



REWARD SYSTEM AND TURNOVER INTENTIONS OF EMPLOYEES: A STUDY OF DEPOSIT MONEY BANKS IN SOUTH EAST, NIGERIA

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Abstract: The demand for the fulfillment of the needs of employees is increasing. Such conditions have great potential to generate a sense of Turnover Intention, which then becomes the initial signal of employee turnover within the company. The study was carried out to examine the relationship between reward system and turnover intentions of employees: A study of deposit money banks in South East, Nigeria. The researcher obtained data through the use of a questionnaire. The study used the survey approach. The target population of this study consisted of senior and junior staff of the selected deposit money banks in South East, Nigeria. Out of a population of 7,122 staff, the sample size of 365 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of staff sample 344 staff returned the questionnaire and accurately filled. The hypotheses were analyzed using Z-test statistic tool. The findings indicated that there is positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria with $Z(95, n = 344) = 5.229, p > 0.05$; there is positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria with $Z(95, n = 344) = 5.257, p > 0.05$; here is positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria with $Z(95, n = 344) = 5.872, p > 0.05$. The study concluded that compensation, recognition and employee motivation has positive significant relationship with turnover intentions of employee of deposit money banks in South East, Nigeria. Better rewards systems leads to decrease on employee turnover intention. Based on the findings of the study, was recommended among others that banks should take necessary steps to upgrade employee incentive programmes such as providing bonuses depending on performance and there should be a periodic training and development, and other incentives to motivate the workforce.

Keywords: *Reward System, employee turnover intention, compensation, recognition, employee motivation.*

1.0 Introduction

1.1 Background of the Study

Human resource department of an organization is concerned with two major activities which are to attract new employees and to retain current talented employees. In a competitive business climate, organisations are looking at improvements in quality while reducing costs. While they need to get more from their employees, employees are looking for more out of them. Employee

reward system is a method of motivating employees to change work habits and key behaviors to benefit their organisation. Nowadays organizations are looking for better ways to help their employees to be more productive and to be happier in their work place with the aim of keeping high retention rate. Employees want to be appreciated of their efforts and they expect a fair return on that effort as well. Most organizations implement many strategies which makes employees happier.

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Turnover intention is the degree of propensity attitudes where employees want to find new jobs elsewhere, or a plan to leave the company within three months, six months, a year or two years to come. Other attitudes that appear directly in individuals when turnover intention occurs are the desire to seek other job vacancies or evaluate the possibility of finding a better job elsewhere (Low, 2011). Based on this, the turnover intention will negatively affect the organization because it can create instability of labor conditions, employee productivity, decreased work atmosphere, and increased human resources cost. Turnover Intention is an early signal of potential employee turnover within the company. Attempts to detect a turnover intention is important to do because qualified human resources need to be maintained for the sake of the company's progress (Andi & Syihabudhin, 2018).

The demand for the fulfillment of the needs of employees is increasing. Such conditions have great potential to generate a sense of Turnover Intention, which then becomes the initial signal of employee turnover within the company. The study was carried out to examine the relationship between reward system and turnover intentions of employees: A study of deposit money banks in South East, Nigeria.

1.2 Statement of the Problem

Employees are the most valuable assets of an organization and should be treated exemplarily so as to retain them. Indeed, employee retention is crucial to any organization since it gives value to the investment an organization makes in grooming new employees to make them corporate ready materials and put them at par with organization's laid down policies. Companies are faced with the challenge of employees quitting their jobs in one organization to take up similar jobs in another organization.

Since it is important for an organisation to be able to retain highly productive workforce and the purpose of the human resource department is to attract and maintain

employees which are highly productive, it is important for the human resource personnel to improve the retention of employees through identification of antecedents of turnover intention.

1.3 Objective of the Study

The main objective of the study was to examine the relationship between reward system and turnover intentions of employees: A study of deposit money banks in South East, Nigeria. The specific objective of the study were to:

- i. Ascertain the relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria.
- ii. Determine the relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria.
- iii. Examine the relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria.

1.4 Research Questions

- i. What is the relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria?
- ii. What is the relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria?
- iii. What is the relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria?

