Organizational Climate and Turnover Intention of Employees in Private Security Firms in Port Harcourt

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Abstract: This research work examined the relationship between Organizational Climate and turnover intention in the private security firms in Port Harcourt. Eight firms were selected for this study and the systematic sampling was adopted. The cross sectional survey, which is a type of the quasi experimental design was used. The population of 248 workers in the eight selected private security firms was covered. Sample size was derived which gave a total of 153. However, only 150 questionnaires were recovered and used. The Spearman rank correlation coefficient statistical techniques was utilized for the bivariate analysis, while the partial correlation was utilized for the multi variate analysis. The outcomes portrayed a substantial negative relationship amongst the dimensions of organizational climate (reward, autonomy and recognition/encouragement) and intention to quit in the private security firms in Port Harcourt. The enquiry concluded that a favourable climate reduces intention to quit. Hence, it was recommended that the private security firms should ensure a reduction of mechanistic structure which is characterized by high degrees of formalization and centralization so that their workers can enjoy a degree of autonomy and at such reduce the possibility or tendency of leaving the firm.

Keywords: Autonomy, Organizational Climate, Reward, Recognition, Encouragement. Turnover Intention.

Introduction

Employees which represent the focal asset of firms are rational beings and their bond to any establishment help guarantee the effectiveness of the business. Retaining valuable and committed employees is a key for today's viable organization and empirical evidences has been given by several studies that organizational climate affect employee's behaviour and work outcome. The increase in turnover intentions could lead to performance inefficiency in many organizations in Nigeria. Turnover intention depicts whether employees plan to leave their work or whether the organizations plan to remove the employees. Kaur, Mohindru and Pankaj (2013) stated that intention to quit is the tendency or probability that a worker will change his/her job in a given timeframe. Turnover intention leads to actual turnover. Intention to leave is a decision which is drawn from individual attributes and attitudes (Alexander, Lichtenstein, Oh & Ullman, 1998). Every organization invests in employees via orientation, training of staffs and improvement of the workers. This huge investment becomes a waste with high turnover of staffs, this compel all managers to minimise employees turnover and find out the bases of this turnover intentions.

Employees are crucial to establishment's success in a globalised world. It is imperative that firms address employees' turnover, since it increases cost and if neglected by the establishment can result to liquidity. Conducive organizational climate may greatly help to resolve the challenge of turnover intentions. According to Saungweme & Gwandure (2011), Organizational climate is seen as set of features that bring about changes and difference in organization work environment. Organizational climate influences the interpersonal

relationship, freedom, individual autonomy, degree of communication amongst members and departments, conflict management and degree of trust. Organization climate influences the working life, satisfaction and steadfastness of workers (Jeswani & Dave 2012).

The climate of firms is multidimensional. Dimensions Like recruitment and training; fair reward; autonomy and recognition/encouragement were presented in Balanchandran and Thomas (2009). Several scholars have written on climate of firms and turnover intentions, Mei-teh (2014) studied if organizational climate impacts job satisfaction and staff's intention to leave of a higher Education Institution. Its outcome revealed that human relations, open systems and rational goals have significant relationship on job satisfaction and on turnover intentions. Jeswani and Dave (2012) enquire the precursors of how firm's climate impact turnover intentions of institutions in India, the findings review that reward management and orientation has substantial impact on employee's turnover intentions. Johnson and Spines (2013) also study if firm's climate has link with employee's turnover intentions in a service sector franchise system, operating throughout New Zealand, the findings shown no substantial link amongst firm's climate and turnover intentions. Despite all attempts on how to resolve the issue of turnover intentions, the problems still persist. Most of the studies on organizational climate and turnover intention have actually been carried out in the developed countries. From literature, little investigation has examined the link amongst organizational climate and turnover intentions in the private security firms in Port Harcourt. This observed gap in knowledge in a culturally diverse country, informed this study.

Statement of Problem

Employee's turnover has been likened to an incurable disease which has negatively affected the success of firms. Training valuable employees which is a means of achieving reasonable advantage has become difficult in firms owing to the high rate of turnover (Jeswane & Dave 2012). The employee's attitude has impacted on their dedication, effectiveness and satisfaction. The work of security firm requires capable and proficient employees. Employing and retaining qualified employees is a major challenge in the private security firms in Nigeria. The issue of turnover in this globalised era has continued to present challenge in organizations (Yin –Fah, Foon, Chee-Leong & Osman 2010). Recruiting new employees due to employee turnover, involves recruitment cost, selection cost, training cost, cost of losing best talents and performers, loss of great talent could be of high cost to organizations (Casio, 2000; Allen Bryant & Vandaman 2010; Trevor, Gerhart & Boudreau 1997).

