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EMPLOYEE EMPOWERMENT AND EMPLOYEE TURNOVER IN DEPOSIT MONEY BANKS IN PORT HARCOURT

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ABSTRACT

This study examined the relationship between employee empowerment and employee turnover in Deposit Money Banks in Port Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 202 employees of 21 Deposit Money Banks in Port Harcourt. The sample size of 134 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that employee empowerment positively and significantly influences employee turnover in Deposit Money Banks in Port Harcourt, Nigeria. The study recommended that the management of Deposit money banks should endeavour to empower their staff. In an organization where employees are empowered, collective decision-making and the balanced distribution of authority and responsibility not only increase the employee's efficiency, work satisfaction and organizational commitment, but also improves the employee's capacity of meeting expectations and of adapting to change.

Keywords: *Employee Empowerment, Employee Turnover, Deposit Money Banks*

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INTRODUCTION

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 a whole (Albrecht & Andreetta, 2011).

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) suggests 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, (Ali, 2016). 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, 2013). Also, lack of employee empowerment is also attributed to be a reason for employee turnover in organizations

Employee empowerment has engaged the attention of both academics and practitioners following the change in employment relationship in the last decade. The dominant practices in most organizations are downsizing, externalization of work, flattening of organizational levels which have been attributed to decline in workforce loyalty, commitment, satisfaction and overall performance. These trends in employment relationship have necessitated a closer look at the human resources of an organization, resulting in consensus amongst scholars that organization growth and competitive advantage largely depends on human resources (Wright & McMahan, 2011). In 1990s, more attention to employee needs was given a priority and policies such as participative decision making, autonomous work groups, training and development were the central theme in most organizations giving rise to the concept of employee empowerment. Studies in employee empowerment and various personal and work outcomes were undertaken, although mixed research findings were reported.

Employee empowerment means giving employees the authority, skills, and selfcontrol to perform their tasks (Slocum and Hellriegel, 2007). Employee empowerment is a term that is used to express the ways in which non-managerial staff members can make decisions without consulting their managers. These decisions can be small or large, depending upon the degree of power with which the company wishes to invest in employees. Employee empowerment can begin with training and converting a whole company to an empowerment model. Conversely, it might merely mean giving employees the ability to make some decisions on their own. From the employee perspective, it's about responsibility, ownership, and accountability. It's also about trust; the employee is given the keys to the castle and trusted to do what's right for the customer and for the business (Patterson, 1998).

Employee empowerment is a process of giving authority to the employees to make necessary important decisions on their own about their day to day activities (Hass, 2010). In order to expedite the process of providing quick services to the customers, it is inevitable for the employees to take quick corrective actions so as to save the precious time of customers. If cases are procrastinated, the organization may lose many of its customers. Empowered employees are expected to perform their work more effectively and efficiently than non-empowered employees. The importance of employees' empowerment in service industry like banking industry cannot be condoned. The results of different empowerment studies conducted in different settings are inconsistent (Powpaka, 2008). For example, Bhatnagar (2007) conducted his study in India and concluded that some of the empowerment dimensions were positively related to organizational commitment and some other dimensions were negatively or not related to organizational commitment (Bhatnagar, 2007).

This study therefore examined the relationship between employee empowerment and employee turnover in deposit money banks in Port Harcourt.

Furthermore, this study was guided by the following research questions:

- What is the relationship between employee empowerment and voluntary turnover in deposit money banks in Port Harcourt?
- What is the relationship between employee empowerment and involuntary turnover in deposit money banks in Port Harcourt?

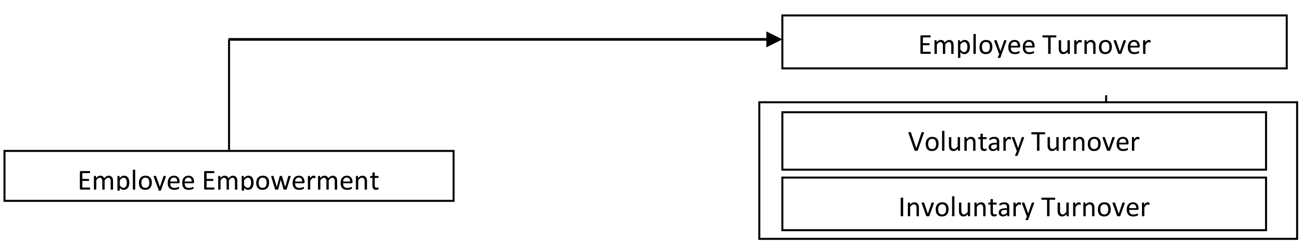

Fig.1 Conceptual Framework for the relationship between employee empowerment and employee turnover

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Expectancy Theory

Turnover is described as the movement of employees out of the organization or any permanent departure beyond organizational boundaries. This study was based on expectancy theory of motivation. The Expectancy theory is one of the process theories of motivation that was pioneered by Edward Tolman but was brought to fame by Victor Vroom. The expectancy theorists put forth the premise that employees are motivated to put up their best because of the desired results or outcome (Redmond, 2014). These theorists argue that employee performance is influenced by anticipated outcomes (Fang, 2008). This theory posits that individuals are motivated when they believe that they will get what they desire in the form of a reward.

