

# Imbibing Organizational Health Practices With Ambidextrous Approach as a Solution to Higher Education Institution Staff Turnover Predicaments

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## INTRODUCTION

In the era of globalization and internationalization, high education institutions (HEIs) have been challenged to cope up with high competition whose labor market and determinants require severe strategic and transformational plans. And this can be done by opening up borders to both national and international levels with an intention of attracting skilled human resources who can ably help these institutions provide solutions to humanity in general. To stay competitive and sound, fundamental strategic business plan must be laid to enhance excellent academic achievement coupled with performance by both staff and students (Zakuan, Yusof, Saman, & Shaharoun, 2010). To achieve these strategies, managers of these institutions are required to imbibe organizational health practices using both ambidextrous and sine qua non approach since these are the only ways through which attraction of highly qualified staff can be achieved while reducing staff turnover. The issue of organizational health practices is taken as a cornerstone for acquisition of quality services and products in an organization. World over, institutions that have so far realized what the forces of demand dictate in the academic arena have opted to imbibe these forces and gain competitive advantage through highly qualified staff to help them attain high and extra ordinary levels of performance at the same time providing needed human resources to the world market. This is done to ensure that HEIs from faculty level change their operational mechanisms so as to remain compatible with the changing market scope. For HEIs, to survive in the era of volatility, there is need to ensure that elements related to task contingency, intellectual stature development and favorable working conditions of both talented and highly skilled staff and take care of since they are bedrock and cornerstone for institutional survival and failure to use both the left and right hand approaches for an institution's survival may be in jeopardy (Douglas & Selin, 2012). By adopting strategies that address the global concerns, leaders of HEIs must be aware that the forces that lead to turbulence within these institutions are mostly shaped by political, social, religious and economic hegemony of super powers whose sole aim is to control the spectrum of human development and behavior (Douglas & Selin, 2012; Frontiera, 2010; Meyer, Bushney, & Ukpere, 2011; Miiro, 2016b; Miiro & Otham, 2016). Even though universities are re-structuring their ways of operation and infusing the global changes into their culture and policies, a lot is still desired in terms of imbibing organisational health practices so as to recruit and retain highly qualified who must in turn, attract a big number of students with high levels of performance both at national and international levels. It is therefore imperative to note, that imbibing organisational

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health practices in HEIs operations is not only a necessity but it is a way through which rebranding of institutional approaches towards staff welfare can be realized. Conversely, leaders must take care of organisational health practices by using both the right and left hand approaches without its due diligence employees cannot survive longer in an institution.

Moreover, this challenge of not being swift with new demands of time towards staff employment can be attributed to the traditional manner through which many of the university employees in influential positions have remained rigid while forgetting the dictates of the time (Meyer et al., 2011). Thus the purpose of this paper is to expose the readers to ways through which organizational health (OH) and how its nine (9) dimensions can be imbibed in HEIs to curtail the staff turnover predicament.

## **BACKGROUND**

### **Staff Turnover**

Staff turnover has of recent turned into cancerous especially in HEIs. Moreover, it is unhealthy due to unpleasant effects that normally affect the usual operation of an organisation. This is experienced through loss of talented staff who are normally envisaged as would be future leaders. It curtails the smooth growth and customer trust whenever it happens in a work place. For staff to leave an institution, is a natural behavior and it may sound nice while in the actual sense it affects the corporate image of an institution.

Turnover can be termed as staff mobility around the labour knowledge market. Today, many professionals from the academic arena are moving from one university to another at both national and international levels due to several reasons. This kind of gesture, poses a lot of challenge to HEIs' sector due to the fact that there is an increased number of people with diverse background that want to join this sector with several purposes that relate to growth, exposure, creativity and live not only usefully but also reflectively and responsibly.

In the face of HEIs, challenges of staff moonlighting, loss of highly qualified staff to private sector have been experienced because of qualified personnel looking for higher pay and better conditions of working. Moreover, there are also different factors that push and pull individuals to different working places. In a study conducted by Owence, Pinagase, & Mercy (2014), it was found that poor systems, presence or absence of good team, innovative culture, poor leadership, excessive workload, poor career opportunities, burnout, frustration and disillusion and better pay lead to staff turnover in South African HEIs. Also in a quantitative study done on 4651 employees by Erasmus, Grobler, & Plessis (2015), it was established that employees with low performance levels had resigned. However, the same study recommended that organisational citizenship, leadership style, supervision, organisational climate and compensation should be given due attention so as to influence staff stability. In a study conducted by Figueroa, (2018), it was realized that Biological characteristics (ex. age, education), prior experiences, human resource roles, structural features and staff expectations plus self-development were the factors for staff turnover. Meanwhile, Musah & Nkuah, (2013) found out that the lack of motivation in Ghana HEIs which is also a key element of OH was the influential factor for staff turnover. Conversely, in a study done in Tanzania by Demetria & Mkulu, (2018), it was opined that staff mobility was due to low remuneration, leadership style, lack of proper job description, security and poor mechanism of staff development. Moreover, a study conducted in Uganda by Ddungu, (2014) found out that low professionalism and empowerment levels were the causative factors for staff attrition in HEIs.

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