In the advanced country, security is treated as an imperative issue. It is seen as a serious business that requires total life dedication; this explains how it is handled with great competency and lot of money is dedicated in ensuring successful running of those security organizations. What can we say about Nigerian security firms and the efficiency of its operation in Nigeria? It is totally handled with incompetence and majority of their staff decide to join because of desperate need for survival. The staffs are not well trained, not competent and they see the job as a temporary means of survival. The organization climate is not conducive to workers; hence they withdraw when they have "greener" alternative. Today's managers are facing the issue of turnover intents and this is related to the worker's view of the work environment, hence this study seek to establish whether organizational climate in terms of reward, autonomy, recognition/encouragement has a relationship with turnover intentions of employee.

Objectives of the Study

The objectives are to investigate the relationship between;

1. Reward and intention to quit in private security firms in Port Harcourt.
2. Autonomy and intention to quit in private security firms in Port Harcourt.
3. Recognition/encouragement and intention to quit in private security firms in Port Harcourt.
4. To determine if organizational culture, moderate the relationship amongst Organizational climate and turnover intentions in private security firms in Port Harcourt.

Research Questions.

What is the relationship between?

1. Reward and intention to quit in private security firms in Port Harcourt?
2. Autonomy and intention to quit in private security firms in Port Harcourt?
3. Recognition/encouragement and intention to quit in private security firms in Port Harcourt?
4. What is the relationship of organizational culture to organizational climate and turnover intentions in private security firms in Port Harcourt?

Research Hypotheses.

Ho_1 There is no significant relationship between reward and intention to quit in private security firms in Port Harcourt.

Ho_2 There is no significant relationship between autonomy and intention to quit in private security firms in Port Harcourt.

Ho_3 There is no significant relationship between recognition/encouragement and intention to quit intention to quit in private security firms in Port Harcourt.

Ho_4 Organizational culture will not moderate the relationship between organizational climate and turnover intentions in private security firms in Port Harcourt.

Literature Review

Theoretical Framework.

The theoretical foundation is grounded on field theory by Lewin (1946). Lewin's rule theory depicts human behaviour through emphasis on forces and tension that influence it. The field theory is a psychological theory that studies the pattern of interaction amid the individual and the environment. Lewin reflected human behaviour to consist of many different interactions and believes people have dynamic thought, forces and emotions that shifted their behaviour to reflect their present state. Lewin's theory advocated that behaviour, at any time is manifested only within the coexisting factors of the current life space, and this life space is a mixture of all the factors that influences a person's behaviour at any time. He sees behaviour as a function of the life space and the interaction of the person and the environment produces this life space. Lewin accounted for behaviour of human beings by emphasizing forces and tensions that has effect on it. He accentuated that one's behaviour is always geared toward some goal or objective and it is exactly this intention that matters most in the performance of behaviour. These intentions follow the field principles and are influenced through psychological forces such as how the individual perceives a situation. Levin believes that behaviour is a totality of interacting facts and any aspect of the field is affected by and depends on every other aspect of the field. This psychological field is the life space that involves the individual and his psychological or behavioural environment. This theory remains of high relevance to this work because employee in organization interacts with the firm's environment which

apparently influences their particular behaviour and decision at a particular point in time. The field theory is a psychological theory that studies the form of interaction between someone and its environment, When the pattern of interaction is cordial and satisfactory, employee remain in the firm, but when the reverse is the case, employee feel distress and uncomfortable which could lead employee to quit organization.

