistent and measure the same construct (internal consistency of the instrument).

The questionnaire has two sections. Section A gathered data on the socio-demographic characteristics of respondents with six items. In Section B, the impact of chaplaincy services on the employees of Babcock University, and on staff turnover and turnover intention was assessed using thirty (30) items.

Scoring procedure. The scoring procedure is graded using the four-point Likert scale, *Strongly Agree* (SA), *Agree* (A), *Disagree* (D), and *Strongly Disagree* (SD).

The four-point Likert scale is equally divided into simple contrasts; thus, one can report the number of respondents that agreed as against those that disagreed and thus making reporting easy. Also, the researcher gets detailed answers since there are no middle-of-the-road options. Table 2 indicates the numeric Likert scale average weight assigned to each scaled response as well as the verbal interpretation.

Table 2. Likert Scale for the Scoring Procedure

Numeric Scale	Scaled Response	Numeric Likert Scale average weight	Scale Verbal Interpretation
4	Strongly Agree	3.50 – 4.00	Very High
3	Agree	2.51 – 3.49	High
2	Disagree	1.50 – 2.49	Low
1	Strongly Disagree	1.00 – 1.49	Very low

Data Collection Procedure

Ethical clearance for this research was obtained from the Adventist University of Africa Institutional Scientific Ethics Review Committee (AUA-ISERC) and a letter of permission for this research from the AUA-ISERC was presented to the Babcock University Health Research Ethics Committee (BUHREC) enabling the researcher to conduct the research on the campus of Babcock University in Nigeria, West Africa.

Once consent was given for me to go ahead with the study, the questionnaire was shared online using Google form links to WhatsApp platforms meant solely for the staff of Babcock University.

Method of Data Analysis

The data for this research was duly collected via responses received on google forms filled by members of the target population. It was then analyzed using descriptive statistics, which are frequencies and percentages in tables. Also, the IBM Statistical Package for Social Sciences (SPSS) version 27.0 was used to support analyzing quantitative data. SPSS is a software program used by researchers in various disciplines for quantitative analysis. And since this is a quantitative research work that uses a descriptive survey design, SPSS version 27.0 is a logical choice for data analysis.

Ethical Considerations

In the research carried out, the following principles were strictly adhered to: The researcher made sure that participation in the survey conducted was entirely voluntary. In other words, no form of coercion was employed in getting members of the target population to participate in the survey; All participants were served with an informed consent form that states clearly the purpose of the survey and assures the potential participant that their responses to the survey will only be used for the purposes of the research stated and that the information will kept secure; Participants were assured of their anonymity in the informed consent form and no email addresses were collected. The informed consent form further states that the information given by participants will be held as confidential and kept in a password protected computer system. Once the study is concluded the researcher intends to destroy all data collected from the volunteers; Involvement in the survey entails no potential for harm to the subjects and respondents; The result and findings from the study and conclusions drawn will be made available freely to the subjects of the survey as it will be published online and available in the library.

CHAPTER 5

RESULTS AND DISCUSSION

This chapter simply sets forth the results obtained from the target population via google forms which were analyzed using descriptive statistics (frequencies and percentages in tables), a discussion of the analyses and interpretation as supported by literature. Table 3 below summarizes the socio demographical characteristics of the respondents:

Table 3. Socio Demographics Table

Items		Frequency	Percentage
Age	18-25	12	(5.2%)
	26-35 Years	42	(18.0%)
	36-45	62	(26.6%)
	46-55	92	(39.5%)
	56-65	25	(10.7%)
Gender	Male	126	(54.1%)
	Female	107	(45.9%)
Education	First Degree	55	(23.6%)
	Master's Degree	115	(49.4%)
	Doctorate	49	(21.0%)
	Others	14	(6.0%)
Religious Affiliation	SDA	143	(61.4%)
	Pentecostal	43	(18.5%)
	Traditional Religion	2	(0.9%)
	Roman Catholic	17	(7.3%)
	Orthodox	14	(6.0%)
	Muslim	5	(2.1%)
	Spiritualist (white garment Churches)	9	(3.9%)
Division Department	Presidency	30	(12.9)
	Academics	90	(38.6)
	Management Service	41	(17.6)
	Students Development	43	(18.5)
	Finance	29	(12.4)
Number of years of service:	1-10 years	102	(43.8%)
	11-20 years	112	(48.1%)
	21-30 Years	17	(7.3%)
	31 years and above	2	(0.9%)

The socio-demographic characteristics of the respondents reveal a diverse group in terms of age, gender, education, religious affiliation, and years of service.

