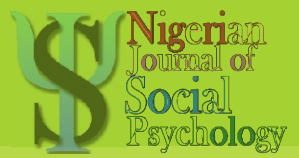


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Perception of Fair Interpersonal Treatment as a Determinant of Turnover Intention of Professional Drivers in Nigerian Banking Industry

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Abstract

*Literature is replete with report of the interaction between poor working conditions and intentions to leave the organisation. The relationship between perception of fair interpersonal treatment and turnover intention of professional drivers engaged to drive members of the management cadre of formal organisations is scarce. This study investigated 130 professional drivers employed by four organisations in the banking industry in Lagos, Nigeria. One hundred and three (103; 79.2%) were married men and twenty-seven (27; 20.8%) were singles. Their ages ranged from 25 years to 49 years old with a mean age of 43.33 years. The participants had various educational attainment thus; NCE-OND 27(20.8%); HND-BSC 58.5(8.5); and others 20.8(20.8%). The professional experience of the participants indicated that those that have worked for 4-7years 76(58%), 8-11 years 27(20.8%), 12 years 27(20.8%) years. The result revealed that there was a significant positive correlation between drivers' perception of fair interpersonal treatment and turnover intention ($r = .428^{**}$). Regression model indicated that perceived fair of interpersonal treatment accounted for about 18.3% of the observed variance in drivers turnover intention ($R^2 = .183$; $F_{ratio} = 28.738$; $p < .01$). The finding of this study has practical implications for human resource departments of organization as well as all employees*

Keywords: *Perception of fair interpersonal treatment, professional drivers, turnover intention, banks*

Introduction

Perception of Fair Interpersonal Treatment (PFIT) in the work environment refers to the interpersonal interactions among employees in the workplaces. It is also defined as the form of treatment employees receive in the workplace by superiors or by colleagues operating at the same level. Professional drivers who work in organizations to drive members of the management staff when the need arises interact with employees from other departments. During this process of interaction, these drivers may be exposed to certain privileges not available to them. These may bring about feelings of unfair treatment. Additionally, cursory observation of the bays where drivers use as waiting area may not be as comfortable as the main office environment, hence drivers may interpret this as unfair treatment. The core services provided by professional drivers globally are similar, but the nature of the delivery of these services may vary across countries due to differences in remuneration, road network, culture and type of employable opportunities. In the banking industry, and other sectors of the economy, professional drivers play a pivotal role of conveying people from the origin of a trip to the destination. In Nigeria, public and private organizations and individuals demand for professional drivers as official and personal chauffeur. In this study, professional drivers refer to employees who work in the banking industry as personal drivers to the management staff of some banks operating on official basis.

Innumerable studies abound on freight, transport, distribution and logistics drivers (Ji-Hyland, & Allen, 2022; Zhang et al. (2023), truck drivers Wang, et al. (2025); Mittal et al. (2018) and

high capacity drivers, but the research communities has little knowledge on drivers that are employed by financial institutions such as banks; and professional drivers who engage with other employees in formal office environment, or those driving private individuals.

Literature is replete with report of the interaction between poor working conditions and intentions to leave the organisation (Nantsupawat, 2017, Burakova et al., 2014; Poilpot-Rocaboy et al., 2011). In Cottini et al (2011), it was reported that the demand for a better working condition by employees is not likely to wane if the work environment is precarious, especially in the absence of management's effort to improve the working conditions. The success and sustainability of an organisation is hinged on the value of its employees, and on the efficient process of recruitment (Muscalu, 2015) which comes at a high cost (Sobočka-Szczapa, 2021), so providing a good working condition is important. The cost of high turnover may run into significant monetary losses that may indirectly affect employee morale, performance and collective motivation (Singh & Loncar, 2010).

Colleagues in the workplace interact at different levels, within each department and with other departments. The quality of interaction is imparted by interpersonal treatments by employees, which occur at different levels. There are different factors at different levels that influence how employees treat each other (Cunnigham et al. 2014). At the micro level, (i.e., individual), the factors are demographics, identities, psychological make-up, and past experiences. At the meso-level (i.e., organizational, group, and dyadic influences), the factors are organisational context and diversity, and at the macro-level (i.e., societal), the factors are norms and standards that for example allow certain privileges for men than women). In another study by Shier et al, the analysis of data from a human services organisation revealed that a highly negative workplace interaction produced burnout, affected life satisfaction and promoted turnover intention.

