

Mechanical Work-Flow Process of Telecommunication Sector in Nigeria: Understanding Motivation Through Leave Process

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Abstract: Intention to leave in Nigeria has been identified as a predicament that hinders most organisations productivity. As a result, Nigeria telecommunication sector has experienced a massive loss in performance in the past five (5) years. The purpose of this study examined the determinants of employee intention to leave in the Nigerian telecommunication sector. This study will conduct various academic journals and extensive literature related to the turnover intention and intention to leave an employee in Nigeria. Articles from past studies were analysed and evaluated using a systematic review used on the previous studies related to this study. The expected results will help affirm the relationship between job satisfaction, role overload, organisational justice, and intention to leave. It will also confirm the relationship between job embeddedness, leader-member exchange and turnover intention in the Nigeria telecommunication sector. This study's findings will help reduce the employee intention to leave, increase productivity, reduce turnover costs, and increase Nigeria's economy.

Keywords: turnover, intention to leave, job satisfaction, role overload, organisational justice, leadership, commitment, job embeddedness

1.0 Introduction

The turnover intention has been an increasing dilemma for most Nigerian organisations. Studies have made vast differences between the concept of intention to leave and actual turnover intention [1]. Several studies have identified these constructs and finally used the related terms: withdrawal intention, intention to leave and intention to leave [2]. A study conducted agreed that most employees want to leave their job, but they also want to quit the job roles, job title, and organisation [3]. From the Nigeria Statistics Data Analysis Report in 2019, Nigeria telecommunication sector has had an increasing rate of employee turnover for the past five (5) years, such as 2015 (16.4%), 2016 (18.2%), 2017 (11.5%), 2018 (23.9%) and 2019 (25.5%). These turnover increases have affected the sector drastically [4].

The study conducted [5] indicates that over 23.1% of employees in the telecommunication sector quit their jobs

and responsibilities within the first year due to various issues associated with turnover intention. These authors also affirmed that job satisfaction, role overload, organisational justice, Leader-member exchange, organisational commitment and job embeddedness contributes towards employee Intention to leave [6]. The data proved that Nigeria's telecommunication sector has an increasing employee turnover rate, which has reduced the employees' chance of career growth and effective decision-making [2]. However, these challenges promoted employees leaving the telecommunication sector in Nigeria for better jobs alternatives [2]. Therefore, the telecommunication sector in Nigeria is experiencing an imbalance of the business environment due to the high rate of employee turnover intention that has gradually influenced the rate of telecommunication sector performance in Nigeria [7]. High employee turnover has affirmed an issue that affects the telecommunication sector, which prompted this study to navigate desirable solutions to remedy these challenges [8]. In Lagos State, the telecommunication sector suffered drastic employee turnover intentions, which has hindered the industry from achieving its goals [9]. These high rates of intention to leave have created significant concern for employees, the telecommunication sector, and the Lagos state of Nigeria effectively [10]. This study would highlight the issues that triggered the increase in employee intention to leave and its effects on the telecommunication sector sequentially [10]. The identified problems have also affected Lagos's economy regarding the high rate of tax defaulters for both employees and the telecommunication sectors. Therefore, intention to leave has been an issue that negatively influenced most organisations, especially the telecommunication sector in Nigeria [11].

2.0 Literature review

2.1 The Intention to Leave

Intention to leave refers to the strength of an individual's view that they do not want to stay with their employer [12]. It can apply as an indication of the likelihood that an employee will leave their organisation [2]. These authors suggest that the intention to leave starts with the employees' assessment of their current job situation, from which they progress through further phases until they arrive at the intention to quit, the ultimate result of which can be a

decision to leave the organisation [13]. Turnover intention is an employee's desire to leave their current organisation [14].

A high labour turnover rate could be catastrophic to an organisation's productivity if skilful employees often quit their jobs [10]. However, few authors argued that a high rate of employee turnover could destabilise an organisation and de-motivate employees who endeavour to keep up levels of outputs and services against a background of employee vacant positions, inexperienced employees, and general discontentment [15].

