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HARCOURT**

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**ABSTRACT**

*This study examined the relationship between social information processing and employee turnover of Deposit Money Banks in Port Harcourt. A cross sectional survey design was adopted. The population of the study was 281 employees of 18 Deposit Money Banks in Port Harcourt. The sample size of 165 was determined using the Taro Yamen sample formula for sample size determination. After data cleaning, only data for 120 respondents were finally used for data analysis. The hypotheses were tested using the Spearman's rank correlation with the aid of SPSS version 23.0. The study finding revealed that there is a significant relationship between social information processing and employee turnover of Deposit Money Banks in Port Harcourt. The study thus concluded that social information processing significantly influences employee turnover of Deposit Money Banks in Port Harcourt. The study recommended that management of money deposit banks in Port Harcourt should adopt social information processing strategies to enable them increase their level of employee turnover.*

**Keywords:** Social Information Processing, Employee Turnover, Involuntary turnover, voluntary turnover

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## INTRODUCTION

The twenty-first century managers are faced with several challenges as a result of the instability in the business environment and one of such is employee retention; this has a direct bearing on intention to stay. The major reasons why employees' quit their jobs are inadequate monetary or non-monetary motivation, inadequate support from their senior colleague, uncondusive work environment, lack of training and development, absent of rewards for job well done, lack of leadership style, culture of the organisation, climate of the organisation, wrongful job design, inadequate compensation plans, non-availability of work life balance (Johanim, Tan, Zurina, Khulida & Mohamad, 2012; Sanjeevkumar & Wang, 2012). The attraction and retention of high-quality employees is more important today than ever before. A numbers of trends (globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. In human resources context, turnover can be viewed as the rate at which an employer gains and misplaces employees or how long employees tend to stay in a particular organization. Turnover is measured for individual companies and for their industry as whole (Turner, 2010).

Research suggests that to gain an accurate perspective of internal causes of turnover, it is useful to look at both quantitative and qualitative information (IDS, 2004). To identify underlying reasons for turnover, qualitative information on the reasons why employees have left is necessary. The UK Chartered Institute of Personnel and Development (CIPD, 2004) suggest that it is important employers have an understanding of their rates of labour turnover and how they affect the organization's effectiveness. Depending on the size of the business, understanding the levels of turnover across occupations, locations and particular groups of employees (such as identified high performers) can help inform a comprehensive retention strategy

(Pearce & Mawsons, 2009). By understanding the nature of the turnover problem an organization can decide whether to adopt targeted retention initiatives, for example at particular sites or groups of employees, or to manage overall levels so that there is sufficient labour (Hogarth & Dean, 2008). Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business, (Beam, 2009).

Potential negative consequences of employee turnover include operational disruption, demoralization, negative public relations, personnel costs, strategic opportunity costs, and decreased social integration, (Phillips & Connell, 2003). The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Those who are desperate for a job may take the first one that comes along to carry them through while searching for better paying employment. Also, employees tend to leave a company because of unsatisfactory performance appraisals. Low pay is good reason as to why an employee may be lacking in performance, (Rampur, 2009).

Social intelligence as one of the new areas in psychology, in the recent decades, owing to its appealing and widespread aspects has attracted the attention of psychologists, and psychiatrists, as well as other experts in various fields such as organization and management. Social intelligence is an inclusive term that embraces a wide range of skills and personal characteristics and usually refers to those interpersonal and intrapersonal skills that transcend specific areas of the previous knowledge such as intelligence and technical or professional skills (Rezayee & Khalilzadeh, 2009). Today a lot of

researchers intend to obtain deep insight about the factors effective in maximal use of the staff and managers' capabilities. A review of literature on the issue shows that the focus of diverse studies has been on the cognitive aspect of performance and the effect of emotional aspects has been generally neglected in the studies conducted on organizational behavior (Brown, 2005). For long, intelligence quota has been regarded as the main index of success in life. According to outcomes of studies done, the percentage of IQ role in an ideal performance has not been reported more than 10% and even sometimes it has been about 4% (Sobhaninejad & Yuzbashi, 2006). It is in the higher levels that the essentiality of social intelligence compared to IQ rises. In this regard, Goleman and his colleagues hold that social intelligence is of considerable use in all the organizational classes, but it takes on vital importance when it comes to the managerial hierarchy (Babayi & Mo'meni, 2005).