The age distribution indicates that the majority of respondents fall within the 46-55 years category, representing 39.5% of the sample. This is followed by those aged 36-45 years (26.6%) and 26-35 years (18.0%). A smaller proportion of respondents belong to the 56-65 years age group (10.7%), while the youngest group, 18-25 years, accounts for only 5.2% of the total. This suggests that most respondents are middle-aged and mature.

In terms of gender, 54.1% of respondents are male, while 45.9% are female. This indicates a fairly balanced gender representation, although men slightly

outnumber women in the study. Regarding educational qualifications, the majority of respondents (49.4%) hold a Master's degree, followed by those with only a First Degree (23.6%). Whereas those with terminal degrees, Doctorates (PhD), constituted only 21% of the population. A smaller portion of the respondents (6.0%) fall under the category of "Others," which may include diploma holders or specialized certifications.

Religious affiliation among respondents is predominantly Seventh-day Adventist, making up 61.4% of the sample. This is not surprising, given the fact that the institution is faith-based and owned by the Seventh-day Adventist Church. The second-largest group of respondents by religious affiliation, are the Pentecostals (18.5%), followed by Roman Catholics (7.3%), and Orthodox Christians (6.0%). Spiritualists (White Garment Churches) constituted just 3.9% of the population, while Muslims and Traditional Religion adherents were 2.1% and 0.9% of the respondents respectively. The institution is a strong advocate of religious liberty and does not discriminate against people based on their religious affiliations.

Regarding years of service, most of respondents have worked with Babcock University for over a decade, 11-20 years (48.1%); those who have been in the employ of the university for ten years or less (1-10 years of service) constituted 43.8% of the population. A smaller percentage (7.3%) have 21-30 years of service, while only 0.8% have been employed for 31 years or more. Many of the respondents have been employees of the university for quite a number of years as the data above indicates, and are probably well qualified to give their opinion on issues relating to work and the organization.

Factors Contributing to staff Turnover in Babcock University

Table 4 indicates the responses of the respondents to the items in the questionnaire which was the main research instrument to find out from employees which of the factors discussed under literature review are most responsible for turnover in Babcock University. The table shows that staff of the university agree, for the most part, that certain factors are contributing more than others to the high rate of staff turnover being experienced by the organization ($M = 2.65$; $SD = 0.71$). The table also show that most respondents strongly agree with the item in the instrument that states that, Employees leave because of personal issues which have nothing to do with Babcock University ($M = 3.34$; $SD = 0.71$). The results indicate that staff of the university agree with the item that states that, Employees leave Babcock University when they find career advancement opportunities elsewhere ($M = 3.32$; $SD = 0.66$).

Table 4. Factors Contributing to Staff Turnover in Babcock University

Sub-Variable		Mean	Std Deviation	Scaled Response	Verbal Interpretation
Factors Contributing to Staff Turnover in BU					
1.	One reason employees leave Babcock University is because they receive better job offers elsewhere	3.18	.62	Agree	High
2.	Employees leave Babcock University when they find career advancement opportunities elsewhere	3.32	.66	Agree	High
3.	Employees resign because they are dissatisfied with their current jobs in Babcock University	3.09	.69	Agree	High
4.	Employees are leaving Babcock University because the administration does not really care about the wellbeing of the workforce	1.90	.57	Disagree	Low
5.	Employees are leaving because the management of Babcock University does not care about the opinion of workers	1.99	.71	Disagree	Low
6.	Employees leave Babcock University because they cannot trust the leadership	1.98	.67	Disagree	Low
7.	Staff of Babcock University are leaving because there is a lack of cooperation among colleagues	2.67	.74	Agree	High
8.	Many employees leave Babcock University because the administration does not listen to them	2.24	.71	Disagree	Low
9.	Employees leave because of personal issues which have nothing to do with Babcock University	3.34	.71	Strongly Agree	Very High
10.	Many workers are leaving Babcock University because of the prejudice they face at work	2.90	.78	Agree	High
11.	Workers can no longer trust their coworkers so they resign from their jobs with Babcock University	2.65	.76	Agree	High
12.	Workers are leaving Babcock University due to unfair treatment by superiors.	2.97	.72	Agree	High
13.	Employees are leaving because of the hypocrisy in the management of Babcock University	2.09	.70	Disagree	Low

