

MANAGERIAL INTEGRITY AND EMPLOYEE TURNOVER INTENTION IN FAST FOOD AND RESTAURANT FIRMS IN PORT HARCOURT

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ABSTRACT

The primary objective of this study is to investigate the empirical relationship between managerial integrity and employee turnover intention in the fast food and restaurant sector. The heightened need to explore manager behavioural disposition that channels employee attendant behaviour underscore the study. The study adopted the cross-sectional survey approach therefore had through a structured questionnaire instrument generated data from a sample of 138 respondents. The survey instrument showed internal consistency with Cronbach alpha value of 0.81. The data generated were analyzed using the multiple regression and from the coefficient result of $R = 0.587 @ P < 0.10$, it showed that a strong and significant relationship exists between managerial integrity and employee turnover intention in the studied fast food and restaurant firms. It was concluded from the findings that managerial integrity in terms of authenticity, reliability and constructiveness determines employee turnover intention in firms. Based on these findings, it was recommended that manager should improve on their psycho-social assets that instills employee confidence in the employment contract.

Keywords: Managerial integrity, Authenticity, Reliability, Constructiveness, Voluntary turnover, involuntary turnover.

INTRODUCTION

Organizational operators committedly strive to retain, adapt and perhaps empower the work members in their bid to attain effectiveness and gain competitive advantage in the face of heightened competition (Hausknecht, Rodda & Howard, 2009). Encouraging workers to be enthusiastically attached to the organization and her goals while at same time paving the means for individual goal attainment is considered strategic. Employee perception about work and other related job issues is fast attracting concern within work. A plethora of studies in the field of organizational behaviour and human resource management are seemingly having a consensus on the conceptual and theoretical definition of turnover intention as it echoes the fascinating persuasive feature that results to genuine turnover actions (Griffeth, Hom & Gaertner, 2000, Cohen & Golan, 2007, Kuean, Kaur & Wong, 2010). Considering this, it is imperative to explore turnover intention as being phenomenal in management domain with a view to having deep understanding and manage it for organizational and individual gains. Much of the literature on employee workplace behaviour and psychology have identified employee's job satisfaction and employee commitment as the most contributing factor of turnover intention amongst employees

in work organizations (Basak, et al 2013). Beyond these factors, Kiersch and Bryne (2015) has observed that workplace structural niceties especially characteristic rigid types that provides for slim authority space and poor level of empowerment are triggers of turnover intention. This diminishes their willingness to be creatively committed to work goals and evokes exit perception as they make daily engagement decisions. Employees' daily engagement, interaction and social relations among work members and managers who play supervisory and control functions, expectedly instigate a reciprocal outcome. While the employees are expected to show commitment to assigned tasks and responsibilities, managers are inturn expected to show reciprocal gestures that endears them to employees. Akpotu and Leebari (2013) had made reference to such manager desired reciprocal behavior as relational virtues which are behavior determinants. Managerial integrity has been well captured and validated as one of the managerial make-up that channel employee behaviour. Palanski and Yammarino (2007) advance that managers that exhibits qualities of integrity in directing the affairs of subordinates at work should be seen to be very useful in boosting exceptional organizational leadership. Churchill (2014) views managerial integrity as a virtue developed overtime by managers making them to be consistent and in good conscience complement their words and emotional state with thought and exceptional actions, supporting it with no other intention rather than attainment of the overall good of others in the workplace. Manager's integrity therefore is the level of leadership dexterity viewed by subordinates as well as coworkers' ratings of the perceived moral behaviour of managers (Thompson *et al.*, 2008). Increase in manager-subordinate relational conflicts in work organization has triggered turnover intention especially in the prime fast food and restaurant sector were lack of benefits poor wages, growth on the job and work condition have been a re-occurring subject. Commonly employees in the sector have drawn attention to associated occupational hazards which are likely to prompt turnover. While these remain contentious, manager ability to be consistent in showing virtue that instills, reliability, confidence and commitment is likely to determine turnover rate among employees. This study therefore is an attempt at establishing the empirical link between manager integrity and employee turnover intentions in the fast food and restaurant sector.

