

LABOUR MIGRATION DETERMINANTS AND IMPLICATIONS FOR FIRM PERFORMANCE: A CONCEPTUAL APPROACH

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Abstract

Despite the wide range of labour migration geographically and occupationally in different organizations, little attention has been paid to the influence it has on organizational performance; especially in the food producing industry. In the midst of other resources (land, labour, capital and industrialist) human capital is considered the most valuable in organization. This is because when human capital is applied to business, the effect on the organizational performance is significant. While organization ensures maximum cost reduction to attain high level of profitability they also attend to labour issues all the same; knowing well that competitors gain easy access to valuable success secret of an organization through key employees who are custodians of such knowledge. This paper provides a conceptual framework and highlights the different determinants of labour migration and how it impacts on the firm's overall performance.

Keyword: Labour migration, work life balance, job security, career progression, organizational performance

Introduction

The globalized inclination has put establishments on firm plinth to hold valuable and effective employees who can support the organization to gain comparative and competitive advantage in their business around the globe. "Free trade, free capital flows, and free labor mobility are the eventual objectives of globalization. Among these, labor mobility is the most challenging one, due to culture, politics, and sovereignty" (Yuqing, 2014). Labour migration has affected multinational companies and different industrial sectors in the level of their performance. Changes in business activities brought about change in culture and perception of an employee who desire a bright and lush green pasture in his career which in turn affects his performance. Work setups has changed due to downscaling, mergers, procurements, far-reaching technological inventions, and complex management of high range of diversity in the organization. "The employees in present are more involved in their jobs than in the last decade. The long working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for employees to keep a balance between their job and work commitments" (Sabra and Abbas 2009).

Most organizations desire great development and try to cover the leading gaps that might be existing between them and their competitor. The rapid economic growth and development in the world has created new activities and open new doors for all the business organizations. In the 1960s and early 1970s many developing countries actively recruited labour from other countries to deal with their perceived lack

of unskilled labour, starting with the first oil price shock in 1973 (Forrest et al, 1977). Though companies run a supposed transparent and open door policies yet they like to keep their unique selling point intact and un-accessible which are well protected with dedicated hands. To achieve this, organizations take the migration of staff important to avoid brain-drain and enhance a leading profitable performance over time. Labour migration is one of the element that contribute to a performance of any organization especially multinationals companies. Labour migration is considered to be an integral part of nation-building. It has turned to temporary programs in order to compete for skills and labour in an increasingly globalizing world (Skeldon, 2013; Ogbari, Obigbemi, Atolagbe, and Ojo, 2016).

Labour migration revamp organizational outlook, build goodwill, retain best hands and creates wide range of committed customers. The argument that employee productivity is proportional to the level of satisfaction received on the job has gained high interest in human capital research (Muhammad, et al, 2013). The ability of a firm to minimize the rate at which brain-drain and labour turnover takes place within its structure enhances its sustainability and builds its corporate image over a long range of time. Tanvi & Fatama (2012) further argued that; job seekers no longer see having a job as a means of remuneration and promotional prospects but as a means of impactful employment decisions making process in establishing an equilibrium among the complexities of the work environment, employee personal lives and paid occupation in the organization (Ogbari et al, 2016)

Despite the intensity of debates, the precise nature of the labour migration of highly skilled employees is far from well understood. While the growth of highly skilled migration seems indisputable, “the mobility of highly skilled workers may have considerable implications for the speed of technological diffusion, the location of new business ventures, and more generally on economic growth. Similarly, flexible labour may play an important role in alleviating the detriments of structural change and unemployment (Rothgang and Schmidt, 2003). Studies have found out that people moving across national border in the search for a good job is a global challenge in this 21st century. Though there are several reasons why individual employee or corporate employees would like to move, these reasons are motivated and sustained by three major types of influences (i) demand-pull factors in the destination area, (ii) supply-push factors in the origin are and (iii) network factors that link origin and destination (Phillip, 2003).