(table 4 continues)

Table 4 (continued). Factors Contributing to Staff Turnover in Babcock University

14. Workers of Babcock University are leaving because salaries are too low	2.64	.78	Agree	High
15. Employees are resigning because there is a lack of commitment to the mission and goals of Babcock University on the part of the employees	2.83	.85	Agree	High
Staff Opinion on Factors Contributing to Staff Turnover In BU	2.65	.71	Agree	High

Scoring system: 4.00 – 3.50 = Strongly Agree = *Very High*; 3.49 – 2.50 = Agree = *High*; 2.49 – 1.50 = Disagree = *Low*; 1.49 – 1.00 = Strongly Disagree = *Very low*.

Table 4 shows clearly that most of the respondents agree with the statement in the instrument which reads, Employees leave Babcock University when they find career advancement opportunities elsewhere ($M = 3.18$; $SD = 0.62$). The table shows that the respondents agree with the item that says, Employees resign because they are dissatisfied with their current jobs in Babcock University ($M = 3.09$; $SD = 0.69$). The respondents also agree with the item that reads, Workers are leaving Babcock University due to unfair treatment by superiors. ($M = 2.97$; $SD = 0.72$). Furthermore, the table shows that most of the respondents agree with the item that states that, Many workers are leaving Babcock University because of the prejudice they face at work ($M = 2.90$; $SD = 0.78$).

This means that the respondents are fairly united in their position that the high rate of staff turnover being experienced in the university is first and foremost as a result of personal issues which differ from one individual employee to another. It might be inferred that many employees of Babcock University consider personal reasons—that have nothing to do with the organization or treatment received in the workplace—the most important factor contributing to turnover in the organization. Nothing the university has done or neglected to do has contributed to the high rate of turnover as much as personal issues/reasons. The other factors with very high scores

(career advancement and other job offers), could be said to be part of the personal issues/reasons why employees leave the university since each employee has to determine what career path or job is most fulfilling for them individually and decisions to leave or stay with the organization is based on their determination.

Dissatisfaction with current job may also be seen as related to the personal issues item as what may cause a job to be unsatisfactory to one employee might be the very thing that attracts another employee to the organization. However, the next two items with the highest scores discuss factors that relate directly with the organization and that can be addressed by the institution; unfair treatment by superiors and facing prejudice in the workplace. This result aligns with the findings of Nzubechukwu and colleagues,¹ and with findings in the work of Walid Abdullah Al-suraihi and colleagues that indicated that job stress—something that would undoubtedly result if an employee receives unfair treatment or faces prejudice in the workplace—is a major factor causing turnover in organizations.²

Table 4 also shows clearly that most respondents also agree with the item that states that - Employees are resigning because there is a lack of commitment to the mission and goals of Babcock University on the part of the employees ($M = 2.83$; $SD = 0.85$). The results as seen in the table also indicate that many employees of the university agree with the item that says, Staff of Babcock University are leaving because there is a lack of cooperation among colleagues ($M = 2.67$; $SD = 0.74$). This last item is supported by research done in 2017 by Al Mamun and Hasan³ which

¹ Nzubechukwu et al., “Employee Turnover,” 169-170.

² Al-Suraihi et al., “Employee Turnover,” 1.

³ Chowdhury Abdullah Al Mamun and Md. Nazmul Hasan, “Factors Affecting Employee Turnover and Sound Retention Strategies in Business Organization: A Conceptual View,” *Problems*

indicated that when employees do not receive needed support from colleagues and bosses, they lose motivation and being unfulfilled in the workplace, look for alternative employment. The results also indicate that staff of the university agree with the item that states that, Workers can no longer trust their co-workers so they resign from their jobs with Babcock University ($M = 2.65$; $SD = 0.76$).

The table shows that many of the respondents agree with the item that states that, Workers of Babcock University are leaving because salaries are too low ($M = 2.64$; $SD = 0.78$). Even though this item does not score as high as other items in the instrument, the result agrees with the findings of Walid Abdullah Al-Suraihi and colleagues in research conducted in 2021.⁴ The table shows that most respondents disagree with the item that state that, Many employees leave Babcock University because the administration does not listen to them ($M = 2.24$; $SD = 0.71$).

