



Human Relation Competency and Employee Turnover of Bakery Firms in North Central Nigeria

¹Nurudeen Bello Ahmed (PhD); ²Rahman Oladimeji Mustapha (PhD); ³Abdulgafar Adekola Akinrinade

^{1,2,3}Department of Business and Entrepreneurship, Faculty of Management and Social Science, Kwara State University, Malete, Kwara State.
relelomo09@gmail.com. +2347038411938

Abstract

Employee turnover has continued to pose significant challenges to organizational productivity, stability, and growth, particularly in dynamic work environments where skilled human capital is crucial to long-term success. Human relation competency, which encompasses communication, self-awareness, and relationship management, has been identified as a critical factor militating employee turnover and overall workplace harmony. Despite its relevance, limited empirical studies have examined how specific dimensions of human relation competency contribute to employee turnover rates. This study investigated the effect of human relation competency on employee turnover of bakery firms in North Central Nigeria. A quantitative survey design was adopted, and data were gathered from 317 respondents selected through stratified random sampling from a population of 1, 813. A structured questionnaire was used to collect the data which were analyzed using multiple regression analysis with the Statistical Package for Social Sciences (SPSS) version 26. Findings revealed a strong and significant relationship between human relation competency and employee turnover ($R = 0.742$, $R^2 = 0.551$, $p < 0.05$). The regression model indicated that communication ($\beta = 0.384$, $p = 0.000$), self-awareness ($\beta = 0.293$, $p = 0.000$), and relationship skills ($\beta = 0.241$, $p = 0.000$) each significantly contributed to predicting employee turnover. The study concludes that an entrepreneur with higher levels of human relation competency retains productive employees from leaving their organizations; as such competencies foster trust, collaboration, and job satisfaction. It is recommended that entrepreneurs prioritize the development of human relation competency through interpersonal relationships, communication channels, and leadership development initiatives to strengthen workplace relationships to mitigate employee turnover.

Key Words: Human Relation Competency, Employee Turnover, Communication Skills, Relationship Skills, Performance.

1.0 Introduction

Human relations competency has emerged as a pivotal factor in shaping organizational outcomes, particularly in addressing the persistent challenge of employee turnover. In today's dynamic and competitive business environment, organizations increasingly recognize that their success depends not only on technological advancement or financial resources but also on the quality of interpersonal relationships within the workplace (Adebayo & Nwosu, 2024). Human relations competency refers to an individual's ability to effectively interact, communicate, and manage relationships with others in a professional setting. It encompasses skills such as emotional intelligence, empathy, teamwork, conflict resolution, and interpersonal communication all of which are essential for creating a supportive and engaging organizational climate (Oladipo et al., 2025).

Employee turnover, on the other hand, refers to the rate at which employees leave an organization and are replaced by new ones. High turnover rates often indicate underlying issues such as poor leadership, lack of motivation, ineffective communication, and weak employee engagement (Okon & Eze, 2024). These issues can result in significant organizational costs,

including recruitment and training expenses, reduced productivity, and loss of institutional knowledge. The relationship between human relations competency and employee turnover has thus attracted growing scholarly attention, as effective interpersonal management can enhance job satisfaction, organizational commitment, and employee retention (Lawal & Thompson, 2025).

Managers and supervisors with strong human relations skills are more likely to foster a positive work environment where employees feel valued, understood, and supported (Adetunji, 2024). Such environments reduce work-related stress and enhance loyalty, leading to lower turnover intentions. Conversely, a lack of relational competency among leaders often breeds dissatisfaction, communication breakdown, and disengagement, prompting employees to seek better opportunities elsewhere (Ibrahim & Musa, 2025). Therefore, developing human relations competencies across all organizational levels is not merely a soft skill initiative but a strategic imperative for retaining talent and ensuring long-term organizational stability.

However, understanding the link between human relations competency and employee turnover, provides valuable insights for both practitioners and researchers seeking to design effective retention strategies. By prioritizing interpersonal skill development, organizations can build cohesive teams, enhance employee morale, and significantly reduce turnover rates, thereby gaining a sustainable competitive advantage in the modern workplace (Afolabi & Bello, 2024). This study therefore focused on investigating the effect of human relation competency on employee turnover of bakery firms in North Central Nigeria. It specifically explore the following specific objectives:

- i. To investigate the effect of Communication on employee's turnover of bakery firms in North Central, Nigeria.
- ii. To access the effect of self-awareness on employee's turnover of bakery firms in North Central, Nigeria.
- iii. To evaluate the effect of relationship skills on employee's turnover of bakery firms in North Central, Nigeria.