Conceptual Framework
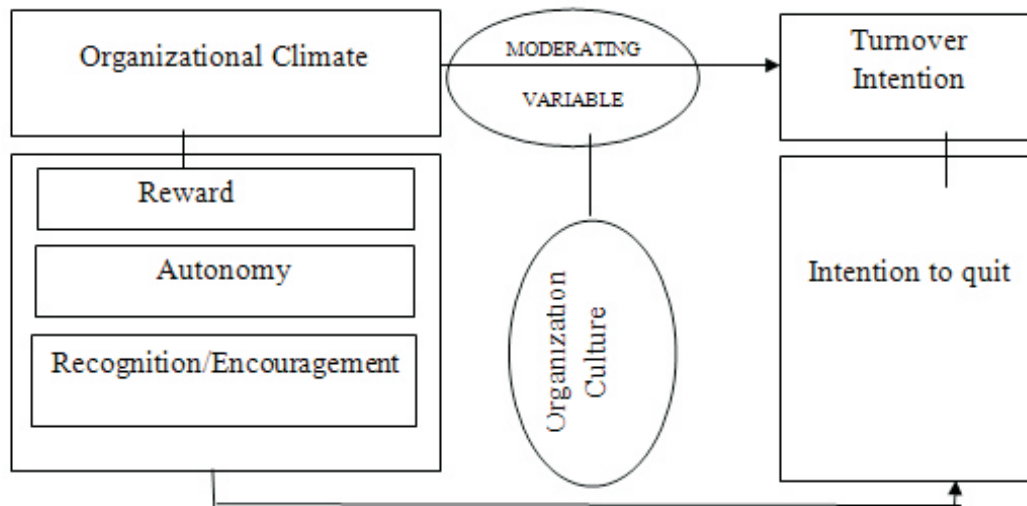
Fig 1: Conceptual Framework showing the link amongst organizational climate and turnover intention

Source: Adopted from Balanchandran & Thomas 2009; Hon & Griffeth, 1991.
Concept of Organizational Climate

Organizational climate is the collection of worker's *perceptions* of work situation, the characteristics of the firm and the nature of relationships with people at workplace (Churchill et al. 1976). The organizational climate often denoted as corporate climate, was initiated in late 1840's. Every organization has a climate that makes them unique and differentiates them from other organization, this climate involves individual insight of the unique features and characteristics of their establishment and this perception influences their attitudes and behaviour. Organizational Climate is an enduring organization characteristic that influenced the individual behaviour and distinguishes it from other organization (Forehand & Gilmer). According to Hay Group (2009) cited in Noordin, Omar, Sehan and Idrus (2010), organizational climate research is the closest thing a firm can get to assess how well a firm uses its employees. They argued that research in organizational climate will help leaders to understand the connection between their actions and the climate they create for their staffs. Noordin, Omar, Sehan and Idrus (2010) argued that organizational climate affects business performance by influencing worker's motivation. Furthermore, Chiavenato (2016) defines Organizational climate as a given set of assessable properties of perceived work environment, consciously or unconsciously created by individuals who work in this environment and that influences the motivation and actions of these people. In this definition, we can note two striking features: first that the organizational climate is a concept perceived by employees, and this concept is dependent on a value judgment which can differ momentously from person to person. Secondly, it has effects on productivity, motivation and employee behaviour at work. Besides these; the author points out other features that one must know to understand fully what the corporate climate definition is. He avowed that; it represents the perception of the company's work environment, it's a psychological atmosphere and it depicts the link amongst the firms and its staff. Organizational climate is generally correlated with performance, satisfaction and morale of employees. It

impacts on creativity, innovation, communication, and effectiveness in firms. Organizational climate denotes the internal environment that emerges from the values, beliefs and norms of the establishment and influences the employees' behaviour in the establishment.

Reward

Employees consider fair and equitable reward as a very important reason for performing well on their job and when the organization failed to compensate, promote and reward them adequately for job done, turn over intentions occur and they likely look for other opportunities to sustain their needs. Fairness in reward determines the extra effort to be displayed by staffs in accomplishing the organizational goal and objectives. It is imperative for organizations rewards to be rooted in the basis of fairness. According to Ceplenski (2013) research reveals that employees' opinion of fairness and equitable treatment is a fundamental driver of retention, peak engagement and optimum performance. Biased treatment has an overwhelming effects on firms, bringing about disbelief, aggression, erodes work performance and commitment to the organization, increases inefficient work behaviour, unwillingness to help each other, increases unionising activity and increase in voluntary turnover and absenteeism. Reward management elucidates the procedures, policies and approaches employed in recognising the contributions of the workers. Managing reward is concerned not only with rational pay and employees benefit; it is also concerned with non-financial pay like recognition, training, development and increased job responsibility (Armstrong, 2007).

Autonomy

Autonomy indicates an aptitude to make an independent informed decision by a rational employee concerning his task. Elsass and Velga (1997) maintained that autonomy is a self-governing ability, independent action and adeptness to prefer cognisant decision by a rational employee concerning the task given to him. Autonomy signifies an important measure of freedom from the high control of others (Little, 2017). Autonomy gives the worker the enablement to take control of one's own task. Autonomy portrays how one's job offers considerable freedom, discretion and independence, to staffs in scheduling the task and in influencing the procedures to be utilized in executing it. According to Liew and Kaur (2008), organizations should remove unnecessary rules and measures that are ineffective and burdensome, so as to lessen turnover rates. A job that permits workers to use his/her valued aptitude and skills to do an entire piece of work makes the employee experience meaningfulness of work.

