

Psycho-Demographic Predictors of Turnover Intentions among Survivors in a Consolidated Nigerian Bank.

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Abstract

This study examined psycho-demographic predictors of turnover intent among bankers in a consolidated Nigerian Bank. Eight hundred and eighty five (885) bank workers were sampled across six geo-political zones in Nigeria. A battery of tests was used to elicit their opinions using turnover intent scale, affective commitment questionnaire, and organisational citizenship behaviour questionnaire. The research was an expo-facto design. One hypothesis was generated and was tested using hierarchical regression analyses. Results revealed that job status ($\beta = .404$, $P < .01$); sex ($\beta = -.164$, $P < .05$); age ($\beta = -.186$, $P < .05$); and affective commitment ($\beta = .409$, $P < .01$) significantly independently and jointly influenced turnover intentions among bank workers in Nigeria $\{R^2 = .237$, $F(4, 880) = 69.53$; $p < .01\}$. It was recommended that encouraging workers commitment would not only reduce turnover intent, but also helps in retaining top staff of the banks, enhances overall work performance, and strengthens bank consolidation.

Keywords: Turnover intentions, Affective commitment, Gender, Bank Consolidation.

Introduction

When one thinks of who is hurt by a downsizing, the employees who lose their jobs are usually the ones who come to mind and those who remain are thought to be blessed. The truth is that even those employees who keep their jobs face new hardships. Downsizing is defined as a set of activities designed to improve organizational effectiveness and competitiveness (Cameron, 1994). The prime impetus of most downsizing endeavours is the desire for an immediate reduction of costs and increased levels of efficiency, productivity, profitability, and overall competitiveness (Farrell & Mavondo, 2004). This is the healthy side of downsizing process as observed by Gandolfi & Hansson (2010). It has also been observed that a number of firms become bloated, requiring “rightsizing” to bring workforce levels into alignment with the entire organizational system (Hitt, Keats, Harback, & Nixon, 1994). Downsizing is ubiquitous. Its arsenal transcends the shore of Africa (Macky, 2004), its victims includes blue- and white-collar workers (Williams, 2004), lower-level employees, professionals, middle managers, and higher-level workers (Zyglidopoulos, 2003), and literally permeated all industries (Datta, Guthire, Basuil, & Pandey, 2010) including the banking industry (Gandolfi, 2006).

It needs to be emphasized therefore that bankers whose banks have experienced downsizing often live in fear and anxiety of involuntary layoffs, redundancies, retrenchments, early retirements, buyout packages, golden handshakes, and branch closures (Gandolfi, 2007). And layoffs create survivors- the people who remain in a company after downsizing. It is to be noted that any increased voluntary turnover propensity among survivors would typically be dysfunctional for the organization, especially in the critical period after a downsizing event. Thus, better understanding of survivor reactions and turnover propensity seems vital to minimizing the damaging costs of downsizing. This is the crust of this research.

Turnover intention implies the desire or willingness of an employee to quit/leave his/her job in the near future or soon as there are job opportunities (Elogovan, 2001). Employees with high level of turnover intention are only physically present in an organisation while their mind is elsewhere (Sowmya & Panchanatham, 2012). When an employee’s mind is not in the organisation where he/she works, employer may not get the best out of him/her and this may be detrimental to productivity and efficiency of such an organisation. Turnover intention is an attitudinal variable that has persisted in empirical research due to its practical implications for voluntary turnover behaviour (Price, 2001; Brigham, Castro, & Shepherd, 2007). Employees’ voluntary turnover is a dangerous outcome for organisations because it increases recruitment, selection, training costs, and reduces competitive advantages (Mustapha & Mourad, 2007; Abbasi & Hollman, 2008). The emigration of some employees’ from an organisation reduces productivity, efficiency and increase the workload of the remaining employees (Miller, 2010). This study considered employees’ intention to quit rather than actual turnover because it is easier for employers to quickly identify their employees’ intention to quit and take preventive measures to stop them from quitting than actual turnover behaviour.

