PERSONALITY CHARACTERISTICS AND TRIGGERS OF EMPLOYEE TURNOVER INTENTION IN NIGERIAN BANKS

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Abstract

This study investigates relationships between personality characteristics and turnover intention of bank employees in Nigeria. The sample consists of two hundred and ten (210) respondents from ten (10) purposively selected area offices of banks in Abia State South-East geographical zone of Nigeria. The questionnaire was in 5 Likert type ordinal scales and the Spearman's Rank Order Correlation Coefficient Statistical Technique in Statistical Package for Social Sciences (SPSS) was used for data analyses. It was revealed that positive and significance relationships exist between the five facets of personality characteristics and employee turnover intention measured with workers' pay, work overload, work related stress and work life balance. These outcomes emphasize that measures of turnover intention fall within managers' responsibility for proper management as well as effectively managing employees' personality traits as each of these facets have potentials to be low or high yielding different results to the organisation based on how they are managed. When these are not properly managed may make turnover intention of employees inevitable. Bank managers should be reliable, dependable, adaptive, with the ability to provide workplace environment where equitable pay/rewards prevail devoid of stress, excess work overload with the provision of work life balance all geared at minimising other factors that trigger employees' withdrawal choices.

A. Introduction

Employees apply for work in organisations to satisfy certain needs and expectations in exchange for their skills, expecting jobs that could help improve their level of skills and knowledge, meet their career objectives and certain levels of job satisfaction, expecting that their physiological and psychological needs would be satisfied such as growth opportunity, importance (status), independence, and participation in firm decision making processes. The extent to which these are provided influence their attitudes and behavior about commitment and continuous membership of the organisation. Employees' behavior in organisations whether for profit making or otherwise is determined by their personality characteristics which determine their job attitudes and job behaviors (Shahnawas & Jafri, 2009). These employees evaluate what they receive in relation to what peers receive in other organisations/industry; growth opportunity, job satisfaction vis-a-vis attitude to work and turnover intention. They use managerial general work attitude, leadership style-judgement, fairness, supportiveness, openness, etc against their level of organisation commitment for turnover intention decisions. Some researchers correlated turnover intention with lateness, absenteeism, work withdrawal, low commitment, poor work engagement, reduced performance and declining output (Johns, 1997; Meyer, 1997; Griffeth, et al., 2000; Oluwafemi, 2009; 2010; 2013; Samad, 2012).

In the banking industry for example, people create, offer and provide quality services, special knowledge and skills as the industry's general etiquette and culture, technological knowledge and processes to reflect the specificity of personnel (Cerovic, 1994; Emecheta, et al., 2016). Such personality trait form structures and propensities that explain individual characteristics and patterns of thought, emotion and behavior, recurring regularities or trends to capture; evaluate and contrast abilities and what they can/not do at any point in time and predicts job performance abilities (Colquitt, et al., 2009). It helps in differentiating employees insight as to whether they can efficiently perform specific jobs in comparison to others and are stable throughout ones work-life (Beer & Brooks, 2011; Denissen, et al., 2011; Gerber, et al., 2011; Emecheta, et al., 2016).

Personality theorists examined similarities and variances in employees’ behavior, collective attributes, job performance and these variances describe ability levels that behavior experts believed are stable over time as enduring traits and intractable work behaviors (Hogan & Shelton, 2006; Denissen, et al., 2011; Gerber, et al., 2011; Emecheta, et al., 2016). Other studies affirm that understanding personality characteristics serve as tool for predicting...
employee job performance and technique for selection process (Ozer, et al., 2006; Schulman, 2011; Awadh & Ismail, 2012).

These factors are necessary in today’s competitive organizational settings and if underestimated at selection point may prove disastrous, causing undesirable tension, worries, and hindering organization’s ability to attain set goals and objectives (Khosla, 2009; Ganapathi, 2012). Employee involvement increases well-being for achieving organizational goals and objectives; although needs differ due to differences in belief, attitudes, values, biases, abilities, perceptions, social and ethnic backgrounds etc, it behoves managers to make employees’ and organizations’ goals congruent for harmonious co-existence (Ezirim, et al., 2010; Emecheta, et al., 2016). It suffices to say that personality characteristics and behavioral pattern of managers exert significant influence on the attitude and behavior of subordinates not only on the levels of organizational commitment and job satisfaction but on their turnover choices.

The language we speak and how we speak it present listeners with necessary tools to describe differences in our attitudes and behavior. The lexical perspective of these objectives are used in identifying personality dimensions, and individual traits that describe differences in personality traits encoded in our language adjectives (McCrae, et al., 1992; Ostendorf, 2001; Ashton, et al., 2004; Emecheta, et al., 2016). Researchers held that when objective clusters are analysed and adopted as the Big-Five or Five-Factor Model, it becomes a representation of individual personality characteristics. Others capture it as hierarchical organization of personality traits with five basic dimensions of Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to experience (McCrae, et al., 1992). These five relatively independent constructs are collectively meaningful classification of employee differences in work attitudes and behavior (Kumar, et al., 2010). Therefore, these five dimensions of personality characteristics are adopted in this study and discussed hereunder.

Based on the above presentation, personality characteristics have attracted extensive interest among researchers in different economies with varying outcomes, including negative and significant relationship between neuroticism and affective commitment as Neurotics perceive organizations as unfair leading to their intentions to quit (Erdhim, et al., 2006; Jazayeri, et al., 2006; Pasha, et al., 2008; Parvin, 2008; Kumar & Bakhshi, 2010; Darbanyan, et al., 2014; Emecheta, et al., 2016). Neuroticism as a source of negative emotions is associated with organizational commitment reported in many studies (Duval & Duval, 1983; Cropanzano, et al., 1993; Thoresen, et al., 2003; Kumar & Bakhshi, 2010; Jam, et al., 2012; Mayende & Musenze, 2014).

Positive and significant relationship was also found between Neuroticism and continuance commitment which enhances employees’ continued tenure in organizations (Erdhim, et al., 2006; Pasha, et al., 2008; Kumar & Bakhshi, 2010; Darbanyan, et al., 2014). All facets of personality characteristics are reported to have positive and significant relationship with affective commitment of bank employees in Nigeria (Emecheta, et al., 2016); while organizational level commitment was found to influence employees’ turnover intention (Hom & Griffeth, 1995; Steel & Ovalle, 1984; Tett & Meyer, 1993); and other triggers of employee turnover were found other than facets of personality traits such as employee satisfaction and involvement. These researchers linked turnover intention with lateness, absenteeism, withdrawal, low commitment, poor work engagement, declining output and reduced performance in Nigerian oil Industry as well as in other developed countries (Johns, 1997; Meyer, 1997; Griffeth, et al., 2000; Oluwafemi, 2009; 2010; 2013; Samad, 2012). A research in South-West Nigeria showed negative relationship between affect-based commitment and turnover intention (Sahin, 2011; Fasanmi & Awosusi, 2016).

It is imperative therefore that these findings prevailed more in developed and emerging economies of the world like the USA, Europe and Asian countries even in South-West geopolitical zone of Nigeria although in the oil industry, but its degree of contribution to employee turnover in the banking sector of growing economies and developing countries like Nigeria especially in Enugu State South-East geopolitical zone is uncertain. To close this yearning gap in literature, this study examines the relationship between five personality characteristics facets and trigger of employee turnover choices in Nigerian banks.
B. Review of Literature

In this section, we will try to elucidate on the work of other researchers on our subject area to establish their focus of study and findings to enable us domicile this study.