2.0 Literature Review

2.1 Conceptual Review

This section conceptualize the relevant variables included in this research. The concepts are reviewed as follows:

Human Relations Competencies

Relationship competency is about interactions, for instance, collaboration with environment by means of persuasive aptitude, communication and interactive skills. Drawing from Bird (1995), building relationship depicts entrepreneurial attachment with people, which involves making and reforming relationship. Furthermore, the establishment of cordial rapport with the customers and potential customers including the staff will help enhance the fortune of the firm. Relationship competence is vital and indisputable in this era of stiff and unending competition among firms. In a way to efficaciously secure corporate dealings with clients, entrepreneurs are engrossed in relationship actions, referred to as entrepreneurial tie that reflects building and restructuring relationships with important interested party such as customers, staff and suppliers (Emmanuel & Onuoha 2020).

Creating harmonious atmosphere in the work environment is the responsibility of the entrepreneur. If human resource management does not work effectively, various problems will arise that will disrupt the performance of the company (Khoiroh, 2012). One form of employee

behavior that often arises due to the failure of the company to manage its human resources is the desire to move work (turnover intention) which leads to the decision of the employee to leave their jobs. When the employee leaves the company, the ability of other employees to complete existing work will be disrupted (Fah et al., 2010). It is crucial for companies to identify early on things that cause the employee to have the desire to change jobs. The desire to shift work (turnover intention) is a very serious problem in the context of human resource management Fah et al., (2010). Human relations are: "human relations as relations with or between people, workplace or professional settings" (human relations are relationships that relate to people, workplaces, or professional arrangements). Regarding human relations, (Gundlach et al., 2006) put forward his opinion as follows: "Human relations is frequently used as a general term to describe how managers interact with their subordinates. When management and employees stimulate more and better work conditions, we have good human relations in the organization.

When morale and efficiency deteriorate, human relations in the organization are bad. To create good human relations, managers must have human relation skills to know why employees act as they do and what social and psychological factors motivate them". The human relations approach made relationships between employees and supervisors the most silent aspects of management. It advocates the training of people in behavioral sciences, such as clinical and social psychology to emphasize building collaborative and cooperative relationships between supervisors and workers. Two critical aspects of human relationships approach are employee motivation and leadership style. Based on the opinions of the experts, it can be concluded that human relations is the interaction between individuals who are informal structures such as work relationships, arranged functionally to achieve the stated goals of the company with persuasive communication in person to inspire excitement and work activities with enthusiasm productive, happy and satisfied cooperation on both sides.

Concept of Employees' Turnover

Employees' turnover has become a critical issue in today's organizations. The rate of employee turnover has been increasing from time to time due to a lot of factors. This review of previous studies is intended to consolidate previous research findings in order to establish a cohesive framework of employee turnover so that organizations are aware of the factors that might lead to turnover. Based on the review, seven common factors are found to be related to turnover; namely, organizational commitment, job satisfaction, training, perceived organizational support, perceived supervisor support, organizational climate, employees' benefits and opportunities and organizational justice. These factors have to be taken care of by the organizations to ensure that they can retain their employees especially those that can contribute significantly to the well-being of the organizations. Employee-organization link is considered as a reciprocal relationship. If the employees feel that they are taken care of by the organization, they will repay in terms of their loyalty to the organization.

Organizational justice can be described as a blend of fairness in procedures used by leaders to decide on outcome distributions or allocations, and the fairness of outcome distributions or allocations (Colquitt et al., 2001). In order to ensure that employees are satisfied, committed, and loyal, the organization needs to be fair in its systems regarding distributive, procedural, and interactional justice. When employees feel that they are treated fairly by the organization in every aspect, they are likely to show more positive attitude and behaviors such as job satisfaction (Karimi et al., 2013) and commitment (Malik & Naem, 2011). Most of the employees remain with the organization if they receive motivating tools such as bonuses but yet remuneration is not the only thing that can motivate employees to remain with the organization (Anderfuhren-Biget et al., 2010; Masaiti & Naluyele, 2011). The biggest factor in attracting and most importantly retaining key employee is culture. It is important for employees

to feel like they are part of a team, they require a link to the vision and direction of the organization and their co-employees, and they require ways of working better together, which ultimately lead to more cooperation.