2.2 Determinants of Intention to Leave

a) 2.2.1 Job Satisfaction

Job satisfaction refers to a person's emotional state on their work or working experiences [16]. Various authors confirmed that job satisfaction refers to the combination of employee's perception of nature or benefits they generated such as salary, bonus, promotion opportunities, supervision, and type of work effectively [17].

Earlier studies related to job satisfaction have affirmed that employee satisfaction is one of the essential factors that help predict the influences of intention to leave among employees [18]. Therefore, employee satisfaction plays an essential role in minimising the rate of employee turnover effectively [10]. Hence, job satisfaction influences intention to leave and needs to investigate to ascertain their effects on the turnover rate in the Nigerian telecommunication sector.

b) Role Overload

Role overload refers to the conflicts of job roles experienced by employees in performing their duties at the workplace [19]. Employees perceived role overload as a hindrance to established job satisfaction [20]. Therefore, there is a relationship between workload and stress. High workload levels lead to anxiety and high withdrawal [21]. Furthermore, it would distort employee capability to perform its job duties effectively. The reduction of role overload would help to reduce the intention to leave and reduce employee's feeling such as tiredness and failure [10]. A study revealed that both male and female employees working with SMEs in Nigeria are experiencing role overload in their workplace [22]. Irrespective of the age and gender differences, most employees agree that role overload seriously promotes intention to leave [23]. When employees feel drained, this will affect their level of embeddedness effectively [24]. Managing the family and work roles affect employee efficiency at the workplace, lead to emotional collapse, make the employee less embedded in their work, and enhance intention to leave [25].

c) Organisational Justice

Organisational justice is a construct that can explain many organisational behavioural outcome variables [26]. Organisational justice refers to the concept of total fairness employed and recognised by employees in the organisation [27][28]. Lack of fairness of rewards distribution and fairness in employees' processes trigger their loyalty and reduce intention to leave [29]. When employees encounter unfair assessment of rewards and promotions given to employees that do not merit the incentives, it will promote a harmful behavioural act amongst other employees and enhance their intention to seek alternative job offers [10].

As identified, the social exchange theory creates a vital role in the development of the organisational setting. It enhances employee trust, loyalty, engagement, and commitment upon a successful implementation by the management [30]. In addition, this theory also helps promote employee trust if a better and fair system operated in the organisation, which in turn yields low employee intention to leave [31]. The meta-analysis found that the dimensions of organisational justice, distributive, and procedural justice have a negative relationship with employee turnover intentions [32].

d) Leader-Member Exchange

The LMX theory focused on the social exchange relationship between leaders and their followers [33]. In addition, it helps to provide an influence on the level of treatment meted to subordinates by their superiors, and which help to harmonise the employees work behaviours and attitudes effectively. This theory also encourages clear interaction that will empower employees towards achieving successful tasks given. The quality of social exchange theory focuses on both parties between leaders and followers and its relationship towards the betterment of the organisation [10]. Implementing this model would help trigger the understanding of both superiors and followers in determining its decision-making and contributions towards the organisation's development and further enhance adequate delegation of duties in accomplishing a specific task assigned [34]. By adopting the theory, the LMX will help provide the organisation with a vigorous relationship between superiors and subordinates, also helps to reduce the turnover intentions at the workplace effectively [35].

e) Organisational Commitment

Organisational commitment refers to a vital that promotes the organisation's involvement in empowering employees for more extraordinary job performance [36]. Organisational commitment also refers to employee identification of strength in participating towards organisational growth and productivity [37]. To reduce employee turnover, they need to emphasise the high level of commitment for their employees, reflecting on their performance and retention [38]. Organisational commitment is highly significantly negatively correlated with turnover [39]. Organisational commitment is also considered an essential aspect for determining the withdrawal behaviour of employees [10].

