ORGANIZATIONAL CLIMATE AND SOCIAL INTELLIGENCE AS PREDICTORS OF TURNOVER INTENTION AMONG NIGERIA POLICE FORCE

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Abstract

The study investigated social intelligence and organizational climate as predictors of turnover intention among Police officers. Ninety eight (98) Police officers comprising ninety (90) males and eight (8) females were purposively selected as participants for the study with mean age of 36.58 and SD of 8.96 using purposive sampling techniques from four different Police units in Enugu State (MTD Police unit Gariki, Ikirike Police unit, Idaw-River, Uwani Police station and New Haven Police station). Penaz-Suarez, et al. (2013) Short Organizational Climate Scale, Silvera et al. (2001) Tromso Social Intelligence Scale and Bthma and Roodt, (2013) Turnover Intention Scale were used as instrument to gather data. A correlational design was adopted while a multiple regression with the aid of S.P.S.S version 23 was applied as statistical tool to analyze the data in order to test the hypotheses. Result revealed that social information at sig.= .235 and social awareness at sig.= .975 dimensions of social intelligence failed to predict turnover intention because their significant value exceeded the threshold of at $p<.05$. While social skills dimension of social intelligence at sig.= .001 which is lower than the benchmark of at $p<.01$ significantly predicted turnover intention. Social Intelligence significantly predicted turnover intention at sig, = .007, because the sig. Value is below the value of at $p<.01$, social intelligence and turnover intention are related at r= .35 and it contributed 12.1% variance to turnover intention at r^2= .121. Organizational climate failed to predict turnover intention among police officer at sig. = .099 which is more than threshold of at $p<.05$. The practical implication is for Police Service

Commission to consider improving the standard of living of their personnel so as to match their social skill for turnover intention to reduce.

Key words: organizational climate, social intelligence, turnover intention, police officers

Introduction

Turnover intention refers to the subjective probability of an individual to leave his or her organization in the near future (Li, et al., 2022), Turnover is the employees' quantity that leaves an organization and gets replaced with other new ones (Wei, 2015) or the behaviour of withdrawing from an organization that is permanent, whether it is done voluntarily or not voluntarily (Alifuddin & Widodo, 2021). Maintaining stable, reliable police manpower is essential for community safety. Exploring the predictors' factors to turnover intent among police officers is therefore warranted, turnover intention can make by various things related to employee behaviour, including increased absenteeism, laziness to work, increased courage to violate work rules, the emergence of courage to oppose or protest to superiors, or seriousness in accomplishing all the responsibilities of an employee who seemed very different from usual (Candra, et al., 2018) It also refers to the members' perceptions and impressions of the organization and its internal environment, which they interact with on a regular basis (Zacher & Yang, 2016). Hussainy (2022) defined organizational climate as employees' perception of relevant aspects of organizational working environment and routine practices prevailing in the organization. To put it another way, it is fully made up of employees' perceptions about the organization's environment as a result of their work experience. The organizational culture that gives preference to values and puts its onus on refining every detail of the processes to refine and achieve results is known as result-oriented climate. Bhasin (2020) highlighted the different characteristics of organizational climate as: General expression: Organizational climate is the general expression or the perception of the individuals about its organization as it depicts their thoughts and impression about the internal environment in the company. Unique identity: It is the organizational climate that gives the organization a unique or distinct identity. Multi-dimensional concept: Organizational climate is considered as a multi-dimensional concept where its numerous dimensions include the degree of conflict, leadership style, authority structure and autonomous nature. Intangible concept: An crucial characteristics of organizational climate is that it is considered a qualitative or intangible concept as it is quite challenging to explain its components in measurable units. Enduring quality: Organizational climate is built over a certain period and is the representation of the enduring quality of the internal environment of the company that is experienced by its employees. Koys and DeCotiis (1991) emphasis on seven important dimension of organizational climate such as Autonomy, Cohesion, Trust, Stress at work, Fairness, support, and recognition and claim that these dimensions will also support organization in developing positive psychological climate. Fey et al. (2001), in their research paper Organizational Climate Similarity and Performance: International Joint Ventures in Russia" examines how organizational climate dissimilarity between parent companies and the joint venture organization affect joint venture performance they used control