1.5 Hypotheses

The following null hypotheses guided the study:

- i. There is no positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria.
- ii. There is no positive significant relationship between recognition and turnover intentions of



employee of deposit money banks in South East, Nigeria.

- iii. There is no positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria.

2.0 Review of Related Literature

2.1.1 Reward System

A reward system consists with financial rewards, other benefits as well as non-financial rewards such as recognition, responsibility career prospects etc. The total reward system consists with mix of financial rewards, employee benefits and non- financial rewards (Armstrong, 2002). Reward system in an organisation is a set of procedures through which the management control the behaviour of employees at work. This system helps HR manager to determine the performance of the workers in context of the current goals of the organisation and also to attract the new employees that can join it in future. It may be noted that rewards needs to be positively values by the receivers otherwise there will be not be regarded as rewards. There may be various kinds of rewards such as intrinsic, extrinsic, monetary or non-monetary rewards. It needs to be noted that rewards are generally subjective as they may not be perceived as same by the giver and the taker. To illustrate, promotion can be taken as reward but promotion by transferring to another place may not be taken as the reward.

2.1.2 Turnover intention

The intention is a desire that arises on the individual to do something. While turnover is the cessation of an employee from his place of work voluntarily. Sutanto & Gunawan (2013) states that "Turnover Intention refers to the results of individual evaluations regarding the continuation of his or her relationship with a company that has not been realized in action to leave the company." Vázquez & Hernández (2013) mentions that "turnover intention is the subjective perception of members of the organization to quit current jobs for other

opportunities". Based on the opinion of the experts above, it can be concluded that turnover intention is the desire of employees to get out of the organization that refers to the continuation of its relationship with the organization, and has not been realized in a definite action to leave the organization. Turnover intention is measured by indicators developed by Chen and Francesco. Chen and Francesco (2000) mentioned that there are 4 indicators for measuring turnover intention, ie the mind to exit, the desire to seek other jobs, the desire to leave the organization in the future, and the feeling that there is no future if it stays in this company. The researchers stated that there are several factors that can influence turnovers, such as job attitude, personality, biodemographic, economic factors, personal factors, job characteristics, rewards system, supervisory, and group relations. In addition, a study conducted by Yaqin (2013) also mentions that "organizational commitment has a significant effect on turnover intention"

2.1.3 Compensation

Generally, **compensation** can be defined as either a monetary reward for a person who has either been injured or suffered loss, or a non-financial benefit awarded to an employee by the employer as an appreciation or a motivation (Bronchetti & McInerney, 2017). Nonfinancial benefits such as mortgages, diverse insurance covers for workers and allowances constitute the notion of compensation. The main indicators of compensation as used in various organizations include commensurate salaries and wages, overtime payments, annual bonus, equitable payments for working during holidays (Wambugu & Ombui, 2013; Yang, 2011). Organizations have unique packages which they provide to their staff to compensate them for their inputs. In most cases, organizations have established salary grading structures and payment schedules for other non-recurring benefits. That notwithstanding, organizations have always exploited the value of compensation to attract expertise and excellence in their human resource (Sharew, 2018).



2.1.4 Recognition

Recognition can be defined as appreciation with a show of gratitude. The principle of positive reinforcement is founded on the principle that the actions and activities that attract rewards are likely to recur. Hence, employees who are appreciated feel inspired to better their performance (Sutherland, 2008). Within an organization, status system is a vital tool for motivation. For this reason, recognition schemes should be founded on competence, skills and talents of employees in organizations (Wambugu & Ombui, 2013). Employee recognition may entail tangible and non-tangible items. It is usually characterized by appreciation programs (oral and non-oral), allowing staff to participate in decision making, delegation of authority, cash rewards, recognition certificates, recognition ceremonies, and others (Wambugu & Ombui, 2013). Managers who appreciate that performing employees are harder to keep usually use recognition and reward program to steer their organizations to great success. Reward schemes can either be official or unofficial (Uddin, Das & Rahman, 2008). Formal reward programs offer material incentives to employees, while informal programs provide positive feedback by way of verbal praise. Although some employers may dismiss reward programs as expensive, Wairimu and Ndeto (2019) observes that motivation tool of rewards raise employee morale, lowers their stress and absenteeism; and further reduces employee turnover. As such, much as employees benefit from reward programs, the employer too benefits from increased employee productivity and minimized costs related to turnover rates. Different employees have preferences in so far as recognition is concerned. As such, employers should customize recognition (Samuel & Chipunza, 2009), and avoid the error recognizing the wrong person. It is also crucial that recognition be made consummate to the degree of achievement. Poulston (2008) observes that there is low employee turnover in institutions where employees included in decision making.