Literature review

Every time new workers leave or join the labour force, organizational expert and labor economists overtly state that substitute employment opportunities motivate employees to changes jobs (Forrest, et al, 1977; Gerhart, 1990; Mobley, 1977; Mobley et al. 1979; Price et al, 1986). Investigators verified that apparent alternatives and ease of access to other jobs only hesitantly encouraged employees to quit. This unassertive effect deviates from the conclusions of labor economists that there are robust relations between job loss rates and quit rates (Mobley, 1982a; Hulin, et al, 1985) and point up that the constituent relationships can change across different levels of combination (Rousseau, 1985). Recently, labour migration of employees echo apparent expectations about modifications in income, career and the quality of life.

Certain factors lead to the movement of employees from their organization to another. Such factors can be viewed as “push” and “pull” factors. When employees perceive negative situation that can lead to leaving their job to a better job we say it is a “Push” such as low wage rate, job insecurity, unbalanced work and family life, conflict, unimproved career path or career progression. While “Pull” factors are when such employees perceive a positive situation that can lead to a better and a possible comfort in a job or another that can guaranty job security, job satisfaction, career and professional progression and a fat pay.

Conceptual issues

The doubt employees have about the stability and security of their job could make them seek for a better job, a good platform where they can secure and plan for a comfortable livelihood. After their doubts are clear they then become involved and ready to contribute to decisions and abide by policies that will enhance the growth of such organization. Pay and well-designed compensation package makes employee desire to stay back and work in an organization in as much as it could take care of other pulling variables. Good earnings plus career progression makes employees build their world around their working place as far as they derive satisfaction. With a right mind and consistent effectiveness the organization would witness a profitable turn around (Akinyele et’al, 2013). Being able to considerably manage the conflict that may arise between work and family life will have an impact on the level of commitment employee would show to their organization. Especially the female employees who are emotionally tied to their family members, may prefer changing job to the one that would grant them a work-life-balance benefit of which with gratitude they pay back showing a sound commitment. Employees love to work in a setting where their self-esteem is rightly boosted and the policies of the organization increases their value and worth. Organizational culture is a very viable factor that can keep an employee in the organization or can send an employee packing depending on the standard of working setting each employee prefers.

Conceptual model

Proposition 1 Guaranteed job security will encourage employee’s job involvement which will lead to positive organizational performance. The assurance is that an employee’s job is being guaranteed for a considerable number of years.

Employees provide “the occasion to use their sequestered info, which can lead to healthier resolutions for the organization” (Williamson, 2008) when they are adequately involved and certain of the security of their job. Kuye & Abdul-Hameed, (2011) reveals there is a supposition held by many intellectuals and managers that if workers are sufficiently cognizant about matters concerning them and are afforded the opportunity to make choices pertinent to their work, then there will be benefits for both the organization and the individual. Job involvement may discourage employee to withdraw. “Logically, employees who considerably engage in their jobs, psychologically, acknowledged with their jobs, may feel bound to jobs” (Kanungo, 1982) but encourages individual collectivism. It is understood

that employees' job satisfaction is dependent on career development opportunities in their respective organizations" (Sobia Shujaat et al, 2013). Career progression affects job satisfaction in the organization that has inflexible control over proficient norms which may stimulate employee to migrate. "Many sociologists considered that official involvement in the organization conflict with career standards and ethical codes, deteriorating people's commitment to an organization" (Abbott 1988; Kramer 1974; Raelin 1986). Irrespective of those resounding opinion and views by the sociologists, Hom and Griffeth (1995) established that career progression did not upset labour migration but with job satisfaction being affected labour migration might take place. Potential benefits from greater employee involvement in decision making require that employee interest be aligned with firm's interests (Ogden, 1992; Spreitzer & Mishra, 1999; Akinyele, Adegbuyi, Ogbari & Ahamdu, 2013).

Proposition 2 Career progression and good pay enhance job satisfaction and have a favourable effect on organizational performance.