commitment and national culture as variables of their studies. Hussainy (2022) identified various factors which contribute psychological climate in organization. The psychological climate is mainly based on employees' perception about the work and the organizations which have been developed based on their experience about the organization. They include the following: Autonomy refers to the degree to which employees are able to organize their work, as well as their roles and obligations. Cohesion can be defined as peer relationships, collaboration, friendliness and affection, sociability, lack of conflict, and status distinctions. This refers to the fairness of the reward system, the clarity of promotion, and the clarity of policies, among other things. The people-oriented climate in the organization will help the organization to achieve positive psychological climate (Hussainy, 2022).The climate of an organisation is shaped by organisational factors, and hence the climate formed by these conditions has a direct impact on the psychological health of those who work in the organisation (Schaufeli & Peeters, 2000). A research by Wikporo and Bagshaw (2021) on the relationship between social intelligence and employee turnover, revealed that there is a significant relationship between social intelligence and employee turnover. Individuals with social intelligence can sense how other people feel, know intuitively what to say in social situations, and seem self-assured, even in a larger crowd. You might think of these folk as having "people skills," but what they truly possess is social intelligence. The theory of social intelligence was first brought to the forefront by Thorndike 1920 (Zautra, Zautra, Gallardo & Velasco, 2015). He defined it as, "The ability to understand and manage men and women and boys and girls, to act wisely in human relations. No one is born socially intelligent.

Instead, it involves a set of skills that an individual learns over time. People who are socially intelligent display core traits that help them communicate and connect with others. Effective Listening: A person who possesses social intelligence doesn't listen merely to respond but truly pays attention to what a person is saying. Professional work of police officers focuses on a variety of tasks, including patrolling the city and expediting on-call challenges, reaction to traffic violations, prevention of offenses, their detection and response to them, etc. The factor mention above and the type of climate in the organizational needs to be investigated on how they interact with turnover intention among Police Officers.

Statement of the Problem
Systematic research studies have pronounced policing as one of the most stressful occupations as their job demands constant cognitive, physical, and emotional effort to maintain law & order in society (Johnson et al., 2005). Police officers face diverse obstacles such as unpredictability and risk paired with the fear of an attack on the nation, the rise in gun-related crimes, the limited availability of material resources, difficulty with counterparts or higher authorities, societal criticism, and a lack of understanding on the part of their loved ones (Webster, 2013). These factors contribute to burnout (Kumar & Kamalanabhan, 2017), low organizational citizenship behaviour (Rich, Lepine, & Crawford, 2010), an escalation in counterproductive work behaviours (Smoktunowicz et al., 2015), and increased cases of intention to quit (Saks, 2006), to name a few. Turnover studies in police literature are relatively new and acquire a novel status in occupational health research. It also appears that the turnover intention studies have not given much consideration to the associations surrounding police

organisational climate and social intelligence. Therefore, considering lacunae in police turnover research, this study aimed to extend the scope of the literature by examining the relationship among police organisational climate, social intelligence, and turnover intent. Hence, the idea was to look again at the relationship between organizational climate and social intelligence by deciding on a different way of conceptualizing the two predictor variables and how they can cause the presence of turnover intention. Which the following questions should give answer to: Will organisational climate significantly predict turnover intention? Will Social intelligence (Social Information Processing, Social Skills

and Social Awareness) independently and jointly significantly predict turnover intention?

Purpose of the Study: The aim purpose of this study was to examine whether organisational climate, social intelligence and turnover intention will significantly correlate with each other hence: the following objective motivated this study:

To determine whether organisational climate will significantly predict turnover intention

To examine whether Social intelligence (Social Information Processing, Social Skills and Social Awareness) will independently and jointly significantly predict turnover intention

Conceptual framework
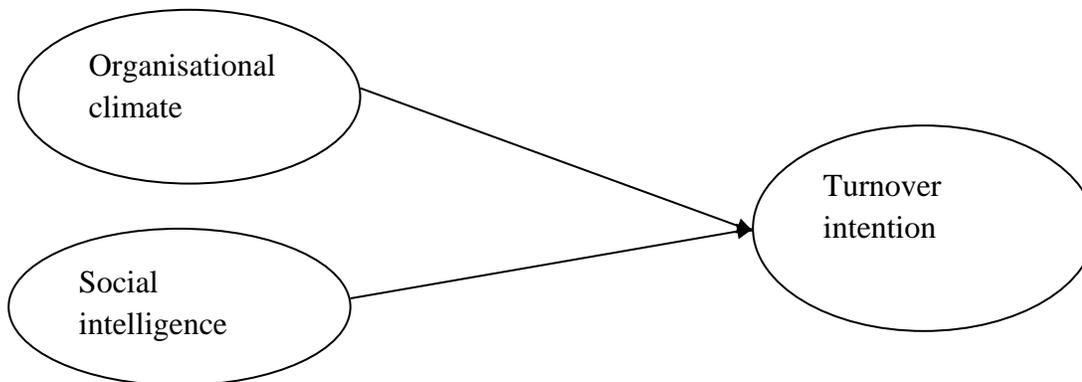
Fig 1: the illustration above explained the organisational climate and social intelligence as predictors of turnover intention among Nigeria police officer.