Furthermore, the table indicates that most staff of the university disagree with the statement that says, Employees are leaving because of the hypocrisy in the management of Babcock University ($M = 2.09$; $SD = 0.70$). The respondents also disagree with the item that says, Employees are leaving because the management of Babcock University does not care about the opinion of workers ($M = 1.99$; $SD = 0.71$). The table also show that most respondents disagree with the item that says, Employees leave Babcock University because they cannot trust the leadership ($M = 1.98$; $SD = 0.67$). Finally, Table 4 indicates that most respondents disagree with the statement in the instrument that says, Employees are leaving Babcock University

and Perspectives in Management 15 (April 2017): 68, accessed 27 March 2025, [https://doi.org/10.21511/ppm.15\(1\).2017.06](https://doi.org/10.21511/ppm.15(1).2017.06).

⁴ Al-Suraihi et al., "Employee Turnover," 1.

because the administration does not really care about the wellbeing of the workforce ($M = 1.90$; $SD = 0.57$).

The results show clearly, that the respondents do not agree with the notion that management malpractices have much to do with the high rate of staff turnover in Babcock University. It is a tribute to the current administration that the majority of employees see them as empathetic/interested in listening to workers, not hypocritical and trustworthy. It also helps narrow down/pinpoint the areas where changes need to be made in order to reduce turnover in the institution.

Implications for Chaplaincy Services

Table 5 indicates that respondents agree that the situation of high employee turnover in Babcock University has implications for chaplaincy services in the institution ($M = 2.98$; $SD = 0.60$). Furthermore, the results show that respondents generally hold a positive perception of chaplaincy services and their potential role in mitigating staff resignations. Table 5 shows that most respondents strongly agree with the item that says, If employees are happy at work, it will reduce the number of staff who resign and leave Babcock University for other organizations ($M = 3.55$; $SD = 0.56$). Most respondents also strongly agree with the statement in the instrument that says, Not all factors leading to employees resigning are because of monetary rewards ($M = 3.45$; $SD = 0.62$). The table also indicates that most staff of the university agree with the item that states that, Improving the quality of chaplaincy services in Babcock University can help reverse the trend of high staff turnover ($M = 3.19$; $SD = 0.76$).

Table 5. Implications for Chaplaincy Services

Sub-Variable	Mean	Std Deviation	Scaled Response	Verbal Interpretat ion
Implications For Chaplaincy Services				
1. Chaplains as clergy and pastors can be of help to mediate between the employees and the administration of Babcock University to improve communication flow	2.90	.57	Agree	High
2. Chaplains should serve as the mouthpiece of the employees with the university administration to reduce staff turnover	2.85	.58	Agree	High
3. Chaplains should be more concerned about the personal and professional challenges of employees as this will reduce staff turnover	3.00	.47	Agree	High
4. Not all factors leading to employees resigning are because of monetary rewards	3.45	.62	Strongly Agree	Very High
5. Chaplains should serve as mediators in conflicts between employees and supervisors to help reduce the number of staff resigning from the institution	2.94	.59	Agree	High
6. Chaplaincy services should include interventions to prevent unjust and unfair treatment of employees to reduce staff turnover	3.05	.54	Agree	High
7. If employees are happy at work, it will reduce the number of staff who resign and leave Babcock University for other organizations	3.55	.56	Strongly Agree	Very High
8. If chaplains do their work well there will be less tension in the office between colleagues	3.00	.50	Agree	High
9. Chaplaincy services can help to reduce the stress of office work if it is done well	2.96	.48	Agree	High
10. Chaplains can do nothing to reverse the trend of employees leaving Babcock University for better job offers	2.19	.85	Disagree	Low
11. If chaplains speak up for the rights of employees to the management, staff turnover will reduce	2.85	.61	Agree	High
12. Having chaplains on campus helps to reduce the number of staff who leave the institution for jobs elsewhere	2.81	.68	Agree	High
13. Improving the quality of chaplaincy services in Babcock University can help reverse the trend of high staff turnover	3.19	.76	Agree	High
Staff Opinion on Implications for Chaplaincy Services	2.98	0.60	Agree	High

Scoring system: 4.00 – 3.50 = Strongly Agree = *Very High*; 3.49 – 2.50 = Agree = *High*; 2.49 – 1.50 = Disagree = *Low*; 1.49 – 1.00 = Strongly Disagree = *Very low*.