Dimensionalizing Personality Characteristics

Employees’ personalities explain their enduring traits and characteristics in relation to emotions, motivation, interpersonal exchanges and attitudes other than their abilities. It is considered transitory and endures over time which predicts their employees’ attitudes toward varying situations with other people. It tries to show ones stable feelings, thoughts, behavioral patterns, form unique personalities that differentiate a people from others and are used for proper understanding of traits, providing clues of how employees are likely to act or feel in an array of situations (Emecheta, et al., 2016). Earlier studies show that personality traits influence and are influenced by environments where people domicile and work (Chen, 2004); and the culture of an organization regulates how well a person fits within a particular organization’s sensation and how ease they adapt in it (O’Reilly, 2004). This process determines how personality trait and job performance are positively correlated with organizational productivity and amplifies how employee personality traits match its culture.

To effectively manage employees, proper understanding of their personality characteristics help managers understand how to place them into jobs, ensure better person-job-fit (Emecheta, et al., 2016). It is also meaningful for management for the dictation of how well an employee perform his/her jobs and how durable, organised, and how well they interact with others, do their job, creative work behavior and to know who to delegate responsibilities.

Analyzing personality characteristics show different words which actually points to single dimension of personality as authors from different areas and different eras dealt with different individual perspectives such as character, action, thought, etc in form of story to offer rich studies from different disciplines as social scientists, psychologists, and psychiatrists. Personality psychologists noted some terms used in novels of ancient China that were trait-specific (Passakos, et al., 2009; Zhu, et al., 2015); but lexical approaches were used in other studies for personality structure (De Raad, et al., 2014). Factor analyses of self and peer ratings of personality-descriptive terms of a given language (adjectives, nouns and verbs) revealed seven personality structure (Saucier, 2003), six (Ashton, et al., 2004), five (Saucier & Goldberg, 1996), three (Saucier, et al., 2010), two factors (Saucier, et al., 2014; Zhu, et al., 2015).

Scholars affirmed that with the use of English adjectives five-factor personality structure of Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Intellect or Imagination emerge (Goldberg, 1990); and subsequently, six-factor personality model was proposed showing additional factor as Honesty-Humility besides aforementioned five and their variants (Lee & Ashton, 2008; Saucier, 2009; Zhu, et al., 2015). Yet, other authors suggested only two; made up of social self-regulation and dynamism (Saucier, et al., 2014) or three factors (Extraversion, Agreeableness, and Conscientiousness (De Raad, et al., 2014) and all were found to be cross-culturally consistent.

Others found hierarchical organization of personality traits in terms of five basic dimensions of Extraversion (E), Agreeableness (A), Conscientiousness (C), Neuroticism (N), and Openness to experience (O) (McCrae, et al., 1992); five relatively independent constructs as collectively providing meaningful classification for the study of individual differences in work attitudes and behaviors (Kumar, et al., 2010). It is considered to be of significant element for evaluating and appraising employees’ job performance and differentiates one individual from the other (Beer & Brooks, 2011).

Contemporary studies elucidates on personality and its influence on organization environment in which people work that influence their work outcomes (Chen, 2004). Extant literature suggested that individual personality traits and job performance are positively correlated with one another as organizational productivity increases if these personality traits match with organizational culture (Sarwar, et al., 2013). In this study therefore, we share Kumar’s view and use the descriptions of the Big Five which many researchers considered in terms of their higher scores in the literature in our discussion below.
Extraversion

Personality traits show people as energetic, sociable, assertive, with positive emotionality and those high in extraversion are talkative, argue in favor of their opinions, interacting with every one so frankly, seeking excitement and stimulation in every bit of life, experience positive effect such as energy, zeal, and are chatty (Costa & McCrae, 1992; Howard & Howard, 1995; John & Srivastava, 1999; Cattell & Mead, 2008; Burch & Anderson, 2008; Teng, 2008). This personality quality make employees very sociable, out-going, and always ready to interact with people in workplaces and the society at large (Saucier & Goldberg, 1998; Mount, et al., 1993; Salgado, 1997; Barrick, et al., 2001; Botelho, et al., 2017, p. 72).

In a conference presentation, it was revealed that one’s opportunity for career progression is moderately related with ones degree of extroversion and also account for entrepreneurial career success (Judge, et al., 1999; Wilfling, et al., 2011; Emecheta, et al., 2016); because extraverted individuals posses higher scores on organizational commitment but unrelated to turnover intention (Thoresen, et al., 2003). This is because higher extraversion neither contributes positively nor negatively to actual occupational turnover among executives (Bauer, et al., 2006). The entrepreneur’s decision to quit entrepreneurial activities or a founder-project is therefore unlikely to be affected by extraversion as he/she is familiar to normal job changes.

Extraversion showed low effect on performance for jobs involving teams and dyadic revealing no significance for entrepreneurial survival as entrepreneurs are part of founders/pioneers teams, lead teams that fulfil dyadic interactions and contributes to its survival. Therefore, sales interactions or communication with financiers essentially influence the operation of any business (Wilfling, et al., 2011). Extraverts always think positively about work and play important roles in individual’s satisfaction levels (Meyer & Allen, 1991; Weiss & Cropanzano, 1996); individuals satisfied with their work environment stick to the organization and think less of withdrawal (Maertz & Griffeth, 2004).

Agreeableness

This personality trait reveals people as being accommodating, trustful, generous, tolerant, and compassionate. People high in this trait are always helping, ready to resolve issues by creating a win-win situation due to their flexible attitude and usually sociable, friendly and generous in negotiations, creating friendly environment and keeps balance with opponent’s concerns, have the propensity to get co-operation and social harmony, helping others is their inbuilt features and believe that others are also honest and trustworthy. Agreeableness presents one as outgoing type, tolerance, sensitive, kindness, and show warmth kind of behavior (Ostendorf, et al., 1992; Goldberg, 1992; Saucier & Goldberg, 1998; Mount, et al., 2005; Cattell & Alan, 2008; Burch & Neil, 2008; Kumar & Bakhshi, 2010; Hussain, et al., 2012). Those high in this trait are always polite, merciful, kind, and open-minded, generous, calm, truthful, and sincere; they possess more and better interpersonal relationship personality, have greater life satisfaction, and possess better health than those with low agreeableness traits (Barrick & Mount, 1993; Mooradian & Swan, 1996; Awadh & Ismail, 2012).

Personality psychologists found agreeableness as utmost discordant personality trait of the Big Five model of personality (McCrae & Costa, 1997). But between agreeableness and job performance, the correlation is very weak; and agreeableness and job satisfaction influence turnover intention to a large extent (Barrick & Mount, 2000; Judge, et al., 2002; Mayende & Musenze, 2014). This facet of big five model significantly relate with normative commitment (Erdehim, et al., 2006). An agreeable employee is very flexible and always feels easy and more comfortable working with others, adjusts easily with organizational environmental changes, compliant to changes in work rules; pertinent and positively disposed to job environments because of their ability to build affirmative and satisfying relationship with others (Lingl & Organ, 1995).

Conscientiousness
This type of personality facet predicts how organized, thoughtful and forward-thinking an individual can be at work as being very cautious, orderly, dependable, graceful, self-disciplined, dutiful and responsible. Individuals high in conscientiousness personality are significantly influenced by desires for career progression, caring about future planning, cautious about surroundings, self managed, predictable and risk averted (Judge, et al., 1999; Burch & Anderson, 2008; Cattell & Mead, 2008). Such employees work without flaws, everything gets done rightly as chaos are stressors for them, they are neat, clean and like everything always to be at the right place (Ostendorf, et al., 1992; Saucier & Goldberg, 1998).