Recognition / Encouragement

Recognition is timely acknowledgement of individuals or group behaviour, effort or result. Recognition is needed in an establishment for efficiency at work and for creating harmonious working relationship. Praise and appreciation are important in human needs. Employees work attitude and morals are lifted when their impacts are recognised in the company. Such gives them a sense of belonging of been valued which thus inspire productive. We often see employees depressed at work, sometimes little encouragement is needed to lift them from depression. Encouragement at workplace is crucial owing that it makes people feel wanted and valuable, it unlocks their greatness. It is a reminder of how valuable we are and reinforces our aptitude to do well. Encouragement is a means of inspiration at work; it strengthens employee's spirit when they encounter difficulty.

Concept of Turnover Intentions

Holding valuable staffs is an imperative issue for today's competitive organizations as employees are unarguably most cherished asset and treasonable resource, which helps to withstand impoundable situation. The organizations benefit more by focusing on holding the quality employees that they already have instead of recruiting the new ones. However, rapid turnover is experienced in many firms. Turnover is the movement of staffs into and out of the firm. Turnover intention is the predecessor of real turnover. It entails mental decisions intervening amongst individual's attitudes regarding a job and the stay or leave decision (Sager, Griffeth & Hom, 1998). The incidence of staff turnover in firms could be risky and expensive to the firm owing to the monetary costs sustained in recruiting and training. Most importantly, it raises quality problems of services/ products delivered, thus ruining the firms image (Loveday, 1996). Hon and Griffeth (1991)and Price (2001) contended that turnover is a unique and most investigated phenomenon in the behaviour of organization. Mobley et al (1979) model was founded on turnover intention causal influences; these causal factors are divided into individual, organizational, and economic/labour market factors. Individual factors comprise elements like interests, personality, aptitude, family responsibility, and demographic elements. Organizational factors are those elements essential to work setting for instance working conditions, climate, size, job content, pay, promotion, peer relations, and supervision.

Economic and labour factors potentially mediate the ease of transition to another job based on identification of alternate job possibilities, unemployment rates, job vacancy rates, word of mouth, level of recruiting, and communication (Mobley et al., 1979).

Organizational Culture

Firm's culture denotes the beliefs, attitude, shared values, standard and behaviours that govern the relationship amongst staffs and management. Corporate culture develops over time from employee's trait, it is implied, not expressly defined and rooted in the company's goals, structure, strategies, relationship, and relationship investor. Dennison (2000) strongly contended that firm's culture should entail consistency, adaptability, involvement and mission. Culture reveals dimensions of value that are closely linked with others and are inter-dependent; it is a key to organization's achievement and lay concrete path to the way for success. Organizational culture signifies the value method that is passed on between employees, while organizational climate represents the cultural setting that influences employee behaviour. Company's culture is the immediate environment that influences employee behaviour and is revealed in their workings. The corporate culture denotes the attitudes and values shared by all employees of an establishment and it differentiates a firm from others (Gerhart, Milkovich, & Murray, 1992). The culture of a particular firm influences the climate in the company which subsequently impact the turnover intention of staffs.

Empirical Review

The issue of staff turnover is crucial to firm's survival and wellbeing. Workers are treasured asset and precious resource, which help in sustaining the firms with changing circumstance, it is usually in the company's best interest to put its energy and time in retaining the quality employees that they already have instead of recruiting the new ones (Jeswani & Dave 2012). Jeswani and Dave (2012) studied how firm's climate impact turnover intent of staffs in India The outcomes reveal that between the five noted antecedents of firms climate, only

reward management and Orientation has noteworthy bearing on staff turnover intent. Ghanbari and Secondary (2014) surveyed how firms climate job motivation impacts citizenship behaviour at the Bu-Ali Sina University. The descriptive method of inquiring was utilized. 750 non-academic staff served as population. Cochran formula was utilized to derive a sample size of 250 employees. Stratified random sampling was utilized. The Pearson correlation revealed a substantial linear correlation amongst organizational climate and job motivation.