LITERATURE REVIEW

The Concept of Managerial Integrity

Integrity has its root from a Latin word 'integras' which means wholeness or completeness. It has been well attached with morals, virtues and ethical conduct. Integrity is a behavioral form expressed by the individual through diligent commitment to ones duties while upholding concern for others. Adenusu et al (2013) defined individual integrity using certain characteristics which includes, honesty, transparency, reliability, consistency, non-distortion of facts, preventing and addressing improper conduct. Hubberts (2014) emphasized that with these characteristics in focus, integrity is therefore a critical recipe for organizational leadership. Managers in work organizations are required to have as a content of their social asset required for leading, the integrity character. Becker and Talsma (2016) observed that integrity evokes consistency character in managers' daily relationship with subordinates. It instills reliance on the individual as it ensure that obligatory roles are passionately an sacrificially adhered. Omar etal (2012) Akpotu & Leebari (2013) described integrity as a virtue that provides desired bonding for social, strategic and employment relationships. It is socially ornamented to the extent that it ensures commitment and adherence to agreed terms of relationship for sustainability. Bui (2018) advanced that integrity character serves as that which authenticate individual personality profile

especially in relation with reliability, trust and honest practices. Collini, Guidroz and Perez (2015) noted that integrity entails compassion therefore managers that exhibit the virtue are notably consistent in doing things rightly, meeting expectations of others and conforming to ethics. In practical terms, they defend what is fair, just and acceptable to all and sundry. In this vein, managers with integrity are not known for facts twisting for personal gains rather are glued to telling the truth. Akpotu and Leebari (2013), Adenuga et al (2013) have noted that as managers shows integrity, it evolves a functional culture that transcend just wage earnings as employee aspire on their career structure rather it offer support that encourage functional work behaviour especially in showing commitment to work goals.

Concept of Turnover Intention

There exists huge body of knowledge on the concept of employee turnover intention. Simply, it is the desire of an employee to deliberately bring to an end their employment relationship with the organization in which they work (Simons 2002; Dusaka, 2005; Fapohunda, 2012; Miao et al, 2018). It is also seen as the likelihood that an employee will change his or her job during a specific time or season, this decision usually snowballs into actual turnover. It is indeed an individual's willingness to voluntarily or involuntarily end his contract agreement with an organization. Scholars have acknowledged that turnover intention is a good determinant of actual turnover, which usually increases whenever intention increases and decreases when intention declines (Bandhamprat, Mohindu & Pankay, 2013). Turnover intention is a multifarious occurrence that manifests from numerous factors relating to employee turnover behaviour that are known to forecast intention to quit such as age, tenure, gender, designation, work experience, compensation plan, education, nature of employment, employee well-being, quality of work-life and work-life balance (Balogan et al, 2013).

Khatri and Fern (2001) found that variables such as pay job satisfaction, supervisors support, organizational commitment and procedural justices are closely related with turnover intentions. Again, the level of employee's commitment to an organization likely influence the desire to quit or not (Kaptien, 2003). Fapohunda (2012) defines turnover intention as the desire of an individual to resign from his current employment in an organization and the propensity to look for a new job appointment elsewhere, therefore, turnover intention represents the employee's personal projection of the likelihood of exiting their current job in the nearest future. Literature so far presents two turnover intention types. They include voluntary and involuntary turnover intention.

Voluntary turnover intention usually manifests at an individual level, showing willingness to take a decision to end his work relationship with an organization (Rego et al, 2012). Voluntary turnover intention occurs when it is initiated by individuals themselves and not the organization (Kiersch & Bryne, 2015). Suleiman and Al-Jundibi (2010) noted that voluntary turnover intention is closely related with lack of job satisfaction, motivation, poor wage, lack of successive plan, work stress and alternative job prospects. In spite of the avalanche of scholarly works that relates with the voluntary desire to bring to an end employment relationship with an organization, voluntary turnover intention has continued to constitute socio-economic, cultural and managerial challenge in almost all organization (Hassan, 2014). Identifying and managing employees that have developed the desire to quit is very cumbersome as managers are not likely

to detect their intentions early enough until it is already late, that is when convincing such individual to discard his intentions is no longer achievable.

Involuntary turnover intention leaves employee with no choice other than to quit because it usually emanate from management decision. This mostly occurs due to employees attaining the age of retirement, sack, health challenges and closure of organization (Omar et al, 2012). In the views of Keiser and Hogan (2010), involuntary turnover intention is under the control of management and as such, employees do not have the audacity to make contributions when decision about to exit is made, rather they are mandated to accept the outcome in good faith. Several scholars had come up with the notion that involuntary turnover is useful to an organization as it helps the management to lay-off counter-productive personnel, so as to replace them with promising employees with capacity to contribute to organizational well-being (Walumbwa, 2010).