However, studies on employee turnover have been carried out by several scholars at different sectors, countries and cultures using different variables. Johanim *et al* (2012) examined the importance of compensation and benefits in promoting intention to stay among employees in manufacturing companies in the Northern Region of Peninsular Malaysia and found that only compensation and benefits had a positive impact on respondents' intention to stay. Sanjeevkumar and Wang (2012) carried out a study on the impact of 5 HRM practices (compensation, work life balance, organizational commitment, and compensation package and supervisor support) and employees intention to stay in public companies in Kedah, Malaysia and found that the 5 HRM practices have positive correlation to the employees' retention intention. Noraani, Aminah, Jegak & Khairuddin (2010) examined the mediating effects of work-family facilitation and family satisfaction on the relationship between job characteristics, and intention to stay among 240 single mother employees in Malaysia and

found out the importance of the job characteristic through job demand and job autonomy and provide actionable elements to alter to increase facilitation and satisfaction between work and family.

Muhammad and Umar (2012) in their work examined the influence of job burnout on intention to stay in the organization: mediating role of affective commitment among workers in Lahore city, Pakistan and found that; emotional exhaustion have significant effects on employees' intent to stay in the organization directly and through the mediation of affective commitment. Kumar et al (2012) examine the influence of organizational culture, organizational commitment and person organization fit towards turnover intention in fast food industries of Malaysia. Their findings revealed that organizational culture and organizational commitment, organization person fit has an impact on turnover intention in fast food Industry. This study departs from previous studies as it seeks to examine the relationship between social information processing and employee turnover in deposit money banks in Port Harcourt. This study will also be guided by the following research questions:

- What is the relationship between social information processing and voluntary turnover in deposit money banks in Port Harcourt?
- What is the relationship between social information processing and involuntary turnover in deposit money banks in Port Harcourt?

## LITERATURE REVIEW

### Theoretical framework

Theoretical Foundation This research is primarily based on the theoretical foundation of Bandura (1977) social learning theory and Goleman (2006) theory of social intelligence. Together, both theories provide adequate support for the hypothesis that a distance higher education learning environment is likely to have a different effect on social intelligence

development. The direction of the effect is unclear based on the theories; however, research will be discussed that might offer some clues on the direction. Bandura's Social Learning Theory The theory of social learning was developed over several years by Bandura, starting in the early 60s and (Bandura & Walters, 1963). The theory states that people learn human behaviour through observing others' behavior and the outcomes of those behaviors, which is referred to as "modeling." According to the theory, there are four necessary conditions for effective modeling. These are (a) attention paid to the model, (b) retention of the information, (c) reproduction of the action or behaviors of the model, and (d) having the motivation to imitate. Social learning is accomplished through continuous reciprocal interaction between cognitive, behavioral, and environmental influences (Bandura, 1962, 1971).

Hill, Song and West (2009) provided an in-depth review of the research related to social learning theory and Web-based learning environments. They concluded that social learning can take place in web-based learning environments, given the right conditions: interactions, group and class size, resources, culture, community, epistemological beliefs, individual learning styles, self-efficacy, and motivation. From a social learning perspective, learning takes place when participants are engaged and interacting with other humans while receiving feedback. Newer, web-based technologies make this kind of social learning environment possible, but not necessarily ubiquitous. Hill *et al.* (2009) cite several studies that support the idea of social learning beginning to take place in distance environments. Social learning can be facilitated in distance environments. Hiltz, Coppola, Rotter, Toroff, and Benbunan-Fich (2000) randomly placed each of 140 students in one of four conditions: individuals in a traditional learning environment, individuals in a distance learning environment, groups in a traditional

learning environment, and groups in a distance learning environment. They found that when students worked in a group online, the results of their work were as good or better than those in the other three conditions. However, students working individually online did poorer than all other groups.