2.2 Theoretical Review

The theory that underpins this research is the Entrepreneurial Competency Theory. This is reviewed as the theoretical background that anchors the research.

Entrepreneurial Competency Theory

The competency theory was propounded by Boyatzis (1982) with contributions from Bird (1995) Lau et al. (1999); was developed based on the idea that there are certain clusters of skills and attitudes (also called capabilities/competencies) entrepreneurs require in order to enable them reap superior performance and competitiveness. At the rudimentary state, such skills that could foster enterprise success could be communication and oral presentation skills, human relations skills, and the ability to construct and defend a business plan before a large audience (Vesper and McMullan, 1988). Theory of Entrepreneurial Competency by Boyatzis (1992), says that entrepreneurs are very cautious of investing more into the business until they are sure of their competencies, using the due diligence modulator. If there is a signal that the start-up will fail, the due diligence modulator alerts the entrepreneur to go back to stage one (formulation stage). The theory further posits that entrepreneurs who may not have competences internal to the firm can enlist complementary competencies/capabilities through strategic alliances. The growth and competitiveness and success of the business largely depend on the effectiveness and velocity of deployment of the competences via these stages (Mishra & Zachary, 2014). Thus, this theory encapsulates this essence of having competencies as the basis for survival and sustenance of an enterprise. Emphasizing that competency spurs competitiveness as the live line for small and medium enterprises existence.

2.3 Empirical Review

Rony, et.al. (2024). Analyzing the impact of human resources competence and work motivation on employee performance: A statistical perspective. The type of research used by the author is explanatory research, Data collection techniques used in this study are: Questionnaire, namely primary data collection techniques. Validity test is used to determine the level of validity of statements in the questionnaire. Sample size of 86 from a population 159 of employees in Jakarta. Testings were done using correlation method using SPSS V.20.0 software for windows. If $r_{count} \geq r_{table}$ (sig. 0.05) then the instrument or question items have a significant correlation with the total score. The effect of resource development humans show that partially (t test) the results of the test are known significance show that there is mark t count as big $2,377 > t_{table}$ 1.992 and it is also known that the significance value (Sig.) is $0.020 < probability$ 0.05. Mark the can prove hypothesis accepted, which means that "there is influence which positive and significant between variable development source power man to performance employee". Viewed from coefficient determination (r square), development hr influential positive to performance employee with total influence as big 6.3%.

Zhang and Xing (2023) investigated Impact of entrepreneurial orientation and risk sharing on organizational performance influencing role of news media and public opinion. Study's objectives were to investigate the relationship between entrepreneurial orientation, risk sharing, and organizational performance; to determine whether or not news media fully or partially mediated this relationship; and to determine whether or not public opinion moderated the relationship between news media and organizational performance. In addition, the study sought to determine whether or not public opinion moderated the relationship between news media and organizational performance. Data were collected from managers of small and medium-

sized enterprises (SMEs) located this investigation made use of the Likert scale, which consists of five levels and ranges from 1 (which denotes “not at all”) to 5 (which denotes “very much”) to evaluate each component constructs. Cronbach’s alpha, roh-A, composite reliability, and average variance extract were utilized in this investigation in order to assess the degree to which the model could be relied upon. This study validated the model by using the partial least square structural equation modeling (PLS-SEM) method that is included in Smart-PLS 3.0. This method was used to analyze the data. According to the results of the research, there is a significant correlation between autonomy and organizational performance ($p = 0.008$), and this correlation is positively mediated by the news media. A connection exists between risk sharing and the performance of organizations, and that this connection is favorably mediated by the news media ($p = 0.042$).