f) Job Embeddedness as a Mediator

Job embeddedness (JE) refers to the abilities or strategies that help to retain employees in an organisation [40]. Though, it is perceived differently from various authors views on turnover intention in this regard. It further affirmed as an influencing determinant that focuses on employee retention at the workplace rather than triggering employees to leave [41]. Job embeddedness is a mediating effect of job satisfaction, role overload, organisational commitment, organisational justice, leader-members exchange, and employee intention to quit in the Nigeria telecommunication sector. Job embeddedness is divided into two categories such as on the job and off the job effectively. In addition, each classification features the job embeddedness concept as follows: fit, linkage and sacrifice. Job embeddedness can be effective when both on the job and off the job categories are embedded in an employee to reduce their intention to leave sequentially [42]. It further

confirmed that employees leave the organisation only when there is a lack of fairness of rewards and supervisory biases, which will lead to low employee embeddedness and promote turnover intention [41]. A study conducted agreed that over 36.1% of employees in an organisation leave their job and roles due to low embeddedness at the workplace [43]. Fit is perceived when employees feel comfortable with the job task and environment of the organisation effectively [44].

Linkage of an employee is understood to contribute heavily to the job embeddedness when an employee is committed to the organisation and community [2]. The employee perception of sacrifice would deduce from their concerns for monetary cost and societal implications costs of quitting an organisation [45]. Lastly, the employee is assumed to have adequate job embeddedness when an employee is fit, experienced linkage, and willing to effectively exhibit a high level of sacrifices for both the organisation and community [46]. In addition, job embeddedness helps employees if they are fit for the job, link and willing to make sacrifices to improve their job task. This effect would be significant when employees are fully embedded in their careers, reducing employee decisions to leave their job [41].

Job embeddedness can influence intention to leave, resulting in high employee turnover, which will result in increased absenteeism, tardiness, inefficient, strikes, grievances, and sabotage [47]. However, when there is inadequate job embeddedness, it will increase the rate of employee's absenteeism. However, when employee job embeddedness is low, it will reflect low employee absenteeism [48]. Most employees in the telecommunication sector feel that they are not fit for the job due to unclear tasks, role conflicts, etc., which resulted in a high turnover intention rate [49]. When employees perceive adequate satisfaction, it promotes their working relationship and working conditions toward leaving [50]. If an employee receives a fair salary, it helps enhance their job embeddedness and reduce the intention to leave [51]. A relationship between role overload and job embeddedness has yielded high turnover, also validated in various professional groups [2].

When individuals perceive that their current job or tasks demand higher experiences than what they have, they tend to experience low job embeddedness and direct more negative emotions towards their work [52]. In this study, job satisfaction and intention to leave have a formidable mediating effect of job embeddedness, and this occurs when an employee received an adequate salary, compensation, and bonus. As a result, they tend to be embedded in their job effectively [53]. Conversely, once there is a lack of job satisfaction experienced by employees, they would have low embeddedness and promote intention to leave [1].

Job embeddedness mediates the role overload and intention to leave an employee. It further ascertained when employees encountered heavy duties that affect their mental mindset and create low embeddedness, which would lead to intention to leave [54]. A study on talent management revealed that employees with perceived fairness in an organisation would help to promote job embeddedness effectively. It further confirmed a positive impact of

organisational justice and job embeddedness [54]. Effective justice perceived in an organisation will foster an employee to be embedded in their job and reduce the chances of leaving the organisation [55].

Various studies declared that a relationship between leader-member exchange and job embeddedness would reduce the employee intention to leave [56]. High-quality LMX is not only positively effective for follower's job embeddedness but outcomes of an organisation also. This result is consistent with the same concept given by the "theory of job embeddedness" [57]. Numerous investigations have found that organisational commitment and job satisfaction strongly influence job embeddedness [58]. Some researchers have admitted that organisational commitment may be an independent variable with job embeddedness as an outcome [59]. Organisational commitment affects job embeddedness, which will affect turnover intention [58].