### **Social Information Processing**

This describes social interaction within current cognitive processes: the awareness and acceptance of social situations, the defining and setting of targets, the searching of feedback or social solutions, the taking of optimal decisions, the implementation of chosen action, while at the same time observing its effectiveness (Silvera, Martinussen & Dahl, 2001; Friberg, Barlaug, Martinussen, Rosenvinge & Hjemdal, 2005; Gini, 2006 in (Sudraba *et al.*, 2014). Social information processing (SIP) theory is broadly concerned with the mental processes used by individuals to create a behavioral response during social interactions (Crick & Dodge, 1994). The theory suggests that all individuals go through six sequential processing steps, which are relatively independent of each other, during their processing of a social situation, to arrive at a decision. These steps include: (1) attention to social cues, characteristics of intent, goal generation, accessing scripts of past behavior from memory, (2) decision making, and (3) enacting the decision through behavioral responses (Dodge & Rabiner, 2004; Zelli *et al.* 1999). Adding to the complexity of this decision-making process is that emotions are hypothesized to occur with each sequential step and, therefore, play a vital role in each decision (Crick & Dodge, 1994; Dodge 1991; Dodge & Rabiner, 2004).

Specifically, hostile attribution bias was associated with the inability of an individual to regulate and express emotions. Additionally, negative emotions, such as anger, have been positively correlated with aggressive behaviour and with the inability to solve problems (Chen, Coccaro & Jacobson 2012), and have also been found to be associated with hostile

attribution bias and aggressive behavior (Arsenio and Lemerise 2004). The third step in social information processing theory is the clarification of goals in a situation: "Goals are focused arousal states which function as orientations toward producing (or wanting to produce) particular outcomes" (Crick & Dodge 1994). Individuals bring goals to a social situation, but they can revise or construct new goals in response to immediate social stimuli. Goals can be categorized as intrapersonal or interpersonal. Intrapersonal, or instrumental, goals are self-serving and promote individual gains (Crick & Dodge 1994). These intrapersonal goals tend to be more egocentric and antisocial, whereas, interpersonal goals pertain to "between person gains" that promote dealing with, and thinking about, others. Proactive aggression (in contrast to reactive aggression) is marked by a preference for intrapersonal/instrumental goals and viewed as a means to attain valuable goals or items (Arsenio, Adams, and Gold 2009; Arsenio and Lemerise 2004; Dodge, Coie, and Lynam 2006).

### **Employee Turnover**

Employees' turnover is a much studied phenomenon Shaw et al. (1998). But there is no standard reason why people leave organization (Ongori, 2006). Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover (Woods, 1995 cited in Ongori, 2006). This term is also often utilized in efforts to measure relationships of employees in an organization as they

leave, regardless of reason. Now days, the issue of employee turnover has become a major concern for many organizations and it occurs when employees leave their job.

According to Arokiasamy (2013) when an employee leaves the organization, it may have a variety of effects that is not only on organization interest but also on the employee him/herself and the society. Suleiman & Som (2013) cited in Asamoah and Eugene (2016) asserted that turnover is expensive since organization has to spend a lot of money to advertise, recruit, select and hire new employees. After a lot of effort has been made in recruitment, training and development, employees leave the establishment for other jobs. And turnover intention is the crucial stage before the actual turnover occurs.