Organizational success and sustainability require exceptional contributions from the workforce. Employees need to go beyond the call of normal duty to generate novel ideas and see it through to commercialization. This is only possible when organizations, through innovative human resource practices, secure employees’ unalloyed commitment, citizenship and continuance with organizations. It is essential to note that organizations do take varied approaches. They are increasingly requiring their employees to work longer and longer hours (Akinyemi, 2012), and Nigerian post-consolidation banks are not an exception. However, organizations that will place a great deal of importance on the level of organisational citizenship behaviour and turnover intent among her employees stand a better chance to grow and remain competitive.

Affective commitment, which is the first component of organisational commitment, is conceptualized as the extent to which employees are emotionally attached and involved in the organisation (Mayer & Allen, 1997). Affective commitment has been associated with high performance, organisational citizenship behaviour and low absenteeism in the workplace (Organ & Ryan, 1995; Allen & Mayer, 1996; Riketta, 2002; Wasti, 2003). Researchers have argued that this phenomenon is more related to voluntary turnover and turnover intention, (Griffeth, et al., 2000; Akinyemi, 2012).

There is high incidence of voluntary turnover among bank employees in Nigeria (Ojedokun, 2008; Balogun & Olowodunoye, 2012). Although, voluntary turnover of poor performing employees is beneficial, loss of talented and skilled employees may have deleterious effects on the banking system of Nigeria (Ojedokun, 2008). Further, turnover of employees disrupts teams and smooth workflow, reduces production and quality of service, and results in loss of knowledge, innovative ideas, and new approaches (Mustapha & Mourad, 2007; Wagner, 2010). These negative consequences of employees' turnover as well as their high rates have therefore generated considerable interest among organisational behaviour and attitude researchers in understanding its causes and reducing its incidence (Griffeth, Hom, & Gaertner, 2000).

Some threatening features that one commonly associates with downsizing are the uncertainty, anxiety and frustration that often have long-term effects on the dismissed workers as well as on the survivors of restructuring (Samuel, Osinowo & Chipunza, 2009). The survivors in restructured organisations are particularly concerned about the extent of fairness (or justice) managers show. This concern could shape employees' work behaviours and attitudes positively or negatively.

While there is considerable literature about survivors' immediate reactions to a downsizing, researchers have only a limited understanding of survivors' longer-term behavioral responses, particularly in terms of survivors' willingness to remain with the firm subsequent to the downsizing but, continuously hiring new employees is costly, and frequent staff turnover affects employees' morale (Sofie, Belzar, & Young, 2003).

It is surprising that, in spite the high incidence of bank employees' turnover intention in Nigeria, most of the previous studies on bank employees in Nigeria paid less attention to this negative job attitude. Instead, they focused on productivity, occupational burnout, commitment, and fraudulent intent of bank employees (Oloyede, 2006; Oluwafemi & Balogun, 2008; Ogunbamila, 2010; Owolabi & Balogun, 2011). This present study therefore answered the call for more empirical research on bank employees by investigating the influence of demographic variables and affective commitment on turnover intent among survivors in a consolidated bank.

Based on the identified research problem, the researchers are interested in knowing whether job status, sex, age and affective commitment influence bankers' turnover intentions among survivors in a consolidated Nigerian bank.

Literature review

Shore & Wayne, (1993) addressed the question of whether perceived organisational support or the more traditional commitment concepts of affective commitment and continuance commitment were better predictors of employee behaviour (organizational citizenship behaviour and impression management). Participants were 383 employees and their managers. Although, results showed that both affective commitment and perceived organisational support were positively related organizational citizenship behaviour and continuance commitment was negatively related to organizational citizenship behaviour, perceived organisational support was the best predictor.

Tett & Meyer, (1993) compared the influences of satisfaction and commitment in the turnover process by applying path analysis to the meta-analytic correlations. Based on aggregations involving a total of 178 independent samples from 155 studies, results showed that satisfaction and commitment each contribute independently to the prediction of intention/cognitions. The results also revealed that intention/cognitions mediate nearly all of the attitudinal linkage with turnover.