Researchers revealed that conscientiousness do not correlate with affective commitment; associated with emotional attachment and involvement with the organization, and prone to work involvement than organizational involvement (Organ & Lingle, 1995). The tendency for generalised work-involvement provide increased opportunity for formal reward (e.g. pay, promotion) and informal work rewards (e.g. recognition, respect/status) leading to increased costs associated with leaving the organization-heightened level of continuance commitment (Erdheim, et al., 2006). Persons tending towards leaving their organizations ask selves, “do I have any responsibility for this organization which I would not be able to fulfil if I quit my job” (Maertz & Griffeth, 2004)? Employees with high score on conscientiousness adhere to existing workplace rules and believe that contractual commitment take pre-eminence (Sarwar, et al., 2013).

**Neuroticism**

Neuroticism measures the continuum between emotional adjustment or stability and emotional maladjustment and characterized by fearfulness, anxiety, worry, envy, frustration, emotionally-unstable, jealousy and loneliness (Costa & McCrae, 1992; Jam, et al., 2012). People high in neuroticism facet of personality exhibits frustration, anger, depression, stress and self-blame and such individuals express pessimism, over reacts over mistakes and faults; always very negative, nervous, tensed, lacks social skills and not disposed to good interpersonal relationships necessary for team work; easily ensnared by stress and become emotional and anxious (Howard & Howard, 1995; Saucier & Goldberg, 1998; Judge, et al., 1999; 2002).

They always feel hopeless and frustrated, exhibiting feelings and behaviors that lack emotional intelligence, easily caught by mental disorder and depression with serious impact on their physical and psychological health (Ostendorf, et al., 1992; Goldberg, 1992; Burch & Anderson, 2008). Besides, Neurotic individuals have the tendency of experiencing negative emotions than others thus exposed to situations that foster negative affect (Emecheta, et al., 2016).

This trait is unlikely to promote affective commitment because it decreases the likelihood of developing positive emotional response towards work and organization and are unlikely to retain membership of the organization when highly employable. However, these feelings foster continuance commitment due to their tendency to experience chronic negative effects and are more worried about costs associated with leaving the organizaton and facing new work environment that may test their skills and abilities (Erdheim, et al., 2006). Based on this, many researchers found significant negative association between neuroticism, affective commitment and intention to leave choices, attempting to reduce psychologically threatening information that have negative relationship with the three commitment types (Duval & Duval, 1983; Darbanyan, et al., 2014) supported by the findings of Jazayeri, et al., (2006); Fasha & Khodadadi, (2008); Parvin, (2008); Erdhim, et al., (2006); Kumar & Bakhshi, (2010).

If an employee is severely anxious/neurotic or annoying, he/she may be considered unfit for the organization during job interviews. Neuroticism or low emotional stability leads to low job satisfaction and doubtful about their surroundings (Burke & Brief, 1993). A study of motivational forces affecting turnover of employees with negative views about their job environments revealed to be more probable to quit their jobs (Maertz & Griffeth, 2004).

**Openness to new experience**

This type of personality shows how open minded a person is and people high in this trait are very imaginative, possess creative intellect, sensitive to inner thoughts, have the capability
to analyze matters differently, exhibit intellectual curiosity, art, knowledge, independent-minded, have preference for novelty and variety, curious to know hidden things and very deductive from different perspectives (McCrae & John, 1992; Howard & Howard, 1995; Mount, et al., 2005; Cattell & Mead, 2008; Emecheta, et al., 2016). Such open minded individuals are always curious about inner/outer world and are experientially richer, doing things differently, showing more concern for customer needs and satisfaction. Managers high in this characteristic are more entrepreneurial, self managed, very adaptive and always willing to succeed in unpredictable environment, posses heightened state of motivation which occurs at the edge of unknown, untried ideas and see setbacks as integral part of change and thus treat mistakes as opportunities for learning and growth (Butler, 2017; Botelho, et al., 2017). They most often experience positive or negative emotions more keenly than do closed minded individuals. Researches show that openness to new experience individuals succeeds in consulting, training and are more adaptive to change (Horton & Nicholson, 1992; Vinchur, et al., 1998); since turnover intention results from a coping strategy used by employees to escape challenging situations (Petriglieri, 2011).

Therefore, managers’ efforts are needed at workplaces that understand these individual characteristics and factors responsible for their behaviors to help them be more fruitful to the organization as mentioned earlier. It can also be regarded as personal desire for change, complexity, curiosity, newness and internal desire for new experience (McCrae, 1996; Syed, et al., 2015). Those with high scores in openness to new experience reach high levels in exploration, willing to pursue alternative methods at their jobs, the unknown provides them with excitement instead of anxiety than such provided to others with lower scores (Erdheim, et al., 2006; Syed, et al., 2015; Emecheta, et al., 2016; Butler, 2017, p. 86).

Other researchers also found that when people come together whether at workplace, Churches, meetings, or at football watching centers (FWC) from different backgrounds and behave in manners at variance with other people’s expectations, the need to understand their characteristics at different situations whether the club they support wins or lose need an effective use of the five-factor model personality characteristics to enable us anticipate their responses at different situations which is useful for predicting performance at the workforce (Barrick, et al., 2005; Echchakoui, 2013; Emecheta, et al., 2016).

The study at a call center showed that openness to new experience negatively correlated with employee performance; since adaptive behavior is an important driver of employee performance in face-to-face interactions (Sawyerr, et al., 2009). Therefore, individuals with higher scores of openness to new experience show higher tendency toward shift jobs to leave the organisation, which is also linked to turnover and unplanned quitting, and itchy-feet in the absence of adequate motivation (Maertz & Griffeth, 2004). Most importantly, part of this personality characteristic is originality and innovativeness as these individuals are inventors/initiators/pioneers (Teng, 2008). Other literature showed significant correlation between openness to new experience and work drive—an enduring motivation to apply time and effort to finish projects, meet deadlines, be more productive, achieve success, increased work values, generative work ethics, job involvement, and centrality of work to their well being (Lounsbury, et al., 2003).

Work Environment of Banks in Nigerian

Since the recapitalization of banks in Nigeria, there has been high levels of voluntary turnover among employees, in spite of that, turnover of pitiable performers become beneficial to banks, but the loss of talented and skilled employees detrimentally affects banks and its system as a whole (Ojedokun, 2008; Balogun, et al., 2012; Fasanmi & Awosusi, 2016). Since turnover disrupts teams and smooth workflow, it reduces production and quality of service leading to loss of knowledge, and imaginative ideas of firms (Mustapha & Mourad, 2007; Wagner, 2010). These negative consequences of employee turnover have generated considerable interests among researchers as behaviorists and attitude researchers tried to determine causes that reduce these incidences in banks (Griffeth, et al., 2000; Fasanmi & Awosusi, 2016).

No wonder many banks in Nigeria shifted from transaction based banking practices to
sales/services which imposed pressure on employees because of increased unrealizable job target demands (Ojedokun, 2008; Ogungbamila, 2010; Adejuwon, et al., 2013). High job targets and related emotional demand come with other stressors-long working hour, lack of shift jobs, job insecurity, perceived inequity and low pay, time pressure, as well as dual obligation of protecting banks and its stakeholders causing happiness traps at the workplace, burn out and other related negative outcomes (Ogungbamila, 2010; Owolabi & Babalola, 2011; McKee, 2017, p.); forcing employees to quit, while others are preoccupied with the search for alternative job opportunities with better working conditions, (Ojedokun, 2008; Balogun, et al., 2012, 2013).