In the words of Allen (2000), of concern to the organization is employees voluntary termination of his employment contract, this is paramount because, Given the negative impact of voluntary turnover on the effectiveness of an organization, organizational leaders seek better ways to retain valuable employees (Dong, Mitchell, Lee, Holtom, & Hinkin, 2012). Factors such as increased competition among organizations, high demand of skilled employees, and the cost of turnover, have increased the importance of employee retention (Davidson, Timo, & Wang, 2010) Employee retention rate has become a key performance indicator for many organizations (Moussa, 2013). Turnover intention refers to an employee's intention to voluntarily leave an organization (Jehanzeb, Rasheed, & Rasheed, 2013). The opposite of turnover intention is intent to stay (Costen & Salazar, 2011).

### **Measures of Employee turnover: Voluntary Turnover**

According to Kazi and Sadeh (2011), employee turnover can be categorized as involuntary and voluntary turnover. Voluntary turnover refers to termination initiated by employees (Armstrong, 2004). In other words, it depends on the decision of employee due to

various reasons that are perceived by employees. Noe, Hollanbeck, Gerhart and Wright (2006) posit that when employees leave organizations at their own discretion, it is referred to as voluntary turnover. It is initiated by the choice of an employee. A similar definition is given by Egan (2005) stating that an instance of voluntary turnover reflects an employee's decision to leave an organization, whereas an instance of involuntary employee turnover or a discharge reflects an employer's decision to terminate the employment relationship.

However, Carmeli (2003) explains that modeling turnover in this manner can vary significantly from an employee viewpoint to that of the employer. Long *et al.* (2002) supported that an employee whose performance is below average may be forced out of an organization with threats of firing or with unattractive hours or assignments, yet if the employee initiates the terminations himself, they are recorded as voluntary. Staw (1980), voluntary employee turnover can be caused by lack of job satisfaction, alternative job opportunities as well as job stress. When looking at voluntary turnover, it is important to consider attractions such as available alternatives. However, voluntary employee turnover can be predicted and in turn be controlled.

### **Involuntary turnover**

Involuntary turnover are beyond the control of management, it happen when an employee has no choice in the termination process. It can result from different situation like, dismissal, retirement, health issue, etc. Involuntary employee turnover according to Booth and Hamer (2007) is a discharge that reflects an employer's decision to terminate the employment relationship. Griffeth (2003) reported that involuntary employee turnover includes death, retirement and dismissal. Boxall and Purcell (2003) further explained that turnover initiated by an employee such as resigning to take care of a terminally ill family member should also be considered as involuntary

turnover since it involves reasons over which the employee has no control. Carmelli (2003) also defines involuntary turnover as the need to cut costs, downsize or restructure due to reasons which are independent of the affected employee(s). This represents a decision or choice made by the employer. Chiu and Francesco (2003) think that the distinction between voluntary and involuntary turnover is important but no straightforward. Employees leaving organizations may wish not to disclose the real reasons for leaving as they are dependent on the organization for future reference.

### **Social Information Process and Employee Turnover**

Agreed that there are many factors that affect the performance of managers or are associated with it, it can be said that in the organizations that have impacting nature and need to offer new services to customers, variables like managers' ability in establishing relationship with personnel and customers, as well as their ability in recognition of the personal and social characteristics of the individuals and generally their high social intelligence (social skills, social information processing, social awareness and social desirability) which entails the managers' ability in decision making at times of crisis, is taken as a competitive advantage for the organization. The studies have explored a positive and significant relationship between managers' social intelligence and the teachers' satisfaction with their job.

From the foregoing point of view, we hereby hypothesized thus:

**Ho<sub>1</sub>:** There is no significant relationship between social information processing and voluntary turnover in deposit money banks in Port Harcourt.

**Ho<sub>2</sub>:** There is no significant relationship between social information processing and involuntary turnover in deposit money banks in Port Harcourt.



**Figure 1: Conceptual Framework for the hypothesized relationship Market expansion and organizational sustainability**

**Source: Author’s Desk Research, 2019**

**METHODOLOGY**

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The target population comprised of middle and lower management staff including the support staff of the Zonal/Area offices of the eighteen (18) Deposit Money Banks in Port Harcourt. The population was 281. The sample size of 165 was arrived at using Taro Yamane’s formula. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of SPSS version 23.0.