These items (in the last paragraph) had the highest scores under the sub-variable Implications for Chaplaincy Services. This shows that most of the staff of Babcock University agree that job satisfaction and a friendly atmosphere in the workplace, as well as other factors that are not necessarily defined in monetary terms—and which chaplains can help with—will tend to reduce staff turnover in the institution. Table 5 also shows that most of the respondents agree with the item stating that, Chaplaincy services should include interventions to prevent unjust and unfair treatment of employees to reduce staff turnover ($M = 3.05$; $SD = 0.54$).

The results indicate that most respondents agree with the item that states that, Chaplains should be more concerned about the personal and professional challenges of employees as this will reduce staff turnover ($M = 3.00$; $SD = 0.47$); that most staff of the institution agree with the item which states that, If chaplains do their work well there will be less tension in the office between colleagues ($M = 3.00$; $SD = 0.50$). All of which indicate that respondents believe that the quality of work done by chaplains can affect the rate of turnover in the university. These findings agree with research done by Nimon, Philibert, and Allen which concluded “that corporate chaplains can play an important role in reducing turnover, retaining employees, improving productivity, reducing stress, and improving morale.”⁵

The table also shows that most respondents agree with the item that states that, Chaplaincy services can help to reduce the stress of office work if it is done well ($M = 2.96$; $SD = 0.48$), and with the item that states that, Chaplains should serve as mediators in conflicts between employees and supervisors to help reduce the number of staff resigning from the institution ($M = 2.94$; $SD = 0.59$), as well as the item which

⁵ Nimon, Philibert, and Allen, “Corporate Chaplaincy Programs,” 258.

states that, Chaplains as clergy and pastors can be of help to mediate between the employees and the administration of Babcock University to improve communication flow ($M = 2.90$; $SD = 0.57$). The table also indicates that most staff of the university agree with the item that says, Chaplains should serve as the mouthpiece of the employees with the university administration to reduce staff turnover ($M = 2.85$; $SD = 0.58$), the item that says, If chaplains speak up for the rights of employees to the management, staff turnover will reduce ($M = 2.85$; $SD = 0.61$), and the item which states that, Having chaplains on campus helps to reduce the number of staff who leave the institution for jobs elsewhere ($M = 2.81$; $SD = 0.68$). On the other hand, Table 5 also indicates that most respondents disagree with the item in the instrument that states that, Chaplains can do nothing to reverse the trend of employees leaving Babcock University for better job offers ($M = 2.19$; $SD = 0.85$).

In summary, the results suggest that chaplaincy services can play a crucial role in improving workplace relationships, reducing stress, and fostering a positive work environment, which may help reduce staff turnover. However, external job opportunities and career advancement remain the dominant reasons for resignations, and chaplains alone may not be sufficient to address this challenge. To maximize retention, Babcock University may need to integrate chaplaincy efforts with broader strategies such as career development programs, better salaries, and a stronger commitment to workplace fairness and support using workplace chaplains and other employee assistance program personnel.

CHAPTER 6

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The results showed that of the 233 respondents selected through simple random sampling (representing the target population), the majority of them (61.4%) are Seventh-day Adventists. The male respondents (54.1%) are slightly more than the female respondents (45.9%). 76.8% of the respondents are early middle age to middle age (36 years and above) indicating a certain level of maturity and experience. Most of the respondents (94%) have at least, a first degree in terms of educational qualification. A little over half of the respondents have been employees of the university for more than a decade (56.2%) and have had time to gain a perspective on important issues affecting the institution.

This research shows that the factors most affecting turnover in Babcock University are personal issues which vary from employee to employee; a need for career advancement, and the lure of better job offers elsewhere. Other important factors are dissatisfaction with current job, unfair treatment by supervisors, and prejudice in the workplace. The next factor in terms of score ranking is employees lacking commitment to the mission and goals of Babcock University. This factor did not score as high in the opinion of respondents; however, it remains an important factor. This is supported by research done by Chang Liu in 2022.¹ A lack of

¹ Chang Liu, "A Literature Review of the Effect of Organizational Commitment on Turnover Intention," *BCP Business & Management* 30 (2022): 802, <https://doi.org/10.54691/bcpbm.v30i.2567>.

commitment to the mission and goals of an institution would make it easier for an employee to allow other factors such as personal issues, career advancement and financial gain be the sole/principal premise on which he bases his decision about whether to stay or leave the organization.