Hypotheses
The following hypotheses were tested:
H1: Organizational climate will significantly predict turnover intention
H2:Social intelligence will significantly predict turnover intention

Method

Participants
Ninety-eight (98) police officers comprises of 90 males and 8 females mean age of 36.58 and S.D of 8.96 were selected as participant using availability sampling techniques from four different police headquarters including one police outpost in Enugu State which are: Eighteen from State CID (18), twenty-eight

from Central Police Station, Transekulu (28), twenty-six from Nigeria police state headquarters, GRA Enugu (26), sixteen (16) from Nigeria Police, Area command Headquarters, Abakaliki road Enugu and ten (10) from Post Central Police Station Ogbete Enugu all Enugu state. Police from the rank from police constable to superintendent of police were drawn from the different police formations used.

Instrument
The following instruments were used:
Organizational Climate Scale: Organizational climate is the set of perceptions shared by workers who occupy the same workplace. The proposed scale consists of 50 Likert-type items, with an alpha coefficient of 0.97, and an essentially one-dimensional structure. The discrimination indexes of the items are greater than 0.40, and the items show no differential item functioning in relation to participants' sex. A short version of the scale was developed, made up of 15 items, with discrimination indexes higher than 0.40, an alpha coefficient of 0.94, and its structure was clearly one-dimensional. Conclusions: These results indicate that the new scale has adequate psychometric properties, allowing a reliable and valid assessment of organizational climate.

Silvera et al. (2001) Tromso Social Intelligence Scale : Developed by Silvera et al. (2001) in order to reveal social intelligence level, the Tromso Social Intelligence Scale (TSIS) is a self-report instrument including 21 items. The TSIS measures intelligence on the base of three different subscales: (i) Social Information Processing (SIP): This subscale measures the ability of understanding verbal or nonverbal messages regarding human relations, empathizing and reading hidden messages as

well as explicit messages. Sample Item: "I usually understand what people are trying to do without feeling the need for their explanations." (ii) Social Skills (SS): This subscale measures the basic communication skills such as active listening, acting boldly, establishing, maintaining, and breaking up a relationship. Sample Item: "I am good at becoming acquainted withpeople and being involved in new social circles." (iii) Social Awareness (SA): This subscale measures the ability of active behaving in accordance with the situation, place, and time. Sample Item: "I usually break others' heart without being aware." Each of the subscales comprises of 7 items. A 7-point Likert-type scale form was prepared for the items included in the scale. The minimum and maximum scores in the items are 1 and 7 respectively. By Silvera et al. (2001), cronbach alpha internal consistency coefficients for social information processing, social skills and social awareness were found to be .81, .86 and .79 respectively. Regarding validity studies, expert opinion was asked, structure validity was conducted and similar scales validity was applied in the original scale. Among 130 items in the item pool, 21 items having a factor value higher than .045 and .30 correlation were selected. When varimax factor analysis was applied to 21 items, 3 factors were found to correspond to the theoretical basis. In terms of similar scale validity, it was examined by the Marlowe Crowne Social Desirability Scale (MSCD) and the correlation was found to be .22.

Bothma and Roodt (2013) Turnover intention scale: Turnover intention (the intention to leave or stay) was measured with a six-item scale adapted from the 15-item scale initially developed by Roodt (2004). Jacobs (2005) reported a Cronbach alpha coefficient of 0.91 for the 15-item version of

the TI scale. Martin (2007) and Martin and Roodt (2008) in their study reported a Cronbach alpha coefficient of 0.90 for a 13-item version of the scale. The reliability of the TIS-6: item loadings (ranging between 0.73 and 0.81) on the single extracted factor. A single factor was extracted (principal axis factoring with varimax rotation) with a Cronbach alpha reliability coefficient (α = 0.80) for the TIS-6. These findings confirm the factorial validity as well as the reliability of the TIS-6. The correlations between turnover intentions and other variables range between $r(2428) = -0.11$, $p = 0.050$ for helping behaviour and $r(2428) = 0.73$, $p = 0.001$ for alienation. In the first case, turnover intention would decrease if helping behaviour increases. In the second case, turnover intention would increase if alienation increases.