Managerial Integrity and Employee Turnover Intention

Managers with integrity are known to provide authentic, reliable and constructive leadership to the followers. Authenticity has been reported in previous studies to have a good relationship with optimistic employee behaviour such as job satisfaction, engagement and reduced turnover intention (Walumbwa, 2010; Rego, et al, 2012). However, employee turnover intention has attracted the attention of scholars and professionals in the domain of psychology and sociology over the decades. Employee turnover has been associated with undesirable results for both organization and employees alike (Hancock, et al, 2013). The authenticity of managers has been explored through the lens of integrity, honesty, fairness, procedural justice enhances workers' well-being, productivity and decline in turnover intentions (Kiersch & Bryne, 2015). Managers with integrity build and sustain work place environment that eliminates stress, job dissatisfaction, grievances and intention to quit amongst their subordinates. Integrity helps managers to create supporting environment that diminishes the intention to end an employment contract (Lashinger, Wong & Grau, 2012). Managers with integrity also develop psychological support for both colleagues and followers, plays vital role that ensure that employees with exceptional skills, knowledge and experience are retained thereby reducing turnover intention.

Kiersch and Byrne (2015) explored the effect of integrity on various individual outcomes in the workplace; their findings reveal that declined turnover intention results from the positive influence of authenticity through sustenance of both inter-personal justice climate at both individual and group level. Manager integrity also encourages increased level of affective commitment among workers, especially when employees perceive them as consistent, honest, fair and reliable. This is in addition to enhanced moral and ethical commitment. It is believed that this promotes reciprocal gesture amongst employees in the form of willingness to remain with the organization (Oh & Oh, 2017). Managers' integrity is known to boost identification amongst workers with their leaders and organization, therefore employees with robust affinity with their managers and organization are less likely to quit the organization (Fallatah, Laschinger & Read, 2017). Gathing, et al., (2016) explored the relationship between authentic managers and turnover intention in the hospitality sector in United States of America, the result of their finding reveals that lack of organizational commitment is a key factor that elicits employees search and increased turnover intention. What is stressed is that, managers with integrity stimulate increased level of employee engagement, commitment among their subordinates through the standard-

based attitude which declines the likelihood of employee turnover intentions. While this is theoretically speculative, it arouses need for empirical support therefore, it is hypothesized thus,

Ho: *Managerial integrity significantly relates with employee turnover intention in the fast food and restaurant sector*

Methodology

This study was conducted based on positivist research philosophy which requires a quantitative approach in generating and analyzing data (Tsang, 2014). It relied on the cross-sectional survey design which enables the collection of data at one instance from the sample respondents. The study considered fast food and restaurants that can conveniently seat up to 55 persons at a time; not less than 20 employees; not less than two operational branches within the metropolis as its target population. These features gave a total of Eight (8) fast food and restaurant firms in Port Harcourt. Having known the primary population, the actual population of employees is 326 as obtained from the Admin/Accounting units of the firms as the case may be.

Using the Krejcie and Morgan (1970) sample size determination table, the sample size of 188 participants was determined. The sample subjects were obtained using a proportionate sampling techniques and further simple random. This was to ensure that the varied population of different firm is fairly represented in the sample. The researcher had appointed eight (8) research support staff who assisted in distributing and retrieving the survey instrument used for the study. This enhanced the rate of success in terms of retrieval as 138, which represent 71% of the total administered, were retrieved. The reliability of the survey instrument was ascertained relying on the Cronbach alpha. The overall alpha co-efficient for all components of the construct was 0.81 and based on the Nunnally (1980) alpha threshold of 0.7, the survey instrument was seen as reliable instrument.

Measures

For the predictor variable which is managerial integrity, the study adapted Akpotu and Leebari (2013), 16 item scale. This scale has been examined for reliability in Malami (2015) showing alpha value of 0.78. For employee turnover intention which is the criterion variable, the study adapted the Zognfors (2006), 10 item scale which was also validated and showed reliability at 0.83 alpha. These were measured on the 5 point Likert's scale ranging 5 = Strongly Agree to 1 = Strongly Disagree.