Lack of cooperation amongst colleagues and loss of trust in co-workers are also factors which respondents agree increase turnover and turnover intentions among staff of Babcock University. As shown in the literature review, a lack of cooperation amongst colleagues engenders a hostile atmosphere in the workplace. Employees cannot be happy in such an atmosphere. Unhappiness and dissatisfaction could conceivably lead to a search for alternative means of livelihood. These factors—lack of cooperation and loss of trust—have little to do with financial remunerations or commitment to company goals. But because employees are human beings with thoughts and feelings, the factors are important and need to be considered in any plan to reduce staff turnover for an organization. Low salaries also had a high score—not as high as the items discussed previously, but nevertheless, a factor to consider in regard to reducing staff turnover in the institution.

Five other items under the Factors Contributing to Staff Turnover in Babcock University sub-variable and relating to institutional leadership and administration have low scores. The item that states that staff turnover is high in Babcock University because the administration does not really care about the wellbeing of the workforce received the lowest score indicating that most respondents opine that the opposite is true. Evidently, the university administration cares for its workforce and this is evident to the employees. The respondents believe that the leadership of the institution care about the opinion of employees and can be trusted. The leadership is seen by respondents as being responsible; listening to the concerns of employees

without being hypocritical in the management of the university. In other words, the respondents do not believe that management practices play a big role in the current trend of high staff turnover in the institution.

Under the sub-variable Implications for Chaplaincy Services, the items that had the highest scores (happiness at work, importance of non-monetary rewards and improvement of quality of chaplaincy services) indicate that respondents view care for employees personal, emotional, and spiritual needs as a vital component of any program/process designed to reduce staff turnover in Babcock University.

Furthermore, the respondents believe that interventions by chaplains in the workplace has the potential of reducing conflict and stress in an organization and leading to a reduction in staff turnover. This view is also supported by other research discussed in the literature review. The results also indicate that there is room for chaplains to act as mediators between employees and management; speaking up for the rights of workers to reduce turnover in the organization. Chaplains have a part to play in helping Babcock University reduce the rate of staff turnover.

Conclusion

Whereas employee personal issues and other factors that are beyond the control of Babcock University constitute a major cause of the high staff turnover being experienced by the organization, there are other factors involving the university's human resource that can be worked upon to reduce staff turnover.

Reducing stress/tension and resolving conflict while increasing the happiness and satisfaction of employees in the workplace are measures that work in efforts to reduce staff turnover and increase commitment to the goals and mission of an organization such as Babcock University.

The work of chaplains is to help employees achieve job satisfaction and resolve personal, familial, professional and interpersonal issues that affect work in the organization. Furthermore, chaplains can help employees understand and become (more) committed to the management and HR's vision, mission, and goals for the organization—something which tends to reduce turnover and turnover intention amongst employees. Turnover can be reduced by taking certain measures including improving the quality of chaplaincy services to the organization (Babcock University) as well as other more traditional measures like increasing financial remuneration, recognition of outstanding performance, career advancement opportunities, and medical benefits.

Many of the respondents also indicated that chaplains could be of service mediating between supervisors and junior employees. Working to ensure that there is fair play and justice in the workplace. The chaplain needs to be constantly alert and aware of undercurrents and atmosphere in the offices where she is present for ministry. In many instances, many things are communicated through body language rather than by words in the workplace. The chaplain must be sensitive to such things and prayerfully sort through the daily drama of life in the workplace. Furthermore, she should show a very real and personal interest in the personal and family relationships of employees. The literature examined in this project indicated that employees are often burdened by concern for their relationships and families. Since this often affects productivity, the chaplain has to make conscious effort to delve (with permission of course) into the issues that are dearest to the heart of the employee.

It is interesting to note that many of the respondents indicate that they believe if chaplains do their work well, there will be less tension and strife in the office

environment. It brings back to the mind the account of Joseph in Egypt and his interactions with the employees of the royal court. The Bible states that Joseph noted the countenance of the distressed employees and inquired after them—a great template for a chaplain in the workplace, sensitive to the environment and situations, making a difference, and influencing the organization positively.

Now “let us hear the conclusion of the whole matter” (Eccl 12:13a). Whereas turnover is a fact of life in the business world, and whereas business organizations are non-living objective entities concerned mostly with profit and loss, and gains and losses, they are run by human beings. As long as human beings, known as employees, are necessary for the proper running and progress of a company/organization, there will always be a need for management to be concerned about the physical, mental, emotional and social wellbeing—in a word, the SPIRITUAL wellbeing of their human resource in order to reduce undesirable staff turnover and ensure the health, wellbeing and progress of the business enterprise.