Job satisfaction denotes "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke 1969). "Job satisfaction is a psychological, behavioral and occupational response by employees' towards fulfillment at their job" (Muhammad et al, 2013). According to Khalid (2013) Job satisfaction suggests an employee's awareness plus valuation of his task, and this insight is subjective to the individual's exceptional state of affairs like needs, ideals and anticipations. Employees will hence appraise their commitment on the basis of aspects, which they regard as being imperative to them such as pay, promotion, supervision, co-workers, and nature of work. The relationship that exist between pay and job satisfaction is an edge and ability an organization has to attract and retain skilled professionals. Job satisfaction is the experiences concern to the complete inherent characteristics of the job. It forecasted turnover better than perceptions of precise job attributes.

Carrell et al. (1998) express diverse views on motivation when they acknowledge that people have varying expectations about the rewards and satisfaction they seek from their jobs. "Employees embarking upon the initial path of their career are likely excited, focused upon the first stages of financial independence, and eager to see what the future brings" (Lauri Young, 2014). According to

Kamla-Raj (2013) diverse views expressed here indicate that it is imperative for employers and organizations to take career planning and management into account as employees have various expectations from the organization they work for. Shelton (2001) conducted research to analyze the impact of employee development programs on employee retention and job satisfaction with regard to business success. It was explained that human resource is a key asset for any organization. So to make any organization successful it is important to satisfy their employees in the organization. It is not only enough to fulfill their financial needs, their satisfaction matters a lot to make them happy, so organizations should have to invest in their employees as well as career development programs. Researcher analyzed that raining and development increases employee satisfaction and interest to retain in the organization. The research findings align with that of Umer (2011), when organizations provide opportunities for growth and development such as different courses and educational sponsorships then employees are more satisfied with their jobs. Also when employees are trained they perform better and get appreciations for the work done that ultimately leads to job satisfaction.

However, dissatisfaction about pay is one of the main reasons for the employees to quit (Hom, Bracker, and Julian, 1988; Ogunnaike, Oyeniyi & Adeniji ,2012; Ogunnaike, Akinbola & Ojo, 2014). Organizational generally observe low or uncompetitive wages as a principal cause of turnover. Brief and Aldag (1989) evaluated studies showing that pay can satisfy higher order needs. Without any doubt, it can be notice that the extensive assumption that pay provokes faithfulness to a firm lie beneath the customary salary surveys, which insure that current wages are competitive (Milkovich and Newman 1993). Indeed, employees often state salary as being main reason to their quit decisions. Many exit interviews show that ex-employees normally hold responsible their resignations on poor salaries (Donovan 1980; Huey and Hartley 1988; Sigardson 1982). It can be noticing that scholars of turnover have generally overlooked compensation or ignored its impact. For one, most turnover scholars got their professional degree in sociology or psychology so their turnover concepts mostly reflect current motivational theories that view pay as being unimportant to the work force (Mobley 1977).

Meritorious organizational achievements linked with satisfied employees in terms of organizational productivity and capacity enhancement (Chi & Hwang, 1990). Pay has been investigated by several researchers who have tried to explore its effects on job satisfaction (Weiss et al. 1967; Smith et al. 1969; Spector 1985). This attention was due to the old belief that to satisfy workers, one should pay them more (Judge et al. 2010). Herzberg et al. (1959) considered the pay factor to be a 'hygiene factor' that prevents the employee from being satisfied. Previous studies show that pay is positively related to overall job satisfaction and intentions to stay (Spector 1985; Igbaria et al. 1994; Meyer et al. 2002; Tutuncu and Kozak 2007).