Most of the studies argued that affective commitment emerged as the most consistent precursor of turnover intent (e.g. Sommers 1995). Yet it should be noticed that an employee can be simultaneously affectively, continuously and normatively committed to the organization. Some traditional studies argued that organizational commitment develops from job satisfaction (e.g. Price & Mueller, 1981) and concluded that commitment takes longer to develop and thus is more stable than job satisfaction. However, studies (e.g. Curran, 1999) showed that no significant relationship between organizational commitment and job satisfaction exists.

Eisenberger et al., (2002) conducted three studies to investigate the relationship between perceived supervisor support (PSS), perceived organizational support (POS) and employee turnover. Evidence for a positive relationship between PSS and POS was provided by the findings of the first study conducted over a sample of 314 employees drawn from a variety of organizations suggesting that PSS leads to POS. The moderating effect of supervisors' perceived status in the organization on the PSS-POS relationship was examined in the second study. For this, the survey of 300 retail sales employees revealed that PSS-POS relationship improved with perceived supervisor status in the organization. The third survey aimed at studying the role of POS in the association between PSS and employee turnover. The findings of this study were consistent with the view that POS completely mediated a negative relationship between PSS and employee turnover. It means that employees who believed that the supervisor valued their contributions and cared about their well being showed increased POS, which in turn was related to decreased turnover.

Rhoades & Eisenberger (2002) reviewed more than 70 studies concerning perceived organizational support (POS). A meta-analysis indicated that four major categories of beneficial treatment received by employees (i.e., fairness, supervisor support, organizational rewards and favourable job conditions) were associated with POS. In turn, POS was related to outcomes favorable to employees (e.g., job satisfaction, positive mood) and the organization (e.g., affective commitment, performance, and lessened withdrawal behavior). POS had strong and positive relationships with affective commitment, job satisfaction, desire to remain with the organization, positive mood at work, and turnover intentions. POS had medium relationships with job involvement, strains, withdrawal behaviors short of turnover (e.g., absenteeism and tardiness), and extra role behavior directed towards the organization. Concerning employees' treatment by the organization, the path analysis revealed, as expected, that fairness had the strongest positive relationship with POS, followed by supervisor support and rewards/job conditions. These relationships depended on processes assumed by organizational support theory: employees' belief that the organization's actions were discretionary, feeling of obligation to aid the organization, fulfillment of socio-emotional needs, and performance reward expectancies.

Employees with strong affective commitment work harder and perform better than those with weak affective commitment (Meyer & Allen, 1997). A number of studies found that affective commitment has been positively related to work effort and performance (e.g., Bycio et al., 1995; Ingram et al., 1989; Luchak & Gellatly, 2007; Sager & Johnston, 1989; Vandenberghe et al., 2004). On the other hand, affective commitment is negatively related to absenteeism, intention to leave, and turnover (Alexandrov et al., 2007; Loi et al., 2006; Paré & Tremblay, 2007; Steers, 1977; Ugboro, 2006; Vandenberghe et al., 2004).

Snape & Redman, (2003) demonstrated that both affective commitment and normative commitment were significantly related to the intention to participate in professional activities. However, affective commitment had the stronger effect. Compared to continuance commitment and normative commitment, affective commitment is the most important component of organizational commitment that employees are expected to develop and possess by their employer. The summary of the research found in the literature indicates a need for an investigation on affective commitment.

Sahin, (2011) reported a negative relationship between affect-based commitment and turnover intention. The result of the study also indicates that affective commitment partially mediated the link between psychological climate perceptions and turnover intention.

Balogun, Adetula, & Olowodunjoye, (2013) examined the extent to which job conditions (job demands and job control), psychological climate, and affective commitment predict turnover intention among Tellers and Interpersonal Relation Officers in some Nigerian Banks and whether affective commitment mediate the relationship between psychological climate and turnover intention. The results revealed significant joint and independent influence of job demands, job control, psychological climate, and affective commitment on turnover intention of bank employees. Furthermore, affective commitment directly and fully mediated the relationship between psychological climate and intention to quit. The results also revealed that interpersonal relation officers (IRO) showed higher tendency to quit their jobs than tellers.