Burrell (2014) investigated the perceptions and effects of work recognition and job modification on turnover intent of IT workers employed at 71 large, publicly controlled, higher institutions. The outcome disclosed that recognition was effective at reducing turnover intentions. Putter (2010) explored the link between firm's climate and performance. 30,892 employees in 49 functioning companies were covered. A regression study revealed that a considerable and substantial relationship does exist amongst firm's climate with profitability and engagement. Notwithstanding, there was no substantial relationship amongst firm's climate and employee turnover. Galata (2011) studies intrinsic motivation, job autonomy and turnover intent, his findings reveals that job autonomy is linked with positive feelings and attitudes at work and an important retention tactic for firms. Size, Siong, Sumilan, Nor and Omar (2017) studies the relationship among monetary rewards and turnover intent. Cross sectional survey was utilized and 74 respondents were covered of which questionnaires were utilized in gathering data. Pearson product moment correlation was utilized in analysis of relevant data. The outcomes review a negative link between financial reward and turnover intent. Medina (2012) contended that if firm's climate does not provide satisfaction, turnover intentions occur. Reward administered by firms ought to be well rewarding for retention of staffs. Raza (2010) explored how firm climate influence performance of teacher is. The findings show that factors motivating employees best performance within the climate of the firm includes teamwork, study groups, conducive and comfortable climate. Pittigrew (1979) in (Popa, 2011) advocated that company's climate is fundamentally imperative for firm's excellence and it represent the source of success of most Japanese firms. Samad (2006) presents a study that determined the relationship of job characteristics with turnover intent. Sample comprised of 292 IT staff in Telecom Malaysia (TM). The result disclosed that characteristics of job do have a negative link with turnover intention.

Methodology

The cross sectional survey, a type of survey design was utilized in this study because it aimed at attaining unbiased result and studied variables were not within the researcher's control. The population consists of 248 employees of private security firms in Rivers State, 153 employees were derived as the sample size using the Yamene's (1967) formula. The systematic sampling was utilized because it offers a true representative sample of the population and reduces potential of human bias in selection of sample cases. Hence, 153 questionnaires were systematically personally given to respondents. The bivariate analysis was carried out via spearman's rank order correlation coefficient while the multivariate analysis was done using the partial correlation; this was done through statistical packages for social sciences (SPSS) version 21.

Result

From the 153 questionnaire administered to respondent, 150 copies were retrieved and utilized. The decision rule was given as

$P < 0.05$ = reject the null hypotheses

$P > 0.05$ = accept the null hypotheses

Correlations

			Reward	Intention to Quit
Spearman's rho	Reward	Correlation Coefficient	1.000	-.155
		Sig. (2-tailed)	.	.001
		N	150	150
	Intention to Quit	Correlation Coefficient	-.155	1.000
		Sig. (2-tailed)	.001	.
		N	150	150

**. Correlation is significant at the 0.05 level (2-tailed).

Table 1: Relationship between Reward and intention to quit

Reward and Intention to quit: The outcome of the analysis shows a significant level $p < 0.05$ (0.001 < 0.05). The rho = -0.155, showing a negative correlation between reward and Intention to quit. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

			Autonomy	Intention to Quit
Spearman's rho	Autonomy	Correlation Coefficient	1.000	-.429
		Sig. (2-tailed)	.	.000
		N	150	150
	Intention to Quit	Correlation Coefficient	-.429	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

**. Correlation is significant at the 0.05 level (2-tailed).

Table 2: Relationship between Autonomy and intention to quit

Autonomy and Intention to quit: The result of the data analysis shows a significant level $p < 0.05$ (0.000 < 0.05). The rho = -0.429, showing a negative correlation between autonomy and Intention to quit. The findings reveal a negative significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

			Recognition/ Encouragement	Intention to Quit
Spearman's rho	Recognition/Encouragement	Correlation Coefficient	1.000	-.214
		Sig. (2-tailed)	.	.002
		N	150	150
	Intention to Quit	Correlation Coefficient	-.214	1.000
		Sig. (2-tailed)	.002	.
		N	150	150

**. Correlation is significant at the 0.05 level (2-tailed).

Table 3: Relationship between Recognition /Encouragement and intention to quit

Recognition/ Encouragement and Intention to quit: The result of the data analysis shows a significant level *p*< 0.05 (0.002 < 0.05). The rho = -0.214, the findings reveal a negative significant relationship between the variables. Hence the null hypothesis is hereby rejected and the alternate hypothesis accepted.