2.3 Conceptual Framework

This proposed conceptual framework was adopted and adapted to provide desirable remedies to the problems associated with an employee quitting in the Nigerian Telecommunication Sector.

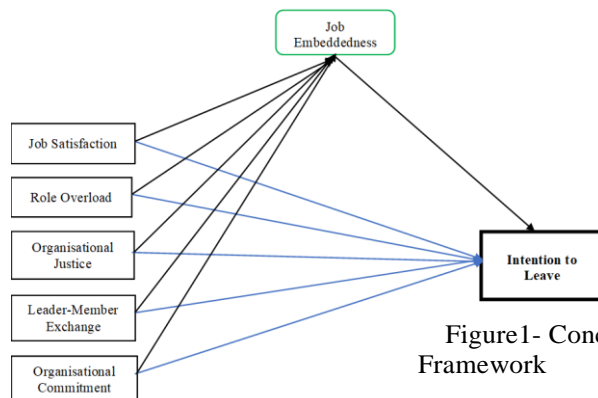


Figure 1- Conceptual Framework

2.4 Methodology

This study will conduct various academic journals and extensive literature related to the employee intention to leave in Nigeria telecommunication sector. Articles from past studies will be analysed and evaluated using systematic reviews used on the previous studies related to this study. Adopting three steps includes planning, conducting, and reporting the previous reviews, which will help conduct this study effectively. The first step focuses on the planning review that highlight the introduction, background of the study, the problem statement of this study, and objectives of this paper. The second step will be focusing on the conducting of this study relating to the intention to leave with the aid of determinants such as job satisfaction, role overload, organisational justice, and leader-Member exchange. Also, it focuses on the impact of job embeddedness, organisational commitment, and intention to leave effectively. Finally, the third step of method analysis emphasises the extensive review of acceptable and recognised journals related to the determinants of intention to leave in the Nigeria Telecommunication Sector. Among the database that referred widely are:

1. Elsevier Science Direct.
2. Emerald
3. Mendeley
4. ProQuest

However, to ensure that users benefit from the enormous documents within the journal database, effective monitoring needs to be enforced by adopting keywords in this study. It will further enhance the segregation of essential words used in the journal. Firstly, 'intention to leave' is identified as the first keyword in this study. Secondly, the "Nigeria telecommunication sector" is considered as the second keyword to search by the users in obtaining this journal. Thirdly, the search for this journal will be identified as 'the determinants of intention to leave in the Nigeria telecommunication sector'. Various journals were reviewed during the search and identified the relevant ideas. It further helps to enhance and meet the standard quality, necessity, and significance of this study. Finally, unimportant journals found in this study were deleted, which further confirmed that only relevant and significant journals relating to the intention to leave were adopted that focuses on the Nigeria telecommunication sector.

2.5 Conclusion

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There is no doubt that the intention to leave in Nigeria's telecommunication sector has increased over the years due to various challenges that reduce the productivity of the Nigerian telecommunication sector. The determinant factors of employee intention to leave as job satisfaction, role overload, organisational justice, leader-member exchange, organisational commitment and job embeddedness related to the Nigeria telecommunication sector. However, various factors that influence the determinants over the years lowered or limited their respective contributions. Furthermore, this study must identify and evaluate the factors that will reduce intention to leave in Nigeria telecommunication sector. The proposed conceptual framework would be helpful to provide desirable solutions to the issues associated with employee intention to leave. This study would help bridge the gap with employee job embeddedness, provide awareness, and promote Nigeria's GDP effectively. The results would help increase employee job satisfaction, reduce role overload for employees, enforce adequate organisational justice, harmonise the leader-member exchange relationship, increase organisational commitment, and promote employees' embeddedness in Nigeria's telecommunication sector effectively. Furthermore, it helps boost telecommunication sector performance, productivity, reduce turnover costs, and increase Nigeria's economy effectively.

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