In Nigeria, particularly, there is a dearth of empirical investigation on the relationship between employee commitment, OCB and VTI. Munene, (2008) examined some correlates of OCB in Nigeria and reported that job involvement and affective commitment had the highest zero order correlation.

In the past few years, the banking industry in Nigeria witnessed some financial crises such as persistent liquidity, poor asset management, weak corporate governance, weak capital base, and over-dependent on public sector deposits (Soludo, 2004). In order to salvage this sector, the Central Bank of Nigeria (CBN) introduced and supervised recapitalization and consolidation policies, which led to the merger, acquisition, and downsizing of some banks in Nigeria. This reduced the number of banks in Nigeria from 89 (as at June, 2004) to 25 (in December, 2005) (Adejuwo, et al., 2013; Ogungbamila, 2010), and later to 22 (later in 2011). Although recapitalization and consolidation policies were aimed at enhancing the safety of deposits and strengthening the capital base of banks in order to better finance the Nigerian economy and to effectively compete in African and global system (Ogungbamila, 2010), as Ojedokun (2008) noted it has raised some challenges for those banks that emerged after merger and acquisition. Some of these challenges identified by these authors are: inter-bank competition for the best hand in the industry, demands for high returns on investment, and closer monitoring by the regulatory authority.

These developments made most banks in Nigeria to shift from a transaction-based model to a sales/service model (Ojedokun, 2008; Ogungbamila, 2010). The sale/service model adopted by banks puts a lot of pressures on bank employees because of the increase in job targets (Ogungbamila, 2010; Adejuwon, et al., 2013). The high job targets and emotional demands placed on bank employees, as well as other stressors such as long working hour, lack of shift, job insecurity and inequality, low pay, time pressure, and the dual obligation of protecting the banks and its customers in the banking industries in Nigeria (Ogungbamila, 2010; Owolabi & Babalola, 2011) have made some employees quit, while others are preoccupied with the intention to quit as soon as they find alternative jobs with better working conditions (Ojedokun, 2008; Balogun, et al., 2012). This is an indication that Nigerian banking sector is sick (Fagbohunge, 1993) and thus requires a psychological intervention because

turnover intention may lead to rapid turnover and other negative consequences (Griffeth, et al., 2000; Water & Roach, 2006; Takase, Tamashita, & Oba, 2007; Miller, 2010). In other words, the Apex bank policy reforms in Nigeria may not provide the expected results if the employees who are to execute the policy are quitting while the remaining ones are thinking of quitting the organisation for rivalry organisations.

It is surprising that, in spite the high incidence of bank employees' turnover intention in Nigeria, most of the previous studies on bank employees in Nigeria paid less attention to this negative job attitude. Instead, they focused on productivity, occupational burnout, commitment, and fraudulent intent of bank employees (Oloyede, 2006; Oluwafemi & Balogun, 2008; Ogungbamila, 2010; Owolabi, et al., 2011).

The empirical studies presented a clear gap in literature. It is to be noted that though studies have established relationship among the independent variables and the dependent variables used in this study, there is dearth of literature establishing the influence of affective commitment, procedural justice, and psychological empowerment on organisational citizenship behaviour and turnover intent in a consolidated bank.

Research Method

Research Design

An ex-post facto design was adopted for the study.

Population of the study

The research population included all members of staff of First City Monumental Bank Plc after the merger with Finbank Plc on the 1st July 2012. It was observed that as at August to September 2012, when copies of the questionnaire were distributed to the participants, the merger was still ongoing. Some branches of Finbank Plc were still operating, although, the nomenclature had since been changed to First City Monumental Bank Plc. The population covers about two thousand eight hundred (2,800) employees working for the First City Monumental Bank Plc.