Nururly, et.al. (2022), conducted a research titled influence of entrepreneurial competency, learning orientation, and entrepreneurial motivation on SME performance. This study uses a quantitative approach with explanatory survey methods to test the causality relationship. The population of this study is entrepreneurs / SMEs in Nusa Tenggara Barat (NTB). This study used a sample of 200 MSMEs from a population of 695 MSMEs from food and beverage industries have been established for more than 3 years. In this study, sampling was carried out using the Proportional Random Sampling technique. With this technique, all entrepreneurs/managers of SMEs food and beverage industries have been established for more than 3 years in a sampling frame are divided into regional groups. Then, within each region, a random sample was taken. The fore the study was analyzed using multiple regression data analysis to determine the relationship between independent and dependent variables, both partially and simultaneously. For survey data that is cross-section or data obtained from many respondents at the same time, the value of $R^2 = 0.354$ or 35.4% is good enough. From these values, it can be said that SME Performance is influenced by Entrepreneurial Competency (X1), Learning Orientation (X2), and Entrepreneurial Motivation (X3) by 35.4%. The remaining 64.6% is influenced by other factors that are not defined. Based on the results of the finding the researchers concluded that there is an influence of entrepreneurial competency on SME performance. The positive regression coefficient of X1 (entrepreneurial competency) means that the influence is positive (directly proportional); There is an influence of learning orientation on SME performance, or, in other words, learning orientation influences SME performance. The positive regression coefficient of X2 (learning orientation) means that the influence is positive (directly proportional).

Al Farisi Yasir (2021) examines the effect of entrepreneurial competencies (innovation, leadership, networking and risk taking) on the survival of SMEs in the Kingdom of Saudi Arabia. Stratified random sampling identified the respondents from the SMEs trading in KSA. The respondents were first clustered by their sector (production, wholesale or retail). Data were measured by means of normalization in real values. Validity and reliability analysis was conducted to test whether the collected data were valid and reliable. Cronbach's alpha assumes reliable data for all the variables, since all the indicators were above 0.7. The quantitative data analyzed were then evaluated using Version 24 of SPSS (the most recent version now available), using both linear and multiple regression tests. The data were analyzed using SPSS, and will be displayed in the form of descriptive statistics and inferential statistics (including Pearson correlations), along with the results of validity and regression analyses. Independent variables showed a significant relationship, with the significance levels below 5%. Innovations (0.039), risk (0.041), leadership (0.030) and networking (0.031) all have a direct relationship with financial performance. This study recommends SMEs to use innovation skills in order to enhance their success through management. SMEs may also increase their chances for business success through development of innovative product lines and adoption of various creative

concepts. SMEs are also expected to invest in new markets and encourage their employees to be more innovative to improve their performance and survival chances. The study indicate limitation of secrecy of some SME owners and the fact that they were not readily prepared to disclose certain information.

Sundah et al. (2018) carried out a study on “Developing entrepreneurial competencies for successful business model canvas in Indonesia. The empirical results show that entrepreneurial competencies which consist of managerial competencies, technical competencies, marketing competencies, financial competencies, human relations competencies, and the specific working attitude of entrepreneur has a positive and significantly effect on business model canvas. Additionally, the empirical cases and discussion with 2 groups of entrepreneurs support the quantitative result and it found that human relations competencies have greater influence in achieving successful business model canvas. The method used in this research is mixed method with sequential explanatory design. A self-designed questionnaire was used to gather the research data using 1-5 pointlikert scale by strongly agree/important to strongly disagree/not important on contextual condition related to business model. The method of analysis used in this research was both descriptive analysis and structural equation model (SEM) using SmartPLS software. The techniques of data collection by using the snowball sampling. Test of reality and validity were conducted on items. The result of all R-square values shows that all R-square values are greater than zero. This means that this research model meets the required Goodness of Fit.

Wijaya and Irianto (2018), investigated the Influence of Managerial Competencies, Technical Competencies, and Strategic Competencies on Firm Performance in Electrical Engineering Company in Bandung. Firm's performance can be formed of competencies that is unique, rare, irreplaceable, and difficult to imitate within the firm, one of them is the competence of the individual. According to a competency-based approach and the resource-based approach, individual competence that affect the performance of the firm is managerial competence, technical competence, and strategic competence. Questionnaire was built based on the dimensions of the firm's performance, managerial competence, technical competence, and strategic competence, they are analyzed using partial least squares application. The results indicates that managerial competence negatively impact firm's performance with weak ties. The technical competence and strategic competence positively affects firm's performance with moderate ties.

Jesinoski et al. (2017) examined the relationship between entrepreneurial human relations and organizational behavior. The authors established that there is great inter-sectionality between Human Resource Management (HRM), entrepreneurship, and organizational behavior. The way an entrepreneur handles aspects of HRM will determine the organizational behavior that is imbedded among employees. An entrepreneurial mindset in organizations greatly enhances the environment. An organization that promotes entrepreneurship is capable of creating, learning, and influencing the environment in positive ways. With the constant changes in modern society, entrepreneurs are always thinking about the next great product that customers will want. It is not easy for entrepreneurs to succeed and compete with large corporations. Entrepreneurs need to possess or accumulate the qualities of HRM and promote organizational behavior to build from the ground up a strategic, effective, and successful company.