Factors that trigger employee turnover intention

Employee turnover is a burning issue since the turn of 21st century with globalization and economic recession pervading contemporary work places especially the banking sector in many economies of the world (Griffeth, et al., 2000; Kotzé & Roodt, 2005; Du Plooy & Roodt, 2010; Greyling & Stanz, 2010; Mendes & Stander, 2011; Bothma & Roodt, 2012). Issues like wages, benefits, employee attendance, and job performance are all factors that play significant role in employee turnover (Beam, 2009). The banking industry in Nigeria has also experienced highest rates of turnover since recapitalization exercise because employees seek higher pay and better working conditions using social network to access information about what others receive in other banks. Relatedly, turnover intentions has became important criterion variable in many studies in different economies and industries (Emecheta, et al., 2016, p. 78).

Employee turnover is a complex process that occurs when they vacate jobs whether intra or inter organizationally compelling such organization to find replacements and has three major characteristics; permanent-when an employee leaves employment institution, characterised with horizontal/vertical mobility where employees are transferred to other departments or locations with or without advancement; while the last is withdrawal cognitions known as turnover-movement from one firm/industry to another also known as ‘identity exit’ (Tett & Meyer, 1993, p. 262; Kirpal, 2004; Petriglieri, 2011, p. 648; Bothma & Roodt, 2013).

This process is costly, disruptive and destructive to organizations’ service delivery. It is of essence that management focus on reducing to the minimum the frequency at which employees withdraw particularly those whose skills are crucial to its operations. Conversely, employee retention is a voluntary policy an organization uses to create environment that engage employees on long term basis (Chaminade, 2007; Tanvir-Alam, 2012). Reasonably, employees use managers’ general work attitude, behavior, and leadership style- judgement, fairness, supportiveness, openness, etc., to evaluate their level of commitment to work and to the organization hence, intention to leave/stay decision. Due to intensive market competition, every organization devices means of retaining talented employees with an edge for sustained competitive advantage. Researchers agree that turnover intention is seldom defined precisely; concluding that this behavior is attributed to perceived self-explanation (Bester, 2012; Bothma & Roodt, 2013). Others view turnover intention as a step in the decision-making process of employees before they actually leave the workplace (Steers, 1977; Mowday, et al., 1979; Mobley, 1982; Horn, et al., 1984; Bester, 2012; Emecheta, et al., 2016), which can be captured more succinctly via exit interview.

The quality of managerial decisions when delayed cause withdrawal of knowledge enriched employees that also create substantial costly negative consequences on firms in terms of recruitment, training and implicit costs such as employment image, learning, re-skilling, possible collapse in team-based work, understaffing, and the likelihood of depleting existing employees’ productivity, pummelling morals and further increased turnover choices (Kristensen, et al., 2004; Korunka, et al, 2005; Lee, 2008; Ali, 2009; Botelho, et al., 2017, p. 72). Similarly, employees leave their organizations for uncompetitive compensations when the rewards they receive in form of bonuses and incentives are not linked to performance (Blake, 2006); and when there is no stimulating and meaningful work, which also influence desire to leave (Harman, et al., 2007).
Irrespective of how difficult it is to measure involuntary/voluntary permanent withdrawal as labor turnover, such intention exists in the mind of the employees for withdrawal from the organization but the extent to which these definitions agree with existing literature are multifaceted (Mobley, 1982a, 1982b; Mowday, et al., 1982; Sager, et al., 1998; Lingard, 2003; Robbins, 2007; Lacity, et al., 2008). Other researchers found that particular conditions of employment, salary, career growth opportunities and perception of inequity in distributing rewards generate turnover intention in the minds of employees, causing them to experience “shock”, embrace new and better job offers, in addition to changes in marital status for both managers and non-managers (Rosse & Miller, 1984; Van Breukelen, 1989; Iverson & Roy, 1994; Lee & Mitchell, 1994; Geurts, et al., 1999). Some others believe that turnover has negative relationship with commitment (Yin-Fah, 2000; Gunlu, 2010); while some found commitment as a means for forecasting employee turnover (Joo, 2009). Therefore, determining turnover intention need to be categorized according to factors that affect individuals in their employment as their needs differ thus the need to evaluate how experiences of employees in the workplace provoke their withdrawal intention (Rivai, 2010).

Some researchers highlighted three categories that cause employee turnover namely; i) work-related factors-job satisfaction, pay, performance, and organizational commitment; ii) individual factors-age, education, sex, job tenure; and iii) external factors- labor market, labor force characteristics, employment perception, and union activities (Foreman, 2009).

Others identified two kinds of factors-controllable and uncontrollable-controllable factors are made up of work environment and leadership style, while uncontrollable factors are made up of organizational structure-external opportunities, and labor force characteristics (Lee, et al., 2010). Organizational structure possess either rigid/mechanistic or flexible/organic structure, while the external environment of any organization are those factors outside it that affect its ability to function effectively to nature competition, customers’ characteristics, government policies- monitory, financial, economic policies etc.

Researchers have revealed that the relationship between employee personalities and their commitment levels, such as commitment have either positive or negative relationship with their turnover intentions are based on the commitment type they exhibit (Erdheim, et al., 2006). Some also found positive association between affective commitment but the contrary between normative commitment and turnover (Kumar & Bakhshi, 2010). Similarly, agreeableness and conscientiousness showed positive and significant association with affective commitment (Hawass, 2012), while other researchers report that openness to new experience could not significantly predict affective commitment (Kumar & Bakhshi, 2010).

Although some held that organizational commitment if it is of affective nature help employees get their identities from the organization which promotes positive feeling to continue working for it and for the same reason will never leave their jobs (Ahmadi, et al., 2012). In a recent study it was found that a negative relationship exists between openness to new experience with the three organizational commitment types (Kappagoda, 2013). Our interest lies in establishing whether these outcomes could be confirmed in Nigeria or not.

Many scholars presented studies on this subject but found that less-committed employees perceive current jobs as temporary, utilise opportunities outside the organization when prevailing hence, intention to quit (Yahaya, et al., 2009). A large support exist in literature for a link between job satisfaction and turnover intention, with lack of job satisfaction as the main antecedent (Mobley, et al., 1979; Clegg, 1983; Price & Muller, 1986; Williams & Hazar, 1986; Roznowski & Hulin, 1992; Bartle, et al., 2002; Sturman, et al., 2003; Karsh, et al., 2005; Parker & Kohlmeyer, 2005).

Because of the scanty inclusion of personal aspects for turnover intention, researchers believe that psychological capital theory contributes to the personal aspect of employee’s influence in their turnover intention as well as relational level, social support—“the communication between people who lend a hand, reassure, show concern for, and give encouragement between superiors and subordinates (Meiners & Miller, 2004; Sweetman & Luthers, 2010). This unique form of interaction reduces uncertainties or role ambiguity, specificity and predictability of employee’s job functions and responsibility (Kahn, et al., 1964; Beehr, 1976; Yung-Tai, et al., 2010). It has been posited that management should establish
clear and achievable goals to promote high creativity (Amabile & Gryskiewicz, 1987). On the other hand, role ambiguity is a reverse situation (Jansen & Gaylen, 1994); which provides sense of personal control, by creating stronger bond between superiors and subordinates (Jabin & Krone, 1994; Lee & Jablin, 1995; Lee, 2005).