Participants

A total of eight hundred and eighty-five (885) participants randomly selected from various branches of First City Monumental Bank Plc across twenty-one states in Nigeria were participants for the study. The participants were also made up of 424 males (47.9%) and 461 females (52.1%). 35.6% (315) of the participants indicated that they were single, 59.3% (525) indicated that they were married, 0.9% (8) indicated separated, 3.4% (30) were divorced while only 0.8% (7) were widow/ers. 75.3% were Christians while 24.7% were Muslims. However, 26.2% indicated they were Hausa by ethnic group, 38.0% were Yoruba while 33.7% were Igbo. 2.1% of the total respondents however belong to other tribes different from the three major tribes in Nigeria.

Participants with less than one year work experience with FCMB/Finbank were not sampled for the study. 25.4% (225) of the bankers indicated they have worked with FCMB/Finbank for 1-3 years, 39.0% (345) have worked for 3-5 years, 35.6% (315) have worked above 5 years with FCMB/Finbank. Thus, all the sampled participants were survivors of the ongoing consolidation exercise of FCMB/Finbank.

Sampling Techniques

A multi-stage sampling technique was used in this study. Purposive sampling technique was used to select First City Monumental Bank Plc out of 18 surviving banks in Nigeria. The peculiarity of the management of Finbank and First City Monumental Bank Plc managements in carrying out their staff along in the consolidation process attracted the

interest of the researcher. Stratified random technique was used to select geo-political zones, States, bank branches. The 36 six States of the Federal Republic of Nigeria were grouped into 6 geo-political zones. The North East comprises Yobe, Adamawa, Bauchi, Bornu, Taraba. The North West has Sokoto, Kano, Kaduna, Zamfara, Jigawa, Katsina, Kebbi States. The South West comprises Ekiti, Osun, Ogun, Oyo, Lagos, and Osun States. The South East has five States viz: Enugu, Anambra, Ebonyi, Abia and Imo. The North Central comprises Benue, Nasarawa, Plateau, Kwara, Niger, and Kogi States. The South-South has Rivers, Bayelsa, Edo, Delta, Cross River, and Akwa-Ibom States. Each geo-political zone represents a stratum. The variation in the number of bank branches across the zones was noted. States like Ekiti, Zamfara, Ebonyi, Nasarawa with just a branch each of FCMB and Finbank were considered for the study. In all, 21 out of 36 States were used. Abuja was also treated as a stratum. Finally, accidental random sampling was used to select the participants because of the nature of their job. Only available respondents participated in the study.

Research Instruments

A questionnaire comprising eight (3) sections (Section A-C) was used for data collection. Section A consisted of questions relating to the biographic characteristics of the participants, section B consists of the Affective Commitment Questionnaire (ACQ), and section C had Turnover Intent Scale (TIS).

Description of Affective Commitment Questionnaire

Allen and Meyer (1990) developed a scale with eight items for the purpose of measuring affective organizational commitment. The median reliability estimate for the Affective Commitment Scale from more than 40 samples representing more than 16,000 employees from various employment groups was .85 (Allen & Meyer, 1996). The reliability estimate (Cronbach's alpha coefficient) for the Affective Commitment Scale for respondents in this study was .81.

Description of Turnover Intention Scale

Turnover Intention Scale (TIS) was developed by Camman, Fischman, Jenkins and Klesh (1983). It is a 3-item inventory designed to assess the intention of workers (employees) to leave their present employments at the slightest opportunity. The scale has an internal consistency alpha of .78. The scale is a five-point Likert-type scale that range from (1) "Strongly Agree" to (5) "Strongly Disagree". Individuals with low score indicate a low turnover intention, while high score denotes high turnover intention. In this research, reliability coefficient alpha of 0.51 is reported.

Procedure for Data Collection

Before the administration of the set of questionnaires, the researcher sought permission from the management of the First City Monumental Bank Plc. The researcher got the sample size from the target population by administering copies of the questionnaires to the employees who were given the opportunities of participating in the research.

Some of the participants completed the questionnaires given to them during work free period. This was to prevent hasty completion of the questionnaires. The questionnaires were retrieved from other participants who took the questionnaires home after two to three days. All the participants were informed that the distributed questionnaires were for research purposes and that response from them would be treated with confidence. The online participants were only sent the soft copy of the instrument through a Survey Pro- an online survey expert site. All the instructions and information were attached and sent to the e-mail of the participants.