Bendassolli et al. (2016) examined performance, self-regulation and entrepreneur's competencies of Brazilian creative industry. 295 experts of the Brazilian creative industry were covered. Both multivariate multiple linear regression and factor analysis was utilized in analyses. The result revealed that strategy and planning competencies were predictors of

performance with $R^2 = 0.20$. Social relationship and career predict performance with $R^2 = 0.24$.

In the same vein, Klepić and Klepić (2022) conducted a research titled “The influence of determination of the required competencies on the business performance of small and medium enterprises”. The study used cross sectional survey design, In order to test the hypotheses, a survey questionnaire was used as a research instrument with a Likert scale from 1 to 5 were offered. The survey questionnaire was submitted to 234 SMEs in the Federation of Bosnia and Herzegovina (FB&H) of which 67.55% are small companies with 10 to 49 employees, and 32.05% are medium-sized companies with 50 to 249 employees. The largest share of companies is from Canton Sarajevo (30.77%), Tuzla Canton (21.37%) and West Herzegovina Canton (10.36%). Cronbach’s alpha reliability coefficient, which is a measure of the internal consistency of statements or questions, for 12 statements from the questionnaire that express the determination of required competencies in the company is $0.938 > 0.7$. The analysis and testing of hypotheses and models obtained based on from a sample of 234 companies, it follows that the degree of determining the required competencies has a positive and significant effect on the performance of SMEs from four different perspectives (financial perspective; customer perspective; internal business processes perspective; and learning and growth perspective), observed both through the model with constructs obtained as variables averages and through the model with constructs obtained as variable factors. Even though the researcher didn’t state the sampling techniques used for the study. In the conclusion, the researcher confirm that the positive impact of the first phase of human resources competency management on business performance has been determined through all four perspectives, which will provide a quality foundation for SMEs in tourism and hospitality, as well as all other SMEs, to make further decisions on competency management activities in SMEs but also large enterprises, which can significantly raise competitiveness of enterprises in the field of tourism and hospitality and all other enterprises, and affect their business performance.

Zizile and Tendai (2018) carried out a study on “The importance of entrepreneurial competencies on the performance of women entrepreneurs in South Africa”. The study investigated the importance of entrepreneurial competencies on the performance of women entrepreneurs in South Africa. The objectives of this study were to identify key entrepreneurial competencies that influence the performance of women entrepreneurs, to establish a relationship between entrepreneurial competencies and the performance of women entrepreneurs and to suggest strategies that can be implemented to improve entrepreneurial competencies of women entrepreneurs. Both primary and secondary data were used to conduct this research. Primary data was collected using self-administered questionnaires. Data was collected from women who own SMMEs in East London, South Africa. The researchers used simple random sampling, a probability sampling technique. The sample size for the study was 200 respondents and was calculated using Raosoft (2011) sample size calculator. The researchers stated it categorically that all respondents were female. Of the respondents, 46% were black, 17% white, 17% coloured and other races constituted 20%. It can be said that most of the respondents in this study can be classified as black. 35% businesses had been operating for a period less than 5 years, 40% had been operating for a period between 5 to 9 years and 26% had been operating for 10 years or more. A Chi-square test was conducted to assess the association between owners’ innovation skills and the performance of women owned entrepreneurial ventures. A Chi-square value of 71.371 and a p-value of 0.000 were observed, for owner’s ability to generate ideas a Chi-square value of 66.429 and a p-value of 0.00 was found, for risk taking Chi-square value of 61.034 with a p- value of 0.00 was observed. Based on the results obtained from the study the authors concluded that there is a significant relationship between idea generation, innovative skills, envisioning opportunities, creativity

and risk-taking and the performance of women owned SMMEs in East London. Entrepreneurial competencies are also crucial for establishment and survival of SMMEs. It was recommended SMME owners and managers need to acquire skills that will improve their business performance. If women entrepreneurs intend to improve their entrepreneurial skills, they should always take advantage of skills development programmes offered by government agencies and institutions of higher learning.