Research is showing that business corporations can make their employee assistance programs better and more beneficial to their staff by including workplace/corporate chaplains in the programs since family and relationship issues constitute a substantial part of the challenges faced by employees in their daily lives.² Chaplains in the workplace providing quality spiritual care for employees and doing advocacy where needed; helping to creating a calm, peaceful atmosphere in which employees can work to achieve personal and corporate goals, are definite asset/tool that the management of Babcock University (and other organization like it) can use to reduce high/undesirable staff turnover.

² Nimon, Philibert, and Allen, “Corporate Chaplaincy Programs,” 257-258.

Recommendations

It is vital that the management of business organizations begin to realize that and deal with the fact that their employees are human beings—spiritual beings by nature—and cater for their needs in order to ensure that they derive best services from their staff and furthermore create in these staff loyalty and commitment to the organization born of the realization that they are part of something greater than themselves, an enterprise that adds value to life and the world around. When employees feel that the work they do has meaning and value, they are less inclined to restless and lose focus or place priority on material benefits alone. Making it their sole criteria for choosing to leave or stay with an organization.

The University Administration

Based on the findings of this research, the following recommendations are suggested to Babcock University Administration for reducing turnover and turnover intention among staff of the University:

To ensure that they work closely with the chaplains to ensure that they are aware through proper reports and feedback of the spiritual state—the whole person wellbeing of their employees on a regular basis.

The university is a large and constantly growing enterprise. The administration needs to keep the mission, vision, goals and objectives of the institution—the higher purpose that the university serves alive and real in the minds of employees—to ensure that staff do not lose focus by being intentional about the content and relevance of spiritual caregiving and ministry on campus. Chaplains can be made to assist in this endeavor if they are required by the administration to constantly including reminders of the vision, mission, and goals of the institution in sermons, devotionals, talks and counsel given to members of the university community.

Further Studies

Based on the findings of this research, the following recommendations are suggested for further studies towards an improved and better chaplaincy ministry.

There is a need for further research on the role of workplace spirituality in reducing turnover in business organizations.

It would also be essential to bring more intentionality to the practice of chaplaincy ministry in the workplace, while conducting research to over a period of time to test the effect of ministry on turnover in corporations with especially high staff turnover.

Business organizations need to find out through research, how (if it is possible at all) to leverage on workplace spirituality through chaplaincy services to achieve company goals and objectives and give themselves an extra edge in the business world.

Another area of research might be to investigate ways of improving professional workplace chaplaincy practices with a view to making it more relevant and functional in the business environment.

APPENDIXES

APPENDIX A
INFORMED CONSENT FORM

Dear Respondent,

You are being asked to participate in a research study entitled: **Investigating the Impact of the Work of Chaplains on Turnover Among Staff of Babcock University**

The purpose of this study: To determine how chaplaincy services in Babcock University may assist the management of the organization in reducing undesirable employee turnover by catering to the physical, emotional, spiritual and psychosocial needs of staff of the university.

Participation: To participate in the study, you will be asked to fill out a questionnaire that has 33 items. Finishing the questionnaire should take approximately 10 minutes.

Voluntary Nature of Participation: Your participation in this study is voluntary. If you sign the bottom of this Form, it means that you are giving your consent to be in the study. If you do not want to participate in the study, do not begin to fill out the questionnaire or participate in other research activities. If you start to fill out the questionnaire and decide you do not want to participate, stop filling it out and give it to the researcher. There is no penalty for not participating, and your questionnaire will not be used.

Benefits and Risks: If you participate, you will contribute to knowledge about the role(s) chaplaincy services can play in improving the workplace in corporate organizations. There are no identifiable risks in participation.

Confidentiality: Your personal information will be kept confidential. You will NOT write your name on the questionnaire and this Form is separate from the questionnaire—this ensures that your identity will not be revealed. All data will be saved in a password protected computer. Any questions about the study, I will gladly answer - my contact information is at the bottom of this letter.

If you have any ethical concerns about your participation in this research, contact the Institutional Scientific Ethics Review Committee, Adventist University of Africa <ethics@aua.ac.ke>

I have read and fully understood the statements on this Form. All my questions were answered satisfactorily. I voluntarily agree to participate in this study.