In addition to these, social support serves as defence to shelter negative consequences of stress brought about by organizational factors such as work overload, and job uncertainty as well as lack of work-life-balance that influence turnover motives (Cohen, 1993; Demerouti, et al., 2001; Bakker & Demerouti, 2007). This relational or social capital factor cannot be discussed in isolation of the leadership style since it is found to predict employees’ intention to quit (Hughes, et al., 2010). As many leaders emphasize their strength, competence, and credentials at the workplace and project sites, such as strength before establishing trust, they run the risk of eliciting fear in followers and undermining their potentials, creative work behavior, problem solving ability, and promoting withdrawal intention with associated negative consequences (Cuddy, et al., 2013; Emecheta, et al., 2016). Furthermore, organizational level commitment is found in literature to correlate with turnover intention (Steel & Ovalle, 1984; Tett & Meyer, 1993; Hom & Griffeth, 1995). Many researchers found that causal factors to turnover intention exists and for this reason, we present pay and reward, work overload, work-life balance and work-related stress discussed hereunder as factors that may enhance/mitigate employees turnover intention in Nigerian banks.

**Costs of Turnover to Organizations**

Turnover costs are exceedingly high and often underestimated by managers when they direct their efforts more at keeping employee from leaving and working for other organizations due to possible transfer of organizational knowledge by providing them job satisfaction and opportunity to develop personal career goals (Eskildesen, & Hammer, 2004). There exists positive relationship between employee motivation and turnover and they may stay longer in organizations if their pay is right and perceived to be equitable (Dalton & Todor, 1982; Hong & Chao, 2007, p. 216). Despite increased effort in understanding why employees leave their jobs especially in the banking sector, many research models conceptualizing turnover held that job satisfaction is a major antecedent of employee turnover behavior (Smith, 1994, p. 254-258). To mitigate turnover, organization managers should consider many factors that influence employee’s decision to quit (Sarwar, et al., 2013). A causal model designed for voluntary turnover was earlier given by Price & Mueller, (1981).

Besides, when these employees choose to leave the organization, their experiences, knowledge and talents leave with them leading to output delays and subsequent organization failures (Nikooofard & Fazli, 2011; Wells & Peache, 2011). Exit of these employees cause the erosion of crucial organizational knowledge and diversity and eventual high replacement costs for the firm (Strojilova & Rafferty, 2013). As they intend to leave permanently, they no longer depend on the organization’s pay-’sense of worth’ making the relational psychological contract between them and the organization a nullity (Christian & Ellis, 2014).

**Organizational Reward and turnover intention**

The wages firms pay employee affect their work attendance and job performance as factors that play significant role in employee turnover intention (Bean, 2009). Generally, employees point to one reason or the other for their turnover intention but many other factors behind the scene influence their choices (Jaffari, 2011). Researchers found “pay, and promotion are positively associated with perceived organizational support which in turn increases organizational commitment and reduced turnover intention”. The theory of perceived organizational support explains how positive treatments from organizational agents such as managers’ offering employees’ opportunity for participation in decision-making, establishing unbiased rewards system, and providing growth and advancement opportunities enhance job satisfaction which in turn affect organizational commitment and reduced turnover intention (Eisenberger, et al., 2004). Jobs that provide adequate professional development opportunities enhance employees’ job satisfaction levels even with lower salaries (Leavitt, 1996).

Evidently, perceived organizational support affects perceptions between individuals and
their organizations as it was revealed that fair pay, good benefits, and high job autonomy reduces organization’s turnover rates (Shaw, et al., 1998). It was also revealed that organizations that allow employee involvement in managerial decision making promote job autonomy, formal participation, with socializing activities such as recreational activities and valued interpersonal relationships abate turnover rates (Loburri, et al., 2012).

Accordingly, opportunities for recognition, pay, and promotion is found to be positively associated with perceived organizational support (Guzzo, et al., 1994; Eisenberger, et al., 1997; Wayne, et al., 1997; Eisenberger, et al., 1999); most effective when social exchange exists between employees and employers which benefits all parties to the contract of employment such that exchange for salaries, benefits, and recognition for work well done, organizations expect employees to work hard, stay dedicated and committed, and remain with the organization without intention to leave (Dawley, et al., 2010). Organizations become development oriented by providing employees chances for enhanced professional capabilities found to have positive effect with job satisfaction (Acker, 2004).

Reward inequity has been found to negatively affect affective commitment, promotion and hence employees turnover intention (Mottaz, 1988; Gartner & Nollen, 1989; Gregerson, 1992). Favorable reward leads to greater affective commitment through firm’s supportive and dependability. It was also suggested that equitable rewards increase employees’ perceptions of organizational support (Gartner & Nollen, 1989). These explanations for the relationships between organizational rewards and affective commitment are consistent with the view of perceived organizational support and mediates relationships (Eisenberger, et al., 2001).

Therefore reward is important in every organization in many forms such as base salary increases, performance based bonuses, coupons, allowances, acquisitiveness, cash prices, promotions, team incentives, retirement, security benefits etc (Mason & Watts, 2010; Zhou, et al., 2011; Canos-Daros, 2013). This performance based rewards as form of reward when employees are compensated according to their performance, provides that performance related systems using performance and competence as basis to decide the level of increments as well as the rate of progress through the salary band (Irs & Türk, 2012).

It has been revealed that the implementation of the work performance systems contributes to organizational performance although it is associated with some difficulties at implementation stage but managers facing such difficulties require proper understanding of how to implement as well as monitor such systems (Mao, et al., 2013), but on-the-job and off-the-job learning creates professional development opportunities that ultimately enhance job satisfaction (Koonce, 1998); and organizational climate that provide proper motivation for employees which also provide positive effect to its climate and enhances skill development for future use (Chen, et al., 2004).

**Work Overload**

Work overload is an interaction between actual work demands and psychological strains that come from meeting demands. These psychological strains manifest when actual demands of the work are perceived to exceed employee’s actual capacity (Bliese & Castro, 2000; Tahir, et al., 2012; Pradana & Salehedin, 2013). Perceived work overload significantly influences work-life balance and turnover intention of IT professionals (Ahuja, et al., 2007). Similarly, perceived work overload lowers job satisfaction, leads to increased stress and promotes turnover intention (Qureshi, et al., 2012; 2013; Hon, et al., 2013).

**Work-Life Balance**

Researchers have suggested that growing aspiration to balance work with other aspects of life can doubtlessly be linked to long hours many individuals devote to work. When work and non-work domain demands from employees are mutually incompatible, conflict occurs that lead to withdrawal intention (Sturges & Guest, 2004). Others held that work-life balance is a direct opposite of time bind. This stipulates time bind as a perception of imbalance between work, family, and personal life as well as perceived degree of conflict in achieving a balance (Tausig & Fenwick, 2001).

Thus, it is possible for individuals to prefer more or less work time and/or more or less
family or personal time, flex-time which would help them perceive work-life imbalance as a way of neutralising conflicting situations. Earlier research revealed that the perception of imbalance between work and personal life leads to frustration and increased desire to reduce perceived cause of such conflict via the desire to quit or seek alternative job (Felstead, et al., 2002). But extant literature also showed that employee promotion, and advancement to positions of increased responsibility and proper integration has significant relationship with employee satisfaction with a positive effect on organizational climate and job satisfaction (Lunenburg & Ornstein, 1991; Pergamit & Veum, 1999; Dessler, 2008).