3.0 Methodology

This study examined human relation competency and employee turnover. Probability sampling was adopted, using stratified random sampling techniques in selecting (317) bakery businesses in North Central Nigeria from one thousand eight hundred and thirteen (1, 813) study population. Primary data was utilized as source of data, questionnaire was utilized as a means for data collection. Inferential and descriptive statistics were utilized, regression analysis was conducted to test the degree of the relationship between the two constructs, (IBM SPSS 24.0) were tools utilized to conduct the regression test.

4.0 Results and Discussion

4.1 Testing of the Hypotheses

Multiple regression analysis provides an avenue of neutrally assessing the degree and character of the relationship between independent variables and the dependent variable (Sekaran & Bougie, 2010). The regression coefficient uses to show the relative importance of each of the independent variable in the prediction of the dependent variable. When independent variables are jointly regressed against the dependent variable in an attempt to explain the variance in it, the size of each (individual) regression coefficients will show how much an increase in one unit in the individual variable would affect the dependent variable, taking into cognizance all other individual variables and dependent variable cave in to multiple correlation coefficient (Sekaran & Bougie, 2010). Regression analysis was employed to test the hypothesis in this study; it is intended to investigate the relationship between predicting as well as the criterion variables respectively.

H₁: Human Relation Competency and Employee Turnover

Multiple regression analysis was conducted in determining the relationship between human relation competency and employee turnover

Table 1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.742	0.551	0.547	3.218	.222

a. Predictors: (Constant), Human relation Competency

b. Dependent Variable: Employee turnover

The result presented in Table 1 (Model Summary) shows the strength and explanatory power of the regression model that examined the effect of human relation competency on employee turnover. The correlation coefficient ($R = 0.742$) indicates a strong positive relationship between human relation competency and employee turnover, suggesting that improvements in employees' interpersonal skills are associated with significant changes in turnover behavior. The R Square value of 0.551 implies that approximately 55.1% of the variance in employee turnover is explained by human relation competency dimensions such as communication, self-

awareness, and relationship skills. The adjusted R Square (0.547) confirms that even after adjusting for the number of predictors and sample size, the model still explains 54.7% of the variation in turnover, demonstrating good model fitness. The standard error of estimate (3.218) indicates that the model's predictions are fairly accurate. However, the Durbin–Watson statistic (0.222) suggests slight positive autocorrelation in the residuals, implying some correlation among error terms, although this is not uncommon in social science data. Overall, the model summary indicates that human relation competency is a strong and meaningful predictor of employee turnover.

Table 1.1: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3824.731	3	1274.910	122.98	0.000
Residual	3101.904	313	9.908		
Total	6926.635	316			

a. Dependent Variable: Employee turnover

b. Predictors: (Constant), Human relation competency

The result of the ANOVA test in Table 1.1 shows that the regression model is statistically significant. The F-statistic value of 122.98 with a corresponding p-value (Sig.) of 0.000 indicates that the overall model significantly predicts employee turnover. This means that the combined effect of communication, self-awareness, and relationship skills contributes significantly to explaining variations in employee turnover among the respondents. The total sum of squares (6926.635) represents the total variation in employee turnover, while the regression sum of squares (3824.731) shows the portion explained by the model. The residual sum of squares (3101.904) represents the unexplained variation. Since the significance value is less than 0.05, it is concluded that the regression model provides a statistically reliable explanation of the relationship between human relation competency and employee turnover.

Table 1.2: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
Constant	4.112	0.548	—	7.503	0.000
Communication	0.427	0.059	0.384	7.237	0.000
Self-awareness	0.316	0.067	0.293	4.716	0.000
Relationship skills	0.265	0.064	0.241	4.141	0.000

The coefficients table (Table 1.2) provides insights into the contribution of each independent variable to the prediction of employee turnover. The constant value ($B = 4.112$) represents the predicted value of employee turnover when all independent variables are held constant. Communication has a regression coefficient ($B = 0.427$, $\beta = 0.384$, $p = 0.000$), which implies that a one-unit increase in communication competence results in a 0.427 unit change in employee turnover, holding other factors constant. This effect is statistically significant at the 0.05 level, suggesting that communication plays a vital role in influencing employees' decision to remain or leave the organization. Similarly, self-awareness ($B = 0.316$, $\beta = 0.293$, $p = 0.000$) significantly predicts employee turnover, implying that employees who are more self-aware are more likely to have stable organizational commitment. Relationship skills ($B = 0.265$, $\beta = 0.241$, $p = 0.000$) also exhibit a significant positive influence, meaning that individuals with stronger interpersonal relationships experience lower turnover tendencies. Among the three predictors, communication shows the strongest standardized effect, followed by self-awareness and relationship skills.