2.1.5 Employee Motivation

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Employee motivation is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the "psychological forces that determine the direction of a person's behavior in an organisation, a person's level of effort and a person's level of persistence". Also, "Motivation can be thought of as the willingness to expend energy to achieve a goal or a reward. Motivation at work has been defined as 'the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings'." Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the work place (Moran, 2013).

2.2 Theoretical Framework

2.2.1 Maslow's Needs Hierarchy Theory

The drive to pursue and achieve a given goal is a consequence of their desire to satisfy needs higher up in the hierarchy (Armstrong, 2009). Abraham Maslow (1943) identifies five levels of needs that people seek to satisfy, ranging from low-level needs to self-actualization. Once the needs at one level are met, there is a rebirth of fresh determination to satisfy the needs in the next (Gunnigle, Heraty and Morley, 2011). Needs in Maslow's hierarchy of needs are arranged in a pyramidal manner (Kouloubandi, Jofreh & Mahdavi, 2012). Physiological needs fall at the bottom of the pyramid and self-actualization at the top of the pyramid. Employees seeking the fulfilment of physiological needs will not find the energy to pursue the needs in the next level of the hierarchy. However, good remuneration is critical to the attainment of the lower-level needs requires among employees of an organization (Udechukwu, 2009). According to Udechukwu (2009), Maslow's hierarchy of



needs is fundamental in management and psychology studies. The theory reinforces the need for constant reassessment of people's needs since needs change over time. For instance, depending on their remuneration, employees in any given organization happen to be pursuing attainment of needs at different levels on the Maslow's hierarchy. Money as a motivation works best for employees seeking lower level needs rather than those pursuing needs of a higher level. Lower level needs on Maslow's hierarchy of needs are applicable in matters of physical comfort and reasonable work hours in places of work. Better working conditions, security of tenure, remuneration and other non-monetary benefits constitutes the safety needs on Maslow's hierarchy of needs, while collegiate relations, good customer care services and good supervisor-supervisee relations comprise the social needs. Esteem needs are usually met through praise, recognition by supervisors and promotion of employees to coveted job positions. Opportunities to participate in companies' decision organs, training and engaging in challenging and sophisticated assignments are what fulfill the self-actualization needs. Maslow's hierarchy of needs theory is relevant to this study since it supports the work life balance objective in the sense that employees tend to fulfill certain needs maybe at the workplace or outside their work. When employees find the flexibility of attending to their personal commitments as they fulfill their career obligations, they get the motivation to pursue the next need in line. If the employees are able to achieve these needs while still at work, they are more comfortable staying in such an organization to make sure they actualize themselves.

2.3 Empirical Review

Andi & Syihabudhin, (2018) examined the Influence of Reward on Turnover Intention with the Organizational Commitment as an Intervening Variable (A Study on Group I and II Employee at Djatiroto Sugar Factory). The study aimed to determine the condition of reward variables, organizational commitment, and Turnover

Intention, as well as the influence of reward variables and commitment to Turnover Intention on the employees of Djatiroto Sugar Factory in Lumajang. By using proportional random sampling method, respondents in this study were 217 people from 472 employees of Group I and II Djatiroto Sugar Factory, Lumajang. Using path analysis, the results showed that there was a significant direct effect of rewards on turnover intention, rewards to organizational commitment, and organizational commitment to turnover intention. In addition, there is an indirect influence of rewards on turnover intention, with organizational commitment as an intervening variable.