Work Related Stress

Stress describes the feeling of fatigue, depression, and inability to cope with a given stimuli that cause physical, mental, and emotional strains or tensions on persons resulting from interactions between people and their environment perceived as straining or exceeding individual’s adaptive capacity and threatens his/her well-being (Qureshi, et al., 2012). It has also been defined as situations that compel one to deviate from normal functioning due to changes in psychological and/or physiological factors of employees altering their normal functioning (Beehr & Newman, 1978). Researchers suggest that when individuals experience high level of stress or prolonged exposure to low level stress, the consequence is emergence of physiological, psychological, and stress related behavioral symptoms (Robbins & Judge, 2009).

Three sets of these factors are identified as environmental, organizational and individual acting as potential sources of work related stress. Stress is elaborated in three separate dimensions: (i) general stress, (ii) emotional stress, and (iii) social stress with wide range of psychological and physiological effects such as cardiovascular, musculoskeletal systems, headaches, gastrointestinal problems, sleep disturbance (insomnia) with the consequence of depression (Ghaleb, & Thuria, 2008). Many researchers investigated relationships between job stress and turnover intention and reported varying results emphasizing positive association between work stress and turnover intention. For example, Williams found that work related stress positively relates to the desire of employees to leave (Williams, 2003). Higher levels of stress led to greater turnover intention of employees (Cropanzano, et al., 2003; Kavanagh, 2005; Noor & Maad, 2008).

On the other hand, employees with little control over their work face higher level of stress and other factors contributory to it include low-pay, unrealistic job expectation, excess workload, lack of opportunities for growth and advancement and job insecurity. Additionally, previous studies revealed that long working hour (overtime) can result in poor mental performance, illness and workplace injuries which increases organizational health bills and employees’ intention to leave (Health Advocate Inc., 2009). Positive relationship was established between job related stress and turnover in a number of earlier studies (Tett & Meyer, 1993; Collins, 1993; Sanders, 1995; Chiu, et al., 2005; Fisher, 2001; Heydarian & Abhar, 2011).

Evaluating the effect of role stressors on various individual work outcomes in non-Western corporate settings revealed that more stressors experienced by employees at work increase their intention to leave (Awang, et al., 2013). In a US study of the linkages between work related stress and turnover intentions, it was revealed that role conflict, role ambiguity, and role overload increase work-family conflict, and in turn led to high turnover intentions (Boyar, et al., 2003). A positive effect has been revealed between stressors and employee intentions to leave and most probable that some of the relationships among study variables can hold in different parts of the world as well.

Other factors such as site, work-role, job itself, and the organization are major determinants of turnover behavior of employees (Price, 2001; Brigham, et al., 2007); and when bank employees nurture turnover intention and managers are unable to check such, it results in high loss of knowledge employees. The loss of these employees cause psychological misery on incumbents, reduces productivity, quality of service, and increased recruitment costs (Powell & York, 1992; Mustapha & Mourad, 2007; Emecheta et al., 2016). It also leads to work overload for the remaining staff and promote mistrust, disruption of workflow, and further turnover (Wagner, 2010; Miller, 2010). These may jeopardize banking systems in
Nigeria as employees are promoted beyond their level of competence when knowledge workers leave and less competent individuals are allowed to do their jobs. Similarly, most banks set unachievable benchmarks for female staff as marketers sent to mobilize fund during and after the recapitalization, many were molested and the banks did little or nothing to ameliorate such. When such employees refuse to succumb to the demands of potential depositors, they hardly meet such targets and are dismissed.

Furthermore, even though, considerable amount of studies have been conducted on bank employees in Nigeria, most of them paid more attention on productivity (Oloyede, 2006), organizational commitment (Oluwafemi & Balogun, 2008), occupational burnout (Ogungbamila, 2010), and fraudulent intent (Owolabi & Babalola, 2011), but less attention has been devoted to bank employees’ turnover intention. This pose serious problem to banks because as good as the Central Bank of Nigeria (CBN) policy reforms may seem, such may not yield desired results if the employees to execute these policies are nursing the intention to quit the organization. Little wonder then why many banks from time to time seek assistance from the CBN in the face of apparent dearth of ideas. The death of many banks may not only be attributed to the turnover rate of knowledge workers alone but on leadership challenges, corruption, organization environment, burnout and lack of work-life balance for workers. This study tries to validate these findings focusing on the relationship between personality characteristics, and employee turnover intentions in Nigerian banks. Based on the above conceptualization, we therefore hypothesize as follows;

**Ho1:** There is no positive relationship between Extraversion and employee turnover intention-workers’ pay/rewards, work overload, work life balance, and work related stress.

**Ho2:** There is no positive relationship between Agreeableness and employee turnover intention-workers’ pay/rewards, work overload, work life balance, and work related stress.

**Ho3:** There is no positive relationship between Conscientiousness and employee turnover intention-workers’ pay/rewards, work overload, work life balance, and work related stress.

**Ho4:** There is no positive relationship between Neuroticism and employee turnover intention-workers’ pay/rewards, work overload, work life balance, and work related stress.

**Ho5:** There is no positive relationship between Openness to Experience and employee turnover intention-workers’ pay/rewards, work overload, work life balance, and work related stress.

**C. Methodology**

Research methodology is a systematic process adopted by researchers to identify and apply research instrument in studies. It is the procedure through which a researcher describes, explains and predicts organizational phenomena. This tries to find out if any link exists between personality traits and employees’ turnover in Nigerian banks. Quasi-experimental research design is adopted, a model of proof allowing a researcher to draw inference concerning causal relations among variables under investigation (Nachmias & Nachmias, 2009); useful in measuring social variables and takes snap shot at a situation at hand in the organization (Hong, 2009); with the use of the questionnaire to inquire retrospectively from employees on how they perceive a situation at hand and proffer possible answers to deduced questions.

A survey sampling design is adopted because it is appropriate since a cross section of various units/departments of banks were surveyed. A structured questionnaire was designed using 5-points Likert type scale, and copies were well validated and the reliability (internal consistency of the items) defined by the subject matter experts in addition to Cronbach Alpha tests returning: Personality characteristics- Extroversion=.897; Agreeableness=.842; Conscientiousness=.87; Neuroticism=.90; and Openness to experience=.81. Employee turnover
intention returned the values of Pay/reward=.87; Work overload=.89; work life balance=.91; work related stress=.84. These show very significant outcomes indicating that the questionnaire used for the study meet standard questions in the discipline.

This study covers ten purposively selected area offices of commercial banks in Enugu State, South-East Nigeria. Information obtained from the human resource department of these Area offices showed a collective staff strength of six hundred and eighty (680) employees on full time employment from which two hundred and twenty-six (250) were sampled using Taro Yamen’s sampling technique (Baridam, 2001). This shows that about twenty-five employees were served copies of the questionnaire in each area office at three different levels (managerial, supervisory and lower levels).

The variables were operationalized with the questions, to what extent do you think each of the predictor variables (compensation and rewards, work features, opportunity for career growth, Social Recognition and Integration) would affect the criterion variable (employee turnover intention). The answer modes were: Strongly disagree (1 points); Disagree (2 points); Undecided (0 Point); Agree (3 points); and strongly agree (4 points). Since the questions were in ordinal scale, it satisfies conditions for the use of Spearman Rank Order Correlation Coefficient Statistical Tool for analyses of the variables in the statistical package for social sciences (SPSS).

**Data Analyses and Hypotheses Testing**

A total of two hundred and forty (250) copies of the questionnaire were distributed to the area offices of ten (10) banks. Of this number, only 210 (84%) of the returned copies were utilized for the analyses. Results of the correlations of the variables are presented in the discussions of findings below.