Results

The R^2 value = .587 indicates that a positive and significant relationship exist between managerial integrity and employee turnover intentions. The R^2 value = .345 also show that up to 34.5% of the variability of the regressand (employee turnover intention) is explained by the regressor (managerial integrity). Further, the summarized regression co-efficient points at authenticity and reliability as two component of managerial integrity that impacts strongly and significantly on employee turnover intention respectively.

Table 1: Multiple Regression Result on Managerial Integrity and Employee Turnover Intention

Correlation					
R	R ²	AdjR ²	Std Error of Estimate	f	Sig
0.587	.345	.339	.52568	60.486	0.000

Table 2: Regression Co-efficient on Managerial Integrity and Employee Turnover Intention

Model	Unstandardized Coefficient		Standardized Coefficient	t.	Sig
	B	Std Error			
Constant	2.698	.036		77.813	.000
Authenticity	.549	0.72	.423	7.481	.000
Reliability	.232	.044	.313	5.722	.000
Constructiveness	.474	.083	-.040	-0.964	.311

Dependent Variable: employee turnover intention

Source: SPSS V. 23 output

DISCUSSION

This study results indicates the empirical relationship between managerial integrity and turnover intention. The regression results show that there is strong significant relationship between managerial integrity and turnover intention. This finding substantiates the findings of Walumbwa, et al (2010); Rego, et al (2012) that managers with integrity asset express authentic, reliable and constructive behavioural virtues to subordinates. Authenticity has been acknowledged in previous studies to have a good relationship with optimistic employee behaviour such as job satisfaction, engagement and reduced turnover intention. (Suliman & Al-Juanaibi, 2010; Omar et al, 2012; Zhon & Yang, 2013). Kiersch & Syrne (2015) explored the effect of integrity on various individual outcomes in the workplace. Their findings reveal that declined turnover intention results from the positive influence of reliability that brew confidence and sustenance of both intra-personal justice climate at both individual and group levels. Integrity also encourages increased level of affective commitment among workers, especially when employees perceives them as authentic, honest and fair with enhanced moral and ethical practices. Managers' integrity has been acknowledged to boost identification amongst workers with their leaders and organization, therefore, employees with robust affinity with their managers and the organization are less likely to quit their organization (Fallatah, Laschinger & Read, 2017). Gatling, et al (2016) explored the relationship between constructive managers and turnover rates in the hospitality sector. The result of their study emphasized antecedents of manager behaviour influencing turnover amongst employee. Essentially the study finding provides support for extant literature. Manager integrity has been echoed from the study result that managers are expected to display virtues that leverage their capacity to dispense leadership features that make employees glued to the organization. Such manager disposition best serve the objective of facilitating and influencing work members towards work goals and at same time meet social and job needs of employees.

Conclusion/Practical Implication

As organizational managers grapple with increased competition, they are equally faced with the challenge of attracting and keeping the right workforce whose commitment to work goals can be all-time sustained, thus reducing if not eliminating turnover intention among employees. Indeed, this study is therefore aimed at investigating the relationship between manager integrity and employee turnover intention in the fast food and restaurant sector. The study had examined the phenomenon using three theoretical components of the managerial integrity construct which includes, authenticity, reliability and constructiveness. From the data generated and analyzed, it

was found that a positive and significant relationship exists with managerial integrity components and employee turnover intention in the studied firms therefore, it is concluded that aside social, wage and environmental determinants of employee turnover intention as robustly captured in extant literature, manager virtuous content particularly integrity relates with employee turnover intention. This finding has critical implication for practice. Importantly, manager virtuous behaviour is considered central to the turnover intention phenomenon. As employees strive towards achieving their career aspiration and work needs, they have shown knack for work structures and policies that allows growth on the job just as they expect work benefits and robust wages. Their work place expectation from this study findings transcend those factors rather have emphasized managers capacity to be committed to his words and instill confidence that attracts their psycho-social commitment to the organization defraying intention to exit by work members. Those findings will contribute to management understanding of the virtues that leverage their concrete skills while dispensing their responsibility of influencing subordinates towards goals.

Suggested for Further Studies

This study can be conducted with recourse to moderating factors at work that are likely influence the relationship between the examined variables. For instance, the hierarchical relationship could determine the social affinity that can closely provide a basis for rational assessment and intentions to exit. It is also suggested that the study design could be longitudinal which will allow for long-term assessment of how manager integrity behaviour channels turnover decision of employees.

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