Mendis, (2017) carried out a study on the impact of reward system on employee turnover Intention: A study on logistics industry of Sri Lanka. The study focus on how reward system of an organization impact on employee turnover intention. The study empirically evaluated five independent variables (remuneration, cash incentives, work life balance, supervisor support and employee recognition) and their relationship to the turnover intention of non-executives in the logistics industry of Sri Lanka. The sample consists of 97 non-executive staff in the logistics industry of Sri Lanka. The data collection was done by using a self-administrated structured questionnaire. The results indicated that remuneration, cash incentives, work life balance, supervisor support and employee recognition variables were negatively and significantly correlated with turnover intention. And those relationships were strong. Results of regressing the reward system on turnover intention showed that reward system is a powerful predictor of labour turnover in logistics industry of Sri Lanka. The research findings give evidence that better financial and non-financial rewards have strong impact on employee turnover intention. Therefore to reduce employee's high intention to leave the company, the management needs to develop well balanced reward system in both financial and non-financial aspects.



Seema, Arfan, & Sharjeel (2015) carried out a study aimed to examine the relationship between reward system and employee attitudes. It also explores either perceived supervisory support moderates the relationship between reward system and employee attitudes in the higher education sector of Pakistan. Among the sample of 300 employees 240 were obtained which were filled accordingly. So the response rate was 80%. Findings indicate the presence of a significant relationship between reward system and employee attitudes. Findings also proposed that perceived supervisory support moderates the relationship between reward system and employee attitudes.

3.0 Methodology

The study was carried out to examine the relationship between reward system and turnover intentions of employees: A study of deposit money banks in South East, Nigeria. The researcher obtained data through the use of a questionnaire. The study used the survey

approach. The target population of this study consists of senior and junior staff of the selected deposit money banks in South East, Nigeria. Out of a population of 7,122 staff, the sample size of 365 was chosen after applying the Freund and William’s formula for the determination of adequate sample size. Out of staff sample 344 staff returned the questionnaire and accurately filled. That gave 94 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.79 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test statistic tool.

4.0 Data Presentation Analysis

4.1 Likert Scale Analyses

Research question one. What is the relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria?

Table 4.1: Responses to research question one: on the relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria.

	5	4	3	2	1	ΣFX	-	SD	Decision
	SA	A	N	DA	SD		X		
1 In my firm, I have the chance to make as much money as my friends	100	740	141	124	30	1135	3.3	1.10	Agree
	20	185	47	62	30	344			
	5.8	53.8	13.7	18.0	8.7	100%			
2 My pay is commensurate with the amount of work I do	700	440	96	80	22	1338	3.9	1.24	Agree
	140	110	32	40	22	344			
	40.7	32.0	9.3	11.6	6.4	100%			
3 I am entitled to paid vacation or leave while overtime pay and insurance cover	520	372	156	72	59	1179	3.4	1.45	Agree
	104	93	52	36	59	344			
	30.2	27.0	15.1	10.5	17.2	100%			
4 I will probably look for a new job in the next year	770	184	156	136	24	1270	3.7	1.39	Agree
	154	46	52	68	24	344			
	44.8	13.4	15.1	19.8	7.0	100%			
5 Compensation is competitive with what others who perform similar work are earning	575	728	96	2	14	1415	4.1	.891	Agree
	115	182	32	1	14	344			



33.4 52.9 9.3 .3 4.1 100%

Total grand mean and standard deviation

3.7 1.21

Source: Field Survey, 2021

From the table, 205 respondents out of 344 representing 59.6 percent agreed that in my firm, I have the chance to make as much money as my friends with mean score of 3.3 and standard deviation of 1.10. My pay is commensurate with the amount of work I do with 250 respondents representing 72.7 percent agreed with mean score of 3.9 and standard deviation of 1.24. I am entitled to paid vacation or leave while overtime pay and insurance cover with 197 respondents representing 57.2

percent agreed with mean score of 3.4 and standard deviation of 1.45. I will probably look for a new job in the next year with 200 respondents representing 58.2 percent agreed with mean score of 3.7 and 1.39. Compensation is competitive with what others who perform similar work are earning with 297 respondents representing 86.3 percent agreed with a mean score of 4.1 and standard deviation of .891.

Research Question Two. What is the relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria?

are being

orally appreciated by the organization.

Table 4.2: Responses to research question two on the relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria.