One thousand copies of questionnaire were distributed. Only eight hundred and eighty five were used for the study. Some were not retrieved; some were not well filled while the

percentage of missing responses on some the questionnaires were too high, and thus dropped from the analysis.

Method of Statistical Analysis

A hierarchical regression analysis to assess the influences of independent variables on bankers' turnover intentions was used for the research.

Results

Table 1 showed that job status, sex, age and affective commitment will independently and jointly predict turnover intention. Hierarchical regression analyses were performed with stepwise (forward criterion) inclusion of predictor variables.

Table 1 Beta Value, R^2 and F Ratios for Independent Variables predicting turnover intent among bankers

Variables	Equation 1	Equation 2	Equation 3	Equation 4
Job status	.404	.363	.487	.486
Sex		-.164	-.195	-.538
Age			-.186	.115
Affective commitment				.409
R^2	.163 ^{xx}	.187 ^{xx}	.203 ^{xx}	.237 ^{xx}
F	9 ^{xx} 172.72	85 ^{xx} 102.6	6 ^{xx} 75.90	69.532 ^{xx}

The demographic variables of job status, sex, age, were used as control and entered first, followed by the psychological factor of affective commitment. Table 1 revealed that the proportion of variance explained by job status ($\beta = .404$, $P < .01$) is 16% ($P < .01$). In equation 2, the introduction of sex ($\beta = -.164$, $P < .05$) accounted for an increase in variance by $R^2 - \text{change} = .24$ ($P < .01$). The negative value of the beta weight implies that the male (coded 1) are higher on their intention to leave the organization than their female counterparts (coded 2). In equation 3, the introduction of age ($\beta = -.186$, $P < .05$) accounted for an increase in variance by $R^2 - \text{change} = .16$ ($P < .01$). In equation 4, the addition of affective commitment ($\beta = .409$, $P < .01$) increased the variance explained by large portion of $R^2 - \text{change} = .34$, ($P < .01$).

Conclusion

The study revealed that affective commitment significantly affects turnover intent. It was found out that employees who are low on affective commitment are higher on turnover intent than employees who are high on affective commitment. It was also found out that male bankers are higher on their intention to leave the organization than their female counterparts. The study also showed that old bank workers lower on their turnover intent than their younger counterparts. Based on these findings, it is recommended that:

Since affective commitment influenced turnover intent, bank managements would benefit immeasurably by designing strategies to boost workers level of commitment. Good pay, access to good medical facilities, study leave, reasonable targets, and good work hour will surely permeate the hearts of these bankers and bring about commitment to their organisations.

The findings of the present study may convince practitioners of the importance of turnover intention. Bank operators experiencing problems with work force turnover may be particularly interested in this study. Traditionally, turnover rates have been shown to be

influenced by many factors such as availability of job, economic conditions, management style, opportunity to leave the present job and non-work factors. This study, however, provides initial evidence that withdrawal behaviors can also be predicted based on behavioral factor that is OCB. Offering competitive salaries and wide opportunity for promotion may be somewhat difficult for many banks or may not be adequate to sustain good employees. However, banks can promote loyalty by enhancing such things as citizenship behavior among employees.

This research has some limitations. Firstly, the usage of one bank across the length and breadth of Nigeria might have sounded good; the uniformity in the culture of the bank is a major challenge to the generalization of the results of this study. Organisational culture varies across Nigerian banks, policies also differ. Thus, the downsizing which cuts across Nigerian banks has different shades as a result of cultural diversity. Thus, expectedly the process emits different behavioural responses. Thus, generalization of the findings of this study among bankers is difficult.

Secondly, future research should consider introducing some literature-driven moderating or mediating variables. Such research direction would not only bring about robustness to the research but would also add to the beauty of the research model(s).

Finally, a comparative study comprising of workers of both banking and non-banking sector would also give room for better understanding of turnover intent among Nigerians.

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