Vroom's Expectancy Theory attempts to explain the motivated behaviour as goal oriented. He argues that people tend to act in a hedonistic manner (Vroom, 1964) preferring the actions that will bring the highest subjective utility. Essentially, the expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1993). As a consequence, behaviour could be oriented towards anticipated and individualized goals. Vroom's theory states that the 'choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behaviour' (Vroom, 1964). So, people choose among available alternatives in a conscious way and the choices are carefully related to psychological processes, particularly perception and the formation of beliefs and attitudes (Pinder, 1984).

Motivation is determined by three factors: expectancy, instrumentality and valence.

$M = E \times I \times V$

People will be motivated when they believe that effort will lead to performance, they can see a clear link between performance and certain results and the results are important for them.

In a more developed form, this theory may be expressed as below:

$$E = A \times \left(\sum_{j=1}^{n} I_{ij} \times V_j \right)$$

E = is the effort/the intensity of the effort;

A = is the expectancy that effort will lead to performance;

Iij = is the instrumentality of the performance i to achieve a second level result j;

Vj = is the valence of the second level result;

n= is the number of second level results.

Vroom (1964), states that an outcome is positively valent if the person believes that it holds high instrumentality for the acquisition of positively valent consequences and the avoidance of negatively valent outcomes. Also, 'if you believe that a particular behavior will certainly lead to a particular outcome, but place no value on that outcome; you will not be motivated to behave in that way. On the other hand, if you place a high value on a goal, but expect that the probability of attaining it is zero, your motivation will again be zero' (Buchanan and Huczynski, 1985). The instrumentality is what links an outcome to other outcomes. Expectancy is the strength of a person's belief about whether a particular outcome is possible.

The absence of any factor from the formula will lead to a lack of motivation (that is why in the above formula there is a multiplication and not an addition sign). So, if any of the model's factors is null, motivation will also be null. As Eraly (2009) states, the model does not refer to motivation in general, but to the motivation of doing something (in our case civil servants' work motivation). According to Luthans (1989) everyone has a unique combination of valences, instrumentalities and expectancies. The VIE model (as the expectancy theory is also called) indicates only the conceptual determinants of motivation and how they are related and does not provide specific suggestions on what motivates employees in an organization which influences turnover (Luthans, 1989).

Commission compensation structures leverage this theory by allowing employees to earn as much money as they desire, completely based on their job performance. Making sure that employees always expect future pay raises and potential job promotions can keep them working hard to achieve personal goals. The commission-based pay model is a compensation package that is determined by the quantity of sales made by employees. Rewards for employees under this scheme are dependent on the percentage of total sales made by employees. In this case, the more the sales, the better the reward. Although commission-based salaries also include a base payment (salary), the per cent of the salary is made up of the commission. The concept behind paying by commission is that sales representatives often work harder to make sales because their salaries depend on the percentage of the commission. In other words, the point of motivation is powered by expectation which stands as reward for performance (Chiang & Birtch 2006).

Employee Empowerment

Employee empowerment is one of the effective techniques for increasing productivity in employee and optimal use of capacity their individual and group abilities in order to achieve organizational objectives. Empowerment is a process in which through the development and influence expand and the capabilities of individuals and teams will be help to improve and performance continuous improvement. In other words, empowerment is a development strategy and organizational prosperity. In this section, with a practical approach has been paid to concept of employee empowerment, explain of dimensions this concept, definitions, organizational characteristics of formidable employee, factors affecting on empowerment, achievements and obstacles in organizations. (Gilaninia, 2012).

Many institutions and companies show explicit attention to its human resources in the light of the rapid changes and the enormous challenges it faces, and to pursuit the organization competitive advantages. That resulted in expressing the interest in the individuals working in the organizations through implementing the empowerment approach as it has a clear impact in creating trust between the management and the employees, adding to that expanding the responsibilities, and solving problems smoothly through delegation of authorities, as well as motivating individuals to participate in the decision-making moving towards applying the concept of the decentralization effectively. Melhem, (2009) explained that the concept of empowerment began to emerge after the nineties of last century; it did not emerge suddenly but rather was a cumulative and evolutionary result throughout more than hundred years of evolution in various administrative concepts.