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
6	Employees are being orally appreciated by the organization.	955	436	45	24	17	1477	4.3	1.05	Agree
		191	109	15	12	17	344			
		55.5	31.7	4.4	3.5	4.9	100%			
7	For a job well performed I get recognized	685	400	135	36	44	1300	3.8	1.36	Agree
		137	100	45	18	44	344			
		39.8	29.1	13.1	5.2	12.8	100%			
8	Praise from my boss is an incentive to perform better.	815	440	90	58	12	1415	4.1	1.10	Agree
		163	110	30	29	12	344			
		47.4	32.0	8.7	8.4	3.5	100%			
9	Recognition is vital in my bank.	760	588	69	20	12	1449	4.2	.95	Agree
		152	147	23	10	12	344			
		44.2	42.7	6.7	2.9	3.5	100%			
10	I am satisfied with the current level of praise offered in my bank`	970	464	51	10	12	1497	3.4	.92	Agree
		194	116	17	5	12	344			
		55.4	33.7	4.9	1.5	3.5	100%			
Total grand mean and standard deviation								4.0	1.08	

Source: Field Survey, 2021



From the table, 300 respondents out of 344 representing 87.2 percent agreed that employees are being orally appreciated by the organization with mean score of 4.3 and standard deviation of 1.05. For a job well performed I get recognized with 237 respondents representing 68.9 percent agreed with mean score of 3.8 and standard deviation of 1.36. Praise from my boss is an incentive to perform better with 273 respondents representing 79.4

percent agreed with mean score of 4.1 and standard deviation of 1.10 Recognition is vital in my bank with 299 respondents representing 86.9 percent agreed with mean score of 4.2 and .95. I am satisfied with the current level of praise offered in my bank with 310 respondents representing 89.1 percent agreed with a mean score of 3.4 and standard deviation of .92.

Research Question Three. What is the relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria?

Table 4.2: Responses to Research Question Three: on the relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria

	5	4	3	2	1	ΣFX	-	SD	Decision
	SA	A	N	DA	SD		X		
11 Training and development motivates employees	935	556	21	10	6	1528	4.4	.77	Agree
	187	139	7	5	6	344			
	54.4	40.4	2.0	1.5	1.7	100%			
12 Organizational justice and prestige serves as a motivating factor in my firm	795	540	51	30	18	1434	4.2	1.05	Agree
	159	135	17	15	18	344			
	46.2	39.2	4.9	4.4	5.2	100%			
13 Our welfare, interests, and opinions are not taken into account in the leadership process	655	600	63	44	20	1382	4.0	1.11	Agree
	131	150	21	22	20	344			
	38.1	43.6	6.1	6.4	5.8	100%			
14 The quality of the employees’ workplace environment has been found to be the most crucial point to affect their level of motivation	215	856	87	74	21	1253	3.6	1.03	Agree
	43	214	29	37	21	344			
	12.5	62.2	8.4	10.8	6.1	100%			
15 Organizational values and belief affects employee motivation	645	548	114	30	25	1362	4.0	1.15	Agree
	129	137	38	15	25	344			
	37.5	39.8	11.0	4.4	7.3	100%			
Total grand mean and standard deviation							4.0	1.026	

Source: Field Survey, 2021

From the table, 326 respondents out of 344 representing 94.8 percent agreed that Training and development motivates employees with mean score of 4.4 and standard deviation of .77. Organizational justice and prestige serves as a motivating factor in my firm with 294 respondents representing 85.4 percent agreed with mean score of 4.2 and standard deviation of 1.05. Our welfare, interests, and opinions are not taken into account in the leadership process with 281 respondents representing

81.7 percent agreed with mean score of 4.0 and standard deviation of 1.11. The quality of the employees’ workplace environment has been found to be the most crucial point to affect their level of motivation with 257 respondents representing 74.7 percent agreed with mean score of 3.6 and 1.03. Organizational values and belief affects employee motivation with 266 respondents representing 77.3 percent agreed with a mean score of 4.0 and standard deviation of 1.15.



4.2 Test of Hypotheses

4.2.1 Hypothesis One: There is no positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria.

Table 4.2.1.1: Z – test on There is no positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria.