Proposition 3

Work life balance and commitment will have an impact on organization performance

Research indicates that the existence of family support (such as alternative schedules, supervisor support, co-worker support, flex time, work-family culture and family benefits etc) within the organization helps a lot in the retention of talented employee (Gaan, 2008). Social exchange theory clearly explains the relationship between work life balance and commitment. This theory supports the possibility that work life balance policies promote employee participation in the organization to the extent that the employees feel obligated to exert "extra effort" in return for these "extra benefits". These are extra role activities that employees perform and are not mandated to do, but are beneficial towards the organization. It is a further indication of their organizational commitment (Lambert, 2000). In another theory, RJPs fortify job incumbency by strengthening assurance to the original choice of the organization (Ilgen and Seely 1974; Meglino et al. 1988). Newcomers who are completely well-versed while deciding the job experience that they have free will in building their selections (Meglino and DeNisi, 1988; Wanous, 1977, 1980) and thus they believe more accountable and committed to the decision (O'Reilly and Caldwell 1981; Salancik 1977).

Work and family are most important domains in human lives. "The two roles are often in conflict such that long work hours, reduces ones presence at home, missed activities and family with work such as child illnesses and absenteeism"(Gutek et.al., 1991). "The higher employees involvement, the higher the work-family conflict and its lead to increased burnout, lack of job satisfaction, and reduced commitment" (Adams et.al., 1996).

Proposition 4

Organizational culture can lead to employee's retention and would have an impact on organizational performance

"Organizational culture is the underlying values, beliefs, principles and practices that constitute its management system" (Denison, 1990). "Organizational culture has a strong influence on employees' performance and work attitude, it is either the glue that bonds people to an organization or what drives them away" (Mba, 2014). It was discover by (John, 1992) that organizations that have culture of emphasizing on employees initiatives and reward individuals that accomplish specific goals and work objectives will foster employees retention.

Irshad (2013) recommended the need for Organization to further improve its culture as it has the potential to retain employees, which will help it to retain its valuable assets (employees). Kehr (2004), explains that the implicit retention factors in spontaneous, expressive and pleasurable behavior and can be divided into three variables; power, achievement and affiliation. Van Knippenberg (2000), suggested that employee become more loyal and stay in the organization when they identify themselves within a group and contribute to the performance as a group as well as a structured organizational culture that an employee preferred. Kerr and Slocum (1987) suggested that organizational culture and values may moderate differences in the retention rate of strong and weak employees.

Theoretical framework

Expectancy theory

This theory was developed by Victor Vroom 1964 as a lecturer in Yale School of Management. Working with Lyman Porter, and Edward Lawler proposed that employee's "behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain" (Vroom et al, 1983). Vroom argued that a workers performance is based on personal attributes such as personality, skills, knowledge, experience and abilities.

The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that:

- There is a progressive association between efforts and performance.
- Encouraging performance will produce an anticipated reward.
- The outcome will gratify a significant need.

- The yearning to satisfy the need is resilient enough to make the effort meaningful.

Valence refers to the expressive understanding employees have in regard to rewards compared to their effort. They tend to weigh their compensation in both financial and non-financial terms so as to decide leaving a job or not. Organizations must discern what employees' value use it as a means of reward so as to retain effective employees who enhances performance.

Discussion

As the model depicts several factors that can cause employees to decide to migrate from one job, geographical area or profession to another. Nonetheless retaining good hands (employees) would secure a viable future of the organization with a robust goodwill that would keep them in business with both their present and past clients and customers. Most employees would love to be contributive, participative and get involved in the decision making process of the organization where they are intend to stay long. Pay and Career Progression is what a skilled, potential and talented employee would look at even before picking a job; if not demoralization and dissatisfaction would affect the performance of such employee.

Meanwhile the policies and structure put in place in an organization to support employees' family life and flexibility in discharging task given would go a long way to enhance employee's commitment. The nature of values, norms, ethics and interpersonal relationship that exist among employees', management and organizational customers embedded in the culture of such organization will improve the retention rate of valuable and useful employees.

Conclusion

In conclusion if the variables that lead to labour migration are strategically handled and consistently researched and worked on the performance of an organization will be in bounty and profitability will be ascertained in the long run.

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