Employee empowerment as defined by Langbein (2000); Dainty et al., (2002); Arneson and Ekberg, (2006) refers to “The delegation of power and responsibility from higher levels in the organizational hierarchy to lower level employees, especially the power to make decisions”. Moreover, it can be defined as “To enhance the effectiveness and performance of individuals and work units”. Additionally, (Ettorre, 1997) defined Employees' Empowerment as “employees having self-directed decision-making capabilities, and acting as partners in the business, with the focus on lower administrative levels, Moreover, empowerment does not only mean the delegation of employees to have decision-making powers, but it also means setting goals and allowing employees to participate”. Hence, the common factor between all the definitions mentioned above is the emphasizing of the importance of employee’s participation in decision-making and giving those powers and adequate information in order to increase their motivation and encourage them to execute their tasks well. Based on the previous definitions, and according to the researchers‟ opinion, the empowerment of employees can be defined as “The process that the organization management implements benefiting from the ideas, energies, and knowledge of its member employees. Also train, motivate, and encourage the employees to use their creativity in work, and involving them in the decision-making process, in order to achieve the goals of the organization, and raise its efficiency in the competitive environment in proportion to its technological, cultural and environmental capacity". According to Raub and Robert, (2010) "empowerment is associated with job satisfaction, managerial effectiveness (Spreitzer, 1997), creativity, and team performance (Kirkman and Rosen, 1997) and negatively related to strain (Spreitzer, 1997) .

However Al-Haddad and Kontour, (2015) stated that the application of the empowerment process on a wide range within the organization will lead to success in the long-term run, moreover, it has a direct link and impact on the performance level of the employees, and their feel of fulfilment. Therefore, the empowerment creates a sense of commitment and loyalty to the employees of the organization, leading to a more approachable and flexible organization. As the organization has to develop itself constantly to keep up with the changes of the fast-tracked business environment, the organization that works on its employees empowerment strategy will find them more willing to accept and adapt to changes, this will also mitigate the fear of the organization from its employees resistance to change, and help them in accepting the participation of any initiative carried out, the change in the organization cannot happen if the employee is not aware of the importance of change.

Concept of Employee Turnover

Employees' turnover is a much studied phenomenon (Shaw et al. 1998).But there is no standard reason why people leave organization (Ongori, 2007). 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.

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).

Turnover Intention

According to Kauret al. (2013), turnover intention is the probability that an individual will change his or her job within a certain time and thus it leads to actual turnover. As explained by David (2008), employee turnover intention is the stronger turnover predictor when compared with other predictors. The measurement of turnover intention can determine the likelihood of the staff leaving the organization and it helps to determine how one can find opportunities to reduce the overall turnover Kaur,*et al*. (2013). As noted by Ali,*et al.* (2016), there is evidence to indicate that workers typically make a conscious decision to do so before actually leaving their jobs. This relationship is supporting by the attitude-behavior theory, which holds that one's intention to perform a specific behavior is the immediate determinant of that behavior. Based on this concept, the researcher taking turnover intention to measure employees' current feeling to stay or quit their current job.

Causes of Employee Turnover

Employees in different organization leave their job due to multiple factors. As explained by Arokiasamy (2013), job satisfaction can be one of the reasons for employee turnover. It might happen due to low pay, lack of career progression, poor relationship between employer and employees and bad fit between the work force and the job. In addition, Chaitra and Murthy (2015), argue that employees leave their job due to demographics and biographic factors e.g. financial rewards, work environment, promotion, feeling of employee self-accomplishment and self-recognition, over stress of employees, alternative opportunities, relationship with top management etc. Mathis and Jackson (1994) classified the factors that are associated with employee turnover as external factors, personal characteristics, and work related factors. External factors are the attractiveness and availability of alternative; it can be other job alternative. Personal characteristics include high education level, age and so on. The work related factor can be poor rewards system and other reasons.

Measures of Employee Turnover

Voluntary Turnover

According to Kazi and Sadeh, (2011), employee turnover can be categorized as involuntary and voluntary turnover. Voluntary turnover refer to termination initiated by employees (Armstrong,2010). In other word, it depends on the decision of employee due to various reasons that are perceived by employees. Noe (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 modelling 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 (2007), 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.

Relationship between Employee Empowerment and Employee Turnover

Employee empowerment has widely been recognized as an essential contributor to organizational success with many authors observing a direct relationship between the level of employee empowerment and employee performance (Spreitzer, 1995; Kirkman and Rosen, 1999). Empowering employees enables organizations to be more flexible and responsive and can lead to improvements in both individual and 22 organizational performance (Dainty, Bryman & Price 2002). Similarly, it is maintained that employee empowerment is critical to organizational innovativeness (Gomez and Rosen, 2001) and effectiveness (Morrell & Wilkinson, 2002).