Participant's Signature _____ Date _____

Contact the supervisor of the research if you need more information or have questions: Dr Mahlon Juma, (*Program Coordinator, Masters of Chaplaincy Program*)
Phone no.: +254 799 595 232; *Email:* jumamn@aua.ac.ke

Thank you.

Adventist University of Africa Institutional Ethics Review Committee AUA-
ISERC <ethics@aua.ac.ke> Phone no.: +254 740481581

APPENDIX B
RESEARCH QUESTIONNAIRE

Please tick the appropriate box in sections A and B

SECTION A: DEMOGRAPHIC DATA

Kindly tick/fill-in the most appropriate response:

1. AGE (in years):

18-25 [] 26-35 [] 36-45 [] 46-55 [] 56-65 []

2. Gender: Male [] Female []

3. Education: First Degree [] Master's Degree [] Doctorate []

Other [] _____ (specify)

4. Religious Affiliation:

Seventh-day Adventist [] Roman Catholic []

Spiritualist (white garment Churches) [] Orthodox [] Pentecostal []

Muslim [] Traditional Religion [] Other [] _____ (Specify)

5. Division/Department _____

6. Number of years of service: _____

SECTION B:

Kindly respond to the Likert scale items below by placing a TICK [✓]

under the column that represents your view of the statement made:

Strongly Agree (SA); Agree (A); Disagree (D); Strongly Disagree (SD)

Survey Statements	SA	A	D	SD
FACTORS CONTRIBUTING TO STAFF TURNOVER IN BU				
1 One reason employees leave Babcock University is because they receive better job offers elsewhere				
2 Employees leave Babcock University when they find career advancement opportunities elsewhere				
3 Employees resign because they are dissatisfied with their current jobs in Babcock University				
4 Employees are leaving Babcock University because the administration does not really care about the wellbeing of the workforce				
5 Employees are leaving because the management of Babcock University does not care about the opinion of workers				
6 Employees leave Babcock University because they cannot trust the leadership				
7 Staff of Babcock University are leaving because there is a lack of cooperation among colleagues				
8 Many employees leave Babcock University because the administration does not listen to them				
9 Employees leave because of personal issues which have nothing to do with Babcock University				
10 Many workers are leaving Babcock University because of the prejudice they face at work				
11 Workers can no longer trust their coworkers so they resign from their jobs with Babcock University				
12 Workers are leaving Babcock University due to unfair treatment by superiors.				
13 Employees are leaving because of the hypocrisy in the management of Babcock University				
Survey Statements (Page 2)	SA	A	D	SD
14 Workers of Babcock University are leaving because salaries are too low				
15 Employees are resigning because there is a lack of commitment to the mission and goals of Babcock University				
16 Employees are resigning from Babcock University because there is a lack of trust among colleagues				
17 One major factor leading to many staff leaving Babcock University is concern for their personal wellbeing.				

IMPLICATIONS FOR CHAPLAINCY SERVICES

- | | |
|----|--|
| 18 | Chaplains as clergy and pastors can be of help to mediate between the employees and the administration of Babcock University to improve communication flow |
| 19 | Chaplains should serve as the mouthpiece of the employees with the university administration |
| 20 | Chaplains should be more concerned about the personal and professional challenges of employees this will reduce staff turnover |
| 21 | Not all factors leading to employees resigning are because of monetary rewards |
| 22 | Chaplaincy services should serve as mediators in conflicts between employees and supervisors to help reduce the number of staff resigning from the institution |
| 23 | Chaplaincy services should include interventions to prevent unjust and unfair treatment of employees to reduce staff turnover |
| 24 | If employees are happy at work, it will reduce the number of staff who resign and leave Babcock University for other organizations |
| 25 | If chaplains do their work well there will be less tension in the office between colleagues |
| 26 | Chaplaincy services can help to reduce the stress of office work if it is done well |
| 27 | Chaplains can do nothing to reverse the trend of employees leaving Babcock University for better job offers |
| 28 | If chaplains speak up for the rights of employees to the management, staff turnover will reduce |
| 29 | Having chaplains on campus helps to reduce the number of staff who leave the institution for jobs elsewhere |
| 30 | Improving the quality of chaplaincy services in Babcock University can help reverse the trend of high staff turnover |
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