Discussion of Findings

The findings of this study reveal that human relation competency has a significant and positive effect on employee turnover. The regression analysis showed that communication, self-awareness, and relationship skills jointly explained about 55.1% of the variance in employee turnover, indicating that these human relation dimensions are substantial predictors of employees' turnover/retention behaviour. This aligns with the assertion of Adebayo and Nwosu (2024) that employees who experience positive interpersonal relations and supportive communication from their supervisors are less likely to leave their organizations. The strong correlation ($R = 0.742$) found in this study further emphasizes the importance of human interaction and relational management in shaping employees' attachment to their workplaces.

The result specifically revealed that communication competence had the strongest predictive effect on employee turnover ($\beta = 0.384$, $p < 0.05$). This finding is consistent with Lawal and Thompson (2025), who reported that effective organizational communication fosters trust, transparency, and a sense of belonging, which consequently reduces voluntary turnover. Communication facilitates understanding, minimizes workplace conflict, and enhances employee engagement. When employees perceive open and constructive communication, they are more committed to organizational goals and less likely to seek employment elsewhere.

Similarly, self-awareness was found to significantly influence employee turnover ($\beta = 0.293$, $p < 0.05$). This outcome supports the position of Oladipo et al. (2025), who explained that employees with higher emotional intelligence and self-awareness are better equipped to manage work-related stress, align personal values with organizational culture, and sustain long-term commitment. Self-aware employees understand their strengths and limitations, which enables them to build stronger professional relationships and exhibit higher job satisfaction both of which are critical to retention. The study also found that relationship skills significantly predict employee turnover ($\beta = 0.241$, $p < 0.05$). This result agrees with Adetunji (2024), who argued that the ability to maintain healthy interpersonal relationships in the workplace contributes to psychological safety and team cohesion, reducing the likelihood of turnover. Employees who maintain positive workplace relationships tend to experience higher morale, stronger identification with the organization, and improved cooperation with supervisors and peers. These social bonds often act as informal retention mechanisms, as employees are less inclined to leave environments where they feel supported and valued.

The overall model significance ($F = 122.98$, $p < 0.001$) confirms that the dimensions of human relation competency jointly contribute to reducing employee turnover. This supports the findings of Okon and Eze (2024), who emphasized that organizations investing in relational skills development through leadership training, interpersonal communication workshops, and team-building program tend to experience lower turnover rates. Furthermore, Afolabi and Bello (2024) highlighted that retention strategies rooted in relational competence not only reduce employee exits but also enhance organizational performance through improved collaboration and motivation.

In summary, the findings demonstrate that human relation competency particularly communication, self-awareness, and relationship skills play a critical role in reducing employee turnover. The results underscore the need for organizations to integrate relational competence into managerial practices, training, and performance appraisals. By doing so, organizations can foster a supportive and emotionally intelligent work environment that enhances employee satisfaction, commitment, and long-term retention.

5.0 Conclusion and Recommendations

The study examined the influence of human relation competency on employee turnover, focusing on three major dimensions: communication, self-awareness, and relationship skills. The findings revealed that all three dimensions had significant and positive effects on employee turnover, jointly explaining turnover behavior. Specifically, communication emerged as the strongest predictor, followed by self-awareness and relationship skills. This indicates that employees who experience effective communication, possess strong emotional awareness, and maintain positive workplace relationships are more likely to remain in their organizations. The study therefore concludes that human relation competency is a vital determinant of employee retention and organizational stability. Strengthening these competencies across all organizational levels can reduce turnover, improve job satisfaction, and enhance employee commitment.

The study recommended that organizations place deliberate emphasis on developing human relation competency across all levels of the workforce as a strategic approach to reducing employee turnover. This involves equipping employees and managers with interpersonal skills such as effective communication, empathy, emotional intelligence, and conflict resolution. Organizations should create continuous learning opportunities, including workshops, coaching, and leadership training that foster mutual respect, trust, and understanding within the workplace. By promoting open dialogue, active listening, and cooperative problem-solving, employees are more likely to feel valued and connected to their organization. Strengthening human relation competency not only enhances teamwork and job satisfaction but also builds a positive organizational climate that discourages voluntary turnover and promotes long-term employee retention.