Correlations

Control Variables			Organizational Climate	Turnover Intentions	Organizational Culture
-none-[a]	Organizational Climate	Correlation	1.000	.153	.260
		Significance (2-tailed)	.	.062	.001
		Df	0	148	148
	Turnover Intentions	Correlation	.153	1.000	-.418
		Significance (2-tailed)	.062	.	.000
		Df	148	0	148
	Organizational Culture	Correlation	.260	-.418	1.000
		Significance (2-tailed)	.001	.000	.
		Df	148	148	0
Organizational Culture	Organizational Climate	Correlation	1.000	.298	
		Significance (2-tailed)	.	.000	
		Df	0	147	
	Turnover Intentions	Correlation	.298	1.000	
		Significance (2-tailed)	.000	.	
		Df	147	0	

Table 4 Moderating effect of Organizational Culture on the Relationship between Organizational Climate and Turnover Intentions

Table 4 shows the partial correlation analysis reveals a significant level of moderation by firms culture on the link between both variables *p*< 0.05 (0.000 < 0.05). This indicates that corporate culture moderates the correlation between firms Climate and Turnover Intentions. Therefore, the fifth hypothesis (Ho$_5$) was rejected.

Discussion of Findings

Three bivariate hypotheses were tested using the Spearman's rank order correlation and the Partial correlation technique was utilized in testing the fourth hypothesis. The analysis revealed significant relations in all four instances.

Reward and Intention to Quit

In table one, the outcomes of the bivariate analysis reveal a substantial negative link between fair reward and intention to quit. This denotes that reward in private security firms has a way of reducing the intention of quitting from the organization. The reason could possibly be that man is an economic being is motivated by reward. As such, when the reward is available, there is reduction of negative work behaviour (intention to quit). This concurred with the study of GohSze, Siong & Sumilan (2017), whose findings reviewed that financial reward is negatively linked with turnover intentions and fairness in reward determines the extra effort to be displayed by staffs in achieving the organizational goal and objectives.

Autonomy and Intention to Quit

The bivariate outcomes of hypothesis two revealed a negative noteworthy correlation amongst Autonomy and turnover intents. This indicates that if employee has high autonomy in the firm, the intention of quitting reduces.

This could possibly be owing to the fact that man like independency. And autonomy gives a sense of pride to the staffs. This conform to the work of Galata (2011), they observed that job autonomy is associated with positive feelings and attitudes at work and an important retention approach for companies. Autonomy at work increase the employee morale, enhance commitment at work and gives satisfaction of engaging in what gives them fulfilment.

Recognition/Encouragement and Intention to Quit

In hypothesis three, the bivariate outcomes revealed a negative substantial relationship amongst recognition/encouragement and intention to quit. Recognition and encouragement in firms do reduces employee intention of quitting. Recognition and encouragement are intrinsic motivating factors which has the ability of boosting the morale of workers and hence reducing the intents of leaving the place of work. This finding aligned with that of Burrell (2014) which disclose that recognition was effective at reducing turnover intentions and it is an imperative aspect of perceived commitment, and satisfaction that guarantee the retention of workers.

Moderating effect of Organizational Culture on the Relationship between Organizational Climate and Turnover Intentions.

The analysis of the moderating effect of organizational culture on organizational climate and turnover intention shows that firm's culture moderated the correlation between the variables. This implies that the private security firms will enjoy low intention to quit when the culture of the firm is friendly and conducive for the employees. This finding agree with that of Goodman, Zammuto and Grifford (2001) which discovered that cultures which encourages employee participation are positively related with commitment in the firm which thus reduce turnover of workers.

Conclusion and Recommendations

Based on the findings, we conclude that good organizational climate is a strong instrument of reducing turnover intents in Private security firms in Port Harcourt. When there is motivating organizational climate the staff's intention to quit reduces. When managers give some level of autonomy to their workers, dedication is ensured at

work. Reward, recognition of worthy performance and encouragement of the workers, reduces turnover intention, increases satisfaction and enhances fulfilment. Drawing from the findings and conclusion the study g recommendations that;

1. The private security firms should ensure that their workers are well rewarded financially. This will help them develop more interest in the work and at such reduces their intention of leaving the work place.
2. The private security firm should ensure a reduction of mechanistic structure which is characterized by high degrees of formalization and centralization so that their workers can enjoy a level of autonomy and at such reduce the possibility or tendency of leaving the firm.
3. The private security firms should ensure recognition and encouragement of their personnel to boost their inward motivation. Employees should be adequately recognized for good performance and encouraged to make them feel a sense of relevance.
4. The private security firms should encourage worker participative culture in major decision affecting them as to enhance their commitment to the firm and reduce the intention of quitting.

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