**Background for the Results**

According to Emecheta, et al. (2016), the banking industry in Nigeria has been grappling with unquantifiable number of knowledge workers that move from one bank to another in search of greener pastures, creating substantial costly negative consequences for banks, not only in terms of recruitment and training costs but on implicit costs such as employment image, learning, re-skilling newcomers, possible collapse in team-based work, understaffing, and above all the likelihood of depressing remaining employees’ productivity and morale (Emecheta et al., 2016, p. 78). Obviously, personality characteristics of these staff influence the level of their identification and involvement with their organisations, as their personalities influence their commitment types having positive or negative influence on their turnover choices.

Employee retention has become a burning issue since the turn of 21st century globalization and economic recession pervading contemporary work places especially the banking sector in many economies (Griffeth, et al., 2000; Kotzé & Roodt, 2005; Du Plooy & Roodt, 2010; Greyling & Stanz, 2010; Mendes & Stander, 2011; Bothma & Roodt, 2012). The banking sector in Nigeria experiences the highest turnover rate since the recapitalization exercise as employees seek for higher pay and better working conditions. Relatedly, turnover intention became a criterion variable of many studies, in different economies and industries (Emecheta, et al., 2016, p. 78).

**Result of tests and discussion of findings**

Hereunder is presented the correlation matrix resulting from the outcome of the analyses.

**Table 1. Correlation Matrix of the relationship between personality characteristics and triggers of employee turnover**

<table>
<thead>
<tr>
<th>Extrvrsn</th>
<th>Agrabliss</th>
<th>Opetox</th>
<th>Neurtcs</th>
<th>Cscintns</th>
<th>Wokold</th>
<th>Wokspyr</th>
<th>Wrklstrs</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Extrvrsn</td>
<td>1</td>
<td>.761**</td>
<td>.692**</td>
<td>.887**</td>
<td>.861**</td>
<td>.606**</td>
<td>.835**</td>
<td>.842**</td>
</tr>
<tr>
<td>PearsonCorrelation</td>
<td>1</td>
<td>.692**</td>
<td>.887**</td>
<td>.861**</td>
<td>.606**</td>
<td>.835**</td>
<td>.842**</td>
<td>.837**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
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</tbody>
</table>
From table 1 above, the first hypothesis H01: stated that there is no positive relationship between Extraversion and employee turnover intention-workers’ pay/rewards, work overload, work life balance, and work related stress. The results showed that Extraversion has positive and significance relationship with facets of employee turnover intentions (Work overload (.606**, p ≤ .01); Workers Pay (.835**, p ≤ .01); Work related stress (.842**p ≤ .01); Work life balance (.837**p ≤ .01)).

The work overload with turnover intention outcome agrees with findings positing that perceived work overload lowers job satisfaction, leads to increased stress and promotes turnover intention (Qureshi, et al., 2012; 2013; Hon, et al., 2013). The workers pay outcomes agrees with findings that the wages firms pay to employees when considered inadequate affect their work attendance and job performance as factors that play significant role in employee turnover intention (Beam, 2009); as pay and promotion opportunity are positively associated with employee perceived organizational support and increased affective
commitment (Emecheta, et al., 2016); therefore organizations should not only think of pay but promoting employee involvement in managerial decision making, job autonomy, formal participation, socializing activities such as recreational activities and valued interpersonal relationships to abate turnover rate (Lobburi, et al., 2012). Work related stress outcome agrees with findings that the interactions between people and their environment when perceived to be straining or exceeds individual’s adaptive capacity threatens his/her well-being (Qureshi, et al., 2012); and that higher levels of stress led to greater turnover intention of employees (Cropanzano, et al., 2003; Kavanagh, 2005; Noor & Maad, 2008).

A study of work life balance outcome agrees with our findings that perception of imbalance between work and personal life leads to frustration and increases the desire to reduce perceived causes of such conflict by way of the desire to quit or seek alternative job (Felstead, et al., 2002); many individuals prefer more or less work time and/or more or less family or personal time, flex-time which helps them perceive work-life imbalance as a way of neutralizing conflicting situations; and when work and non-work demands from employees are mutually incompatible, conflict occur leading to withdrawal behavior (Sturges & Guest, 2004). This result show that Extraversion has significant influence on employee turnover intention; although earlier studies reported otherwise that extraverted individuals show higher score on organizational commitment but turnover intention found to be unrelated to it; they always think positively about their work that play important roles in their satisfaction level; as this satisfaction with work environment make them stick to the organization and think less of withdrawal (Meyer & Allen, 1991; Weiss & Cropanzano, 1996; Maertz & Griffeth, 2004); but higher score extraverts neither contributes positively or negatively to actual occupational turnover among executives, (Thoresen, et al., 2003; Bauer, et al., 2006). The work culture, perception and organizational general environment may have accounted for differences in the result recorded here, such that when managers make right decisions late it affects teams performance and subsequent attrition of valuable talents (Botelho, et al., 2017).

The second hypothesis Ho2: stated that there is no positive relationship between Agreeableness and employee turnover intention- workers’ pay/rewards, work overload, work life balance, and work related stress. The results show that agreeableness has positive and significant relationship with facets of employee turnover intentions (Work overload (.610” p ≤ .01); Workers Pay (.694”,p ≤ .01); Work related stress (.690”p ≤ .01); and Work life balance (.700”p ≤ .01)).

This outcome shows positive and significant relationship between agreeableness personality and facets of turnover intentions of employees as agreeableness consists of traits of being polite, merciful, kind, and open-minded, generous, calm, trusting, truthful, and sincerity; they possess more and better interpersonal relationship personality, greater life satisfaction with better health than those with low agreeableness traits (Barrick & Mount, 1993; Mooradian & Swan, 1996; Awadh & Ismail, 2012). Other researchers reported positive relationship between agreeableness and job satisfaction since job satisfaction/dissatisfaction influence employees’ turnover choices (Barrick & Mount, 2000; Judge, et al., 2002; Mayende & Musenze, 2014). Irrespective of what the organization pay, psychological strains and demands from work are perceived to exceed employee’s actual capacity thus reasons for turnover intention (Bliese & Castro, 2000; Jaffari, 2011; Tahir, et al., 2012; Pradana & Salehudin, 2013). Besides, high job targets and its emotional demands-long working hour, lack of shifts/rest time, job insecurity, inequity and low pay, time pressure, as well as dual obligation of protecting banks and its other stakeholders triggers/stressors (Ogungbamila, 2010; Owolabi & Babalola, 2011); force employees to be preoccupied with the intention to seek alternative job opportunities and better working conditions or quit (Ojedokun, 2008; Balogun, et al., 2012, 13).

Similarly, that perceived work overload lowers job satisfaction, leading to increased stress and promotes turnover intention (Qureshi, et al., 2012; 2013; Hon, et al., 2013); increasing work life imbalance, that when perceived by employees between work and personal life cause frustration and increased desire to reduce the cause of such conflict and its attendant work related stress desire to seek alternative job hence greater turnover intention (Felstead, et al., 2002; Cropanzano, et al., 2003; Kavanagh, 2005; Noor & Maad, 2008).
The third hypothesis **H03:** stated that there is no positive relationship between Conscientiousness and employee turnover intention- workers’ pay/rewards, work overload, work life balance, and work related stress. From table 1 above, it reveals that conscientiousness has positive and significant relationship with facets of employee turnover intentions (Work overload (.584**, p ≤ .01); Workers Pay (.970**, p ≤ .01); Work related stress (.982**, p ≤ .01); Work life balance (.973**, p ≤ .01)), with conscientiousness and work overload contributing least in employee turnover choices.