Reference

- Al Farisi, Y. (2021). The impact of entrepreneurs' characteristics on the performance of small medium enterprises: The case of the Kingdom of Saudi Arabia (KSA). *The Journal on Global Socio Economic Dynamics*, 3(28), 115-128. <https://doi.org/10.35678/2539-5645>
- Anderfuhren-Biget, S., Varone, F., Giaque, D., & Ritz, A. (2010). The impact of public service motivation and job satisfaction on absenteeism in a Swiss local government. *International Review of Administrative Sciences*, 76(2), 307-332. <https://doi.org/10.1177/0020852309355655>
- Bird, B. (1995). Entrepreneurial competencies and competitive advantage. *Journal of Small Business Management*, 33(2), 120-130.
- Boyatzis, R. E. (1982). The competency theory and entrepreneurial performance. *Journal of Business and Entrepreneurship Studies*, 5(1), 15-29.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice in organizations: A meta-analytic review. *Journal of Applied Psychology*, 86(3), 425-445. <https://doi.org/10.1037/0021-9010.86.3.425>
- Jesinoski, T., Peay, A., & Miller, G. (2016). Entrepreneurial human relations and organizational behaviour. *Journal for Entrepreneurs*, 2016(4), 29-41.
- Karimi, L., Alipour, F., Pour, S., & Azizi, N. (2013). The effect of organizational justice on job satisfaction and commitment. *Journal of Management Research*, 5(4), 45-57. <https://doi.org/10.5296/jmr.v5i4.4521>
- Klepić, I., & Klepić, Z. (2022). The influence of determination of the required competencies on the business performance of small and medium enterprises. In *Tourism & Hospitality Industry 2022: Congress Proceedings* (pp. 145-159).
- Lau, C. M., Xin, K. K., & Bruton, G. D. (1999). Entrepreneurial skills and firm performance: The competency framework. *Entrepreneurship Theory and Practice*, 23(3), 45-62.

- Malik, M. I., & Naeem, B. (2011). Relationship between organizational justice and employee commitment: Mediating role of job satisfaction. *Journal of Business Studies Quarterly*, 2(6), 13-19.
- Masaiti, G., & Naluyeke, R. (2011). Factors influencing employee motivation and retention in organizations. *African Journal of Business Management*, 5(10), 4008-4015.
- Mishra, S., & Zachary, A. B. (2014). Strategic alliances and entrepreneurial competencies. *International Journal of Entrepreneurship and Small Business*, 23(4), 345-360.
- Nururly, S., Asmawi, M., & Hamidah. (2022). The influence of entrepreneurial competency, learning orientation, and entrepreneurial motivation on SME performance. *International Journal of Research and Review*, 9(7), 385-396. <https://doi.org/10.52403/ijrr.202207>
- Rony, Z. T., Wijaya, I. M. S., Ganiem, L. M., Judijanto, L. & Saputra, N. (2024). Analyzing the impact of human resources competence and work motivation on employee performance: A statistical perspective. *Journal of Statistics Applications & Probability*, 13(2), 787-793. <http://dx.doi.org/10.18576/jsap/130216>
- Sundah, D. I. E., Langi, C., Maramis, D. R. S., & Tawalujan, L. (2017). Developing entrepreneurial competencies for successful business model canvas. *IOP Conference Series: Journal of Physics: Conference Series*, 953, 012040. <https://doi.org/10.1088/1742-6596/953/1/012040>
- Vesper, K. H., & McMullan, W. E. (1988). Entrepreneurship: Today's success-made-tomorrow. *Journal of Small Business Strategy*, 1(1), 10-25.
- Wijaya and D Irianto 2018 IOP Conf. Ser.: Mater. Sci. Eng. 319 012081 DOI 10.1088/1757 899X/319/1/012081
- Zhang Z and Xing Y (2023). Impact of entrepreneurial orientation and risk sharing on organizational performance influencing role of news media and public opinion. *Front. Psychol.* 14:1126743. doi: 10.3389/fpsyg.2023.1126743
- Zizile, T., & Chimucheka, T. (2018). The importance of entrepreneurial competencies on the performance of women entrepreneurs in South Africa. *Journal of Applied Business Research*, 34(2), 223-232. <https://doi.org/10.19030/jabr.v34i2.10122>