**DATA ANALYSIS AND RESULTS**

**Bivariate Analysis**

Secondary data analysis was carried out using the Spearman’s Rank Order Correlation Statistics at a 95% confidence interval. Specifically, the tests cover a Ho1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman Rank Order Correlation Coefficient to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in (p> 0.05) or rejecting the null hypothesis in (p <0.05).

**Table 1 Correlation Matrix for Social Information Processing and Employee Turnover**

			Social Information Processing	Voluntary Turnover	Involuntary Turnover
Spearman's rho	Social Information Processing	Correlation Coefficient	1.000	.811**	.844**
		Sig. (2-tailed)	.	.000	.000
		N	120	120	120
	Voluntary Turnover	Correlation Coefficient	.811**	1.000	.852**
		Sig. (2-tailed)	.000	.	.000
		N	120	120	120
	Involuntary Turnover	Correlation Coefficient	.844**	.852**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	120	120	120

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Research Data 2019 and SPSS output version 23.0**

Table 1 illustrated the test for the first two previously postulated bivariate hypothetical statements.



***Ho<sub>1</sub>: There is no significant relationship between social information processing and voluntary turnover in deposit money banks in Port Harcourt.***

The correlation coefficient (r) showed that there is a significant and positive relationship between social information processing and voluntary turnover. The rho value 0.811 indicated this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between social information processing and voluntary turnover in deposit money banks in Port Harcourt.

***Ho<sub>2</sub>: There is no significant relationship between social information processing and involuntary turnover in deposit money banks in Port Harcourt.***

The correlation coefficient (r) showed that there is a significant and positive relationship between social information processing and involuntary turnover. The rho value 0.844 indicated this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between social information processing and involuntary turnover in deposit money banks in Port Harcourt.

## **DISCUSSION OF FINDINGS**

This study using descriptive and inferential statistical methods investigated the relationship between social information processing and employee turnover in deposit money banks in Port Harcourt. The findings revealed a positive significant relationship between social information processing and employee turnover

using the Spearman rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that social information processing has a significant relationship with employee turnover in Deposit Money Banks in Port Harcourt. This reinforced previous studies by Thompson, (2007) that managers can induce a positive employee experience and culture through the application of positive affectivity. Agreed that there are many factors that affect the performance of managers or are associated with it, It can be said that in the organizations that have impacting nature and need to offer new services to customers, variables like managers' ability in establishing relationship with personnel and customers, as well as their ability in recognition of the personal and social characteristics of the individuals and generally their high social intelligence (social skills, social information processing, social awareness and social desirability) which entails the managers' ability in decision making at times of crisis, is taken as a competitive advantage for the organization. The studies have explored a positive and significant relationship between managers' social intelligence and the teachers' satisfaction with their job. Among three components of social intelligence the component of social skills, and processing social information are the best predictors of job satisfaction (Rezayee & Khalilzadeh, 2009).

## **CONCLUSION AND RECOMMENDATIONS**

The idea which necessitated this study was to examine the relationship between social information processing and employee turnover in Deposit Money Banks in Port Harcourt. From the data generated and analysed, it was empirically discovered that a strong positive and significant relationship between social information processing and employee turnover in money deposit banks in Port Harcourt. Based on results and the findings of the present study, our study revealed that social information processing increases as voluntary turnover and involuntary

turnover also increases among workers in money deposit banks.

Based on the discussion and conclusion above, the following recommendations are hereby made:

- The money deposit banks in Port Harcourt should adopt social intelligence dimensions social information processing, social awareness and social skills as strategies to enable them increase their level of employee turnover.

- Managers should be aware of the fact that analytical skills are not the only essential things, but especially the ability to be socially intelligent is important. If they aim at motivating their employees towards more commitment or even towards thinking and acting entrepreneurially they have to be socially intelligent.

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