Employee empowerment leads to increased Productivity, Efficiency and Effectiveness because managers are freed up to be coaches, mentors and advisers. Use of teams increase productivity and reduced costs. Empowered employees are able to improve service delivery within their sphere of operations, thus enabling cost savings. Empowerment sparks new ideas and concepts throughout the organization, including ways to reduce waste and increase productivity and efficiency (Bednarz, 2012). Empowered employees are more engaged resulting in better retention and a higher quality of customer service. Empowered people also are more motivated, leading to better performance and higher productivity. Employees often have excellent ideas about how productivity can be improved and costs reduced within their company. Empowered employees feel free to challenge the status quo, which is critical for companies in today's fast-changing, technology-driven environment. Employees and the companies they work for can become too complacent, doing things the way they've always done them. Unless employees feel comfortable questioning the status quo, those companies are likely to stagnant as competitors move swiftly past them (Grensing-Pophal, 2010).

Al-Haddad and kontour, (2015) stated that the application of the empowerment process on a wide range within the organization will lead to success in the long-term run, moreover, it has a direct link and impact on the performance level of the employees, and their feel of fulfilment. Therefore, the empowerment creates a sense of commitment and loyalty to the employees of the organization, leading to a more approachable and flexible organization. As the organization has to develop itself constantly to keep up with the changes of the fast-tracked business environment, the organization that works on its employees empowerment strategy will find them more willing to accept and adapt to changes, this will also mitigate the fear of the organization from its employees resistance to change, and help them in accepting the participation of any initiative carried out, the change in the organization cannot happen if the employee is not aware of the importance of change.

From the foregoing point of discussion, the hereby hypothesized that:

Ho_1: There is no significant relationship between employee empowerment and voluntary turnover in deposit money banks in Port Harcourt.

Ho_2: There is no significant relationship between employee empowerment and involuntary turnover in deposit money banks in Port Harcourt.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through self- administered questionnaire. The population of the study was 202 employees of 21 Deposit Money Banks in Port Harcourt. The sample size of 134 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Tests of Hypotheses

Table 1: Correlations Matrix Employee Empowerment and Employee Turnover (n=119)

			Employee Empowerment	Voluntary Turnover	Involuntary Turnover
Spearman's rho	Employee Empowerment	Correlation Coefficient	1.000	.694**	.897**
		Sig. (2-tailed)	.	.000	.000
		N	119	119	119
	Voluntary Turnover	Correlation Coefficient	.694**	1.000	.799**
		Sig. (2-tailed)	.000	.	.000
		N	119	119	119
	Involuntary Turnover	Correlation Coefficient	.897**	.799**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	119	119	119

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

Source: Research Data 2019 and SPSS output version 23.0

Table 1 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

Ho_1: There is no significant relationship between employee empowerment and voluntary turnover in deposit money banks in Port Harcourt.

The correlation coefficient (r) showed that there is a significant and positive relationship between employee empowerment and voluntary turnover. The *rho* value 0.694 indicated this relationship and it was significant at p 0.000<0.05. The correlation coefficient represented a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee empowerment and voluntary turnover in deposit money banks in Port Harcourt.

Ho_2: There is no significant relationship between employee empowerment and involuntary turnover in deposit money banks in Port Harcourt.

The correlation coefficient (r) showed that there is a significant and positive relationship between employee empowerment and involuntary turnover. The *rho* value 0.897 indicated this relationship and it was significant at p 0.000<0.05. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld.

Thus, there is a significant relationship between employee empowerment and involuntary turnover in deposit money banks in Port Harcourt.

DISCUSSION OF FINDINGS

The hypotheses sought to examine the relationship between employee empowerment and employee turnover in deposit money bank in Port Harcourt**.** The study findings revealed that there is a significant relationship employee empowerment and employee turnover in deposit money banks in Port Harcourt. This finding agreed with the views of Al-Haddad and kontour, (2015) stated that the application of the empowerment process on a wide range within the organization will lead to success in the long-term run, moreover, it has a direct link and impact on the performance level of the employees, and their feel of fulfilment. Therefore, the empowerment creates a sense of commitment and loyalty to the employees of the organization, leading to a more approachable and flexible organization. As the organization has to develop itself constantly to keep up with the changes of the fast-tracked business environment, the organization that works on its employees empowerment strategy will find them more willing to accept and adapt to changes, this will also mitigate the fear of the organization from its employees resistance to change, and help them in accepting the participation of any initiative carried out, the change in the organization cannot happen if the employee is not aware of the importance of change.

CONCLUSION AND RECOMMENDATIONS

This study concluded that employee empowerment life significantly influences employee turnover in deposit money banks in Port Harcourt. The study thus recommended that the management of Deposit money banks should endeavour to empower their staff. In an organization where employees are empowered, collective decision-making and the balanced distribution of authority and responsibility not only increase the employee's efficiency, work satisfaction and organizational commitment, but also improves the employee's capacity of meeting expectations and of adapting to change.

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