Procedure

The researchers adopted availability sampling technique to select the police personnel from four different police headquarters including one police outpost in Enugu which are: eighteen from State CID (18), twenty-eight from Central Police Station, Transekulu (28), twenty-six from Nigeria police state headquarters, GRA Enugu (26), sixteen (16) from Nigeria Police, Area command Headquarters, Abakaliki road Enugu and ten (10) from Post Central Police Station Ogbete Enugu all Enugu state The researcher employed the help of research assistants whom are serving in the selected police stations to administered and retrieve the instrument, the participants who are police personnel were selected with the aid of availability sampling techniques; because being police personnel qualified them to participate in the research, then the selected ones were asked to respond to the items by shading one of the boxes in front of the statements which best reflects to what degree they agree or disagree with the statement. One hundred and five (105) copies of questionnaire were distributed, one hundred and one (101) copies were returned back of which three (3) were wrongly responded, leaving only ninety-eight (98) copies properly responded to which was used to carry out analysis; the wrongly responded once were discarded.

Design/Statistics

A correlational design was adopted because an interaction between social; intelligence and organizational climate on turnover intention is being investigated. Thus, multiple regressions with the aid of S.P.S.S version (23), was applied as a statistic to analyses the data in order to test the hypothesis.

Result

S/N	Variables	M	S.D	1	2	3	4	5	6	7	8	9	10	11	12
1	Organisational climate	60.75	6.435	1	-.245*	.206*	-.323**	.091	-.088	-.017	-.208*	-.186	-.188	-.162	.042
2	Turnover intention	17.13	2.677		1	-.014	.326**	.026	-.007	-.084	-.007	.009	-.071	.019	.139
3	Social Information Processing	42.03	3.421			1	-.388**	.330**	-.003	.085	-.056	-.244*	-.161	-.099	.579**
4	Social Skills	29.94	2.728				1	-.039	.207*	-.122	.202*	.312**	.302**	.234*	.170
5	Social Awareness	37.85	5.196					1	.220*	.115	.192	-.038	-.178	.108	.884**
6	age	36.58	8.955						1	-.082	.524**	.621**	.244*	.811**	.241*
7	gender	1.16	.372							1	.038	.037	.059	-.115	.079
8	Marital status	1.77	.552								1	.319**	-.005	.612**	.193
9	rank	8.45	4.349									1	.471**	.592**	-.026
10	Educational qualification	1.90	1.231										1	.123	-.093
11	Length of service	14.34	8.039											1	.122
12	Social	109.82	7.037												1

intention among police offices. While social skills dimension of social intelligence and organisational citizenship were negatively correlated at r= -.32, this means increase in organisational citizenship will cause the decrease social skills dimension of social intelligence. Organisational climate and social information processing dimension of social intelligence positively correlated at r=

.206, this means increase in social information will lead to increase in organisational climate among police personnel. Marital status and organisational climate negatively related at r= -.208, which means increase in marital status will cause a decrease in organisational climate among Police Officers.

Table 2: Regression Statistics of outcome variables on turnover intentions

model	R	R Square	Adjusted R Square	UnSt	St	t	Sig.
1	.348a	.121	.093				.007
Social Information Processing				.104	.133	1.195	.235
Social Skills				.370	.377	3.579	.001
Social Awareness				-.002	-.003	-.032	.975
2	.383b	.147	.110				.099
Organisational climate				-.071	-.170	-1.668	.099
3	.445c	.198	.106				.475
age				-.001	-.005	-.025	.980
gender				-.279	-.039	-.383	.703
Marital status				-.599	-.124	-.970	.335
rank				.024	.039	.267	.790
Educational qualification				-.476	-.219	-1.841	.069
Length of service				-.005	-.015	-.079	.937

Dependent variable= turnover intention, at $p < .05$, $p < .01$. r= relationship, r^2= relationship square, UnSt= unstandardised, St= standardised

Table 2 above shows that social information at sig.= .235 and social awareness at sig.= .975 dimensions of social intelligence failed to predict turnover intention because their sig. value exceeded the threshold of at $p < .05$. While social skills dimension of social intelligence at sig.= .001 which is lower than the benchmark of at $p < .01$ significantly predicted turnover intention, this means that

the increase in social skills will cause an increase in turnover over intention. Social intelligence significantly predicted turnover intention at sig.= .007, because the sig. value is below the value of at $p < .01$, social intelligence and turnover intention are related at r= .35 and it contributed 12.1% variance to turnover intention at r^2= .121. Table 2 above shows that organisational climate failed to

predict turnover intention among Police Officers at sig.= .099 which is more than threshold of at p< .05. This means that organisational climate is not an associate of turnover intention. Social intelligence and organisational climate are jointly related to turnover intention at r= .38, and they both contributed 14.7% variation to turnover intention at r^2= .147 and the independent variables failed to jointly predict turnover intention at sig. .099 which is more than the value of at p< .05. Table 2 also displayed that none of the demographic variables of age sig.= .980, gender at sig.= .703, marital status at sig. .335, rank at sig.= .790, educational qualification at sig.= .069 and length