This finding agrees with other researchers’ that conscientious employee are influenced by career prospects, future planning, scheduled, self-managed, predictable and risk averted (Judge, et al., 1999; Burch & Anderson, 2008; Cattell & Mead, 2008); adheres to workplace rules and believes in workplace contractual commitment (Sarwar, et al., 2013). But, turnover intentions was found to be a criterion variable in many studies, in different economies and industries (Emecheta, et al., 2016, p. 78) and researchers found that conditions of employment, salary, career growth opportunities and perception of inequity in distributing rewards generate turnover intentions in the minds of conscientious employees’ experience of “shock”, therefore embrace better job offers and turnover choice (Rosse & Miller, 1984; Van Breukelen, 1989; Iverson & Roy, 1994; Lee & Mitchell, 1994; Geurts, et al., 1999).

The perception of imbalance between work, family, and personal life with perceived degree of conflict in achieving endurable balance (Tausig & Fenwick, 2001); interactions between people and their environment are perceived as straining or exceeding individual’s adaptive capacity threatens his/her well-being (Qureshi, et al., 2012); with perceived work overload that lowers job satisfaction, leading to increased stress which advertently promotes turnover choices (Qureshi, et al., 2012; 2013; Hon, et al., 2013).

The fourth hypothesis **H04:** stated that there is no positive relationship between Neuroticism and employee turnover intention- workers’ pay/rewards, work overload, work life balance, and work related stress. From table 1 above, it reveals that Neuroticism has positive and significant effects with facets of employee turnover intentions (Work overload (.568**, p ≤ .01); Workers Pay (.943**, p ≤ .01); Work related stress (.954**, p ≤ .01); Work life balance (.945**, p ≤ .01)). This result shows that work overload contributed least in neurotic employees’ turnover choices.

Neurotics experience emotional maladjustment characterized by fearfulness, anxiety, worry, envy, frustration, emotionally-unstable, jealousy and loneliness (Costa & McCrae, 1992; Jam, et al., 2012); over reacts to mistakes and faults; always very negative, nervous, tensed, lacking in social skills and good interpersonal relationships necessary for team work; easily trapped by stress and anxiety exposing them to situations that foster negative affect (Howard & Howard, 1995; Saucier & Goldberg, 1998; Judge, et al., 1999; 2002; Emecheta, et al., 2016).

It has been suggested that equitable rewards increase employees’ perceptions of organizational support and these explanations for relationships between organizational rewards are consistent with the view of perceived organizational support which mediates relationships (Gartner & Nollen, 1989; Eisenberger, et al., 2001); but perceived work overload can lead to increased stress thus leading to turnover choices (Qureshi, et al., 2012; 2013; Hon, et al., 2013); as perception of imbalance between work, family, and personal life and the perceived higher degree of conflict in achieving the balance (Tausig & Fenwick, 2001); create more stressors experienced by employees at work which increases withdrawal intention (Awang, et al., 2013).

The fifth hypothesis **H05:** stated that there is no positive relationship between Openness to new Experience and employee turnover intention-workers’ pay/rewards, work overload, work life balance, and work related stress. From table 1 above, it reveals that Openness to Experience has positive and significant effect on facets of employee turnover intentions (Work overload (.568**, p ≤ .01); Workers Pay (.943**, p ≤ .01); Work related stress (.954**, p ≤ .01); Work life balance (.945**, p ≤ .01)). This result shows that work overload contributed least to neurotic employees’ turnover choices.

This outcome affirms that employees with higher score in Openness to new experience traits are imaginative, creative, with intellectual curiosity, knowledgeable, independent-minded,
entrepreneurial, self managed and prefers novelty and variety, but turnover intention results from their inability to cope with these challenging situations (McCrae & John, 1992; Howard & Howard, 1995; Mount, et al., 2005; Cattell & Mead, 2008; Petriglieri, 2011; Emecheta, et al., 2016). Therefore, turnover intention may have been triggered by other factors that affect individuals in their employment due to differing needs and experiences in the workplace thus provoking their withdrawal intention (Rivai, 2010). Besides, this trait promotes personal desire for change, complexity, newness and internal desire for new experience (McCrae, 1996; Syed, et al., 2015).

This finding supports other researchers’ findings which highlighted three triggers of employee turnover choices as i) work-related factors-job satisfaction, pay, performance, organizational commitment; ii) individual factors-age, education, sex, job tenure; and iii) external factors-labour market, employment perceptions, and union activities (Foreman, 2009); while others identified two kinds of factors as controllable and uncontrollable-controllable factors made up of work environment and leadership style, while uncontrollable factors are made up of organizational structure-external opportunities, and labor force characteristics (Lee, et al., 2010).

Here, we support the opinion of researchers that inclusion of personal factors such as psychological capital contributes to the personal aspect of employees’ turnover intention; and social support-communication between people that assists, reassures, show concern for, and give encouragement from superiors and peers play significant part (Meiners & Miller, 2004; Sweetman & Luthers, 2010). This form of interaction reduces uncertainties- role ambiguity, the specificity and predictability of employees’ job functions and responsibilities (Kahn, et al., 1964; Beehr, 1976; Yung-Tai, et al., 2010).

D. Conclusion

The findings in this study succinctly show that personality characteristics have significant influence on employee behavior with other factors beyond the control of employees that trigger turnover behavior. Perceived organizational support, affect perceptions between individuals and their organizations since organizations’ culture advance employee involvement in managerial decision making, job autonomy, formal participation, good socialising activities, valued interpersonal relationships, fair and equitable pay, growth opportunities, reduced work related stress, present work life balance and reduced turnover rate to the barest minimum.

Though, the findings here agree with the findings of other researchers in more advanced countries of the world which affirmed positive relationship between personality characteristics and diminished organizational satisfaction affect turnover choices of employees; in addition, lack of organizational will to provide a culture and management process that encourage these, wreak attrition and diminished employee productivity, loyalty making turnover choice inevitable. This study affirms that employees’ involvement, voice, and participation enhance employee well-being and the achievement of organizational goals and objectives through the promotion of employee and organization goals congruency for retention of employees’ abilities and expertise.

Limitations

This study in line with every other research is not free of certain limitations as the interpretation of results here is restricted by three limitations. First, the study covered only selected banks in Enugu State, South-East Nigeria and limiting the findings to the banking sector. Further research in this area may endeavor to cover other sectors such as the manufacturing, and marketing firms being important part of the economy. Second, the respondents were limited to employees in this study but further studies could include customers, suppliers and distributors as respondents which may provide broader pictures of personality characteristics and triggers employee turnover intention. Third, contemporary banking business environment in Nigeria is very complex and daunting which may hinder the findings because of multiple environmental cultures that may weight on these personality characteristics. Therefore, further studies on this topic could cover respondents that share similar cultures with other triggers of employee turnover to validate and make for the generalization of the findings.
Managerial implication of the study

From this study, it is imperative that banks should focus attention on managing employees' personality characteristics by identifying how employees' high scores of these five dimensions could help identify areas of strength and weaknesses of employees for training needs, promote employee identities, trust, flexibility at work, and positive feeling via job satisfaction and the retention of knowledge workers to protect organizations’ image, learning, skilling and re-skilling of newcomers, by collapsing team-based work, possible understaffing and depressing remaining employees’, reducing productivity and weaken employee morale. When managers appreciate employee personality traits they could explore their attitudes and behavioral outlook to achieve organizational success. Thus, leaders instead of emphasizing their qualifications and knowledge power should avoid eliciting fear in subordinates thus undermining their creative work behavior, problem solving abilities and in turn promote turnover.

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