There is no positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria.		
N		344
Normal Parameters	Mean	3.684
	Std Deviation	1.213
Most Extreme Differences	Absolute	.282
	Positive	.183
	Negative	-.282
Kolmogorov-Smirnon Z		5.229
Asymp. Sig.(2-tailed)		.000

a. Test distribution is Normal

b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 5.229 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the respondents that there is positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria

Decision

Furthermore, comparing the calculated Z- value of 5.229 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that on there is positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria.



4.2.2 Hypothesis Two: There is no positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria.

Table 4.2.2.1: Z – test on there is no positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria.

There is no positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria.		
N		344
Normal Parameters	Mean	4.154
	Std Deviation	1.074
Most Extreme Differences	Absolute	.284
	Positive	.219
	Negative	-.284
Kolmogorov-Smirnov Z		5.257
Asymp. Sig.(2-tailed)		.000

- a. Test distribution is Normal
- b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnov Z – value of 5.257 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the respondents that there is positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 5.257 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that there is positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria.



4.2.3 Hypothesis Three: There is no positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria.

Table 4.3.3.1.: Z – test on there is no positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria.

There is no positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria.		
N		344
Normal Parameters	Mean	4.046
	Std Deviation	1.023
Most Extreme Differences	Absolute	.317
	Positive	.212
	Negative	-.317
Kolmogorov-Smirnov Z		5.872
Asymp. Sig.(2-tailed)		.000

- a. Test distribution is Normal
- b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnov Z – value of 5.872 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the respondents there is positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 5.872 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that there is positive significant relationship between

employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria.

4.3 Discussion of Findings

From the result hypothesis one, comparing the calculated Z- value of 5.872 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that there is positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria. In support of the above result, employees want to be paid well for the job they do, both for their self-esteem and as a practical means to living. Regardless of a person's field, employees wants to know their compensation is competitive with what others who perform similar work are earning. Salaries need not be the highest in your area but should be among the top. Paying



low salaries means top people will leave and low performers will take their jobs (Barbara, n.d).

From the result hypothesis two, comparing the calculated Z- value of 5.257 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that there is positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria. In line with the findings, Andi & Syihabudhin, (2018) also found that there was a significant direct effect of rewards on turnover intention, rewards to organizational commitment, and organizational commitment to turnover intention. Employers in many country use recognition program such as long service award or loyalty award for employees who complete many years. Such an action enhances the retention of employees in industries where turnover rate is high. Employee recognition is another important factor that lowers the likelihood of non-executive level employees leaving. Good employee recognition systems are essential because the majority of employees want their superiors to regard them as effective contributors since it promotes their positive image of themselves and their self-worth.

From the result hypothesis three, comparing the calculated Z- value of 5.872 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that there is positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria. In support of the result, Employees can be motivated extrinsically by providing them with rewards which satisfies basic needs. The organization can perform a salary adjustment of -employees meet their physiological needs. Simultaneously, their working conditions can be improved by providing them with better infrastructure facilities. Further, the organization can take measures to increase their job security and

financial security. Providing employees with rewards for desired behavior such as bonuses, increments, awards also increase extrinsic motivation of employees. These rewards provided by the organization should have a perceived value to employees to motivate them.

5.0 Summary of Findings

- i. There is positive significant relationship between compensation and turnover intentions of employee of deposit money banks in South East, Nigeria with $Z(95, n = 344) = 5.229, p > 0.05$.
- ii. There is positive significant relationship between recognition and turnover intentions of employee of deposit money banks in South East, Nigeria with $Z(95, n = 344) = 5.257, p > 0.05$
- iii. There is positive significant relationship between employee motivation and turnover intentions of employee of deposit money banks in South East, Nigeria with $Z(95, n = 344) = 5.872, p > 0.05$

5.1 Conclusion and Recommendations

The study concluded that compensation, recognition and employee motivation has positive significant relationship with turnover intentions of employee of deposit money banks in South East, Nigeria. Better rewards systems leads to decrease on employee turnover intention. Based on the findings of the study, the following recommendations were made:

- i. Banks should take necessary steps to upgrade employee incentive programmes such as providing bonuses depending on performance.
- ii. Employee recognition should be a standard practice in the workplace. Employee recognition must be genuine and heartfelt in order to be effective.
- iii. There should be a periodic training and development, and other incentives to motivate the workforce.

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