Discussion

The first hypothesis tested which stated that organisational climate will significantly predict turnover intention was not confirmed, hence the hypothesis was rejected. The findings shows that police personnel does not care much about the structure or how they are treated by their superior, rather, they after what they can offer to the service because there will be a positive outcome for every result they get from the field. Thus, if the police personnel felt that the climate in the organization where he or she belonged was quite conducive and pleasant to them, they would work well, which makes them feel satisfied, for turnover to be absence. An open organizational climate encouraged employees to express their interests and dissatisfaction without fear of retaliation and attention. Such dissatisfaction could be handled positively and wisely in the low category of 0 (zero) percent, shown through the results of interviews with employees, who claimed that the organizational climate did not make employees comfortable in the force. Organizational climate influenced employees to understand the rules that apply in the work

environment and give instructions to them in their adjustment efforts within the organization. The concept of organizational climate is considered to have a position as a bridge that connected management or leadership and employee behaviour in realizing organizational performance in order to achieve organizational goals.

The first hypothesis tested which stated that social intelligence (Social Information Processing, Social Skills and Social Awareness) will independently and jointly predict turnover intention was partially confirmed. The result obtained shows that social intelligence and social skills dimension positively predicted turnover intention, while social information and social awareness dimensions of social intelligence did not predict turnover intention. The result obtained shows that high social skills of police officers can contribute to high turnover intention among them, social skills which include the skills used in everyday to interact and communicate with others. Increase in this verbal and non-verbal communication, such as speech, gesture, facial expression and body language can increase turnover intention according to the result obtained. This implies that police officers tend to nurse the idea of quitting their job if they possess high level of social skills, because this skills will enable them to identify the shortcoming of their job, and it will take the interest of the job out of them which might lead to turnover intention, hence, for a positive result to be achieve, the social welfare of the officers should be look into, so that even when they possess high social skills it will not affect their perception of their job, so as to reduce turnover intention among police personnel. The result obtained is in congruity with the work of Wikporo and Bagshaw (2021) and others which postulated that social skill dimension of social

intelligence is a strong associate of turnover intention.

Implications of the finding

The findings is in congruity with expectancy theory by Vroom (1964) which was adopted as the theoretical framework because it posits that employees enter work organizations with expectations and values and if these expectations and values are met (by the organizations), they will likely remain members of the organization but if such expectations are not met, negative behaviours such as absenteeism and turnover intention will occur. This theory help to connect the three variables together, the expectance of the personnel will help to build their social intelligence which will help to improve organisational climate to reduce turnover intention. The findings were in accordance with some of the empirical studies reviewed which found out that emotional intelligence significantly predicted turnover intention. The practical implication is for police service commission should consider improving the standard of living of their personnel so as to march their social skill for turnover intention to reduce. Also, government should support and establish training programs aimed at improving workers sensitivity and social intelligence within the workplace, this would as observed enhance the nature of relationships and wellbeing of workers within the organization.

Limitations of the Study

There are some limitations in this study. First, the generalization of the findings of this study is limited to only police officers thereby questioning the external validity of the findings. Secondly, all data were obtained from the participants at one point in time using self-report measures which might have created window for social desirable responses. Thirdly, the sample was small

which might have affected the result of the study

Suggestion for further Study

Future researchers should consider sampling participants from other security outfit so as to increase the numbers of participants. Secondly, future researcher should consider personnel from other region so as to increase the numbers of participants. Finally, the future researcher should get more research assistants working as personnel to help in distributing and retrieving the scales.

Conclusion

The study investigated organisational climate and social intelligence as predictors of turnover intention among Nigeria police personnel, with ninety-eight (98) police officers comprises of 90 males and 8 females mean age of 36.58 and S.D of 8.96 were selected as participant using purposive sampling techniques from four different police unit in Enugu state, and the findings show that only social skills dimension of social intelligence predicted turnover intention, while the other dimensions and organisational climate failed to predict turnover intention among Police Officers.

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