In Nigeria, public and private organizations and individuals demand for professional drivers as official and personal chauffeur. In this study, professional drivers refer to employees who work in the banking industry as personal drivers to the management staff of some banks operating on official basis. A search through literature on professional drivers was bereft of empirical research outcomes despite the pivotal role played by these drivers in the survival of the organizations. For instance Rosenbloom, (2011) examined accident while at work, Davidović et al. (2018) investigated fatigue while Joseph (2023) studied musculoskeletal issues of drivers. Perception of fair interpersonal treatment is described as the form of treatment employees receive in the workplace by superiors or by colleagues operating at the same level. Fair interpersonal treatment promotes high commitment from employees (Ijeoma & Otu, 2024; Mohammed, 2014). However, when the evaluation of a driver is low based on the treatment received from other members of his/her organization, turnover intention may set in. As at now, information on the remuneration of drivers is not available. However, going by the low educational attainment of drivers, which may translate to poor pay, these may bring about feelings of unfair interpersonal treatment felt by the drivers. This is because high educational qualification is not mandatory for a career in professional driving. Professional drivers may perceive unfair interpersonal treatment in the area of remuneration.

Hassan (2013) studied perception of organizational fairness with organizational identification, job involvements and turn over intention with data on 764 employees across 65 public offices distributed geographically across a state government agency. The outcome showed that perception of procedural and distributive fairness had positive influence on job involvements and negative influence on turn over intention.

Due to scarce literature on the relationship between perception of fair interpersonal and turnover intention, this study reviewed organizational justice from where fair treatment and other concepts such as distributive justice, Interpersonal justice, and procedural justice were conceived (Greenberg, (1987). Distributive justice refers to the perceived fairness of organisational outcomes (Cohen-Charash & Spector, 2001), and perceived fairness of allocation of resources Procedural justice refers to the perceived fairness of procedures that are used to make decisions. Procedural justice also refers to formal fairness of formal decision making in organisations, truthful and candid provision of information and adequate justification of informational justice. Interpersonal justice refers to respectful and dignified treatment from the supervisor.

In the study of Moon (2017), the four dimensions of organizational justice climate namely distribute, procedural, informational and interpersonal justice were examined to find out the effects of these dimensions on turnover rate and organizational performance. The result of the analysis revealed a negative relationship between turnover and distributive and interpersonal justice climate. An important variable, trust may be relevant in the study on procedural justice and turnover intention. Thus, Bal et al. (2011) investigated age and trust in the organization as related to predictors of turnover. The findings revealed that employees with prior trust in the organization are willing to stay with the organization irrespective of the situation. That is, prior trust moderates procedural justice and turnover. A report from bank employees was given by T u r u n ç (2011) which confirmed that apart from procedural justice, distributive justice and interactional justice had a negative effect on turnover intention. This is in contrast to Ozer and Ğünlük (2010) who reported a negative influence of procedural justice on turnover intentions.

Owoseni et al (2019) examined 164 bank workers aged 18 to 5 years old in Oyo town, Nigeria to understand if procedural justice and interactional justice will relate significantly to their turnover intentions. The result revealed a significant relationship between interactional justice and employees' turnover intention ($r=.405^*$, $N=164$, $p<.05$).

Study hypotheses

- Drivers Perception of fair interpersonal treatment and their turnover intention will be positively and significantly related
- Drivers' perception of fair interpersonal treatment will significantly predict turnover intention

Method

A survey design through the use of questionnaires was adopted to elicit information from participants who were randomly selected from four banks located in Lagos metropolis. These banks are United Bank for Africa (UBA), First City Monumental Bank (FCMB), Zenith Bank and First Bank. Participants included 130 (100%) male workers of the selected organizations who volunteered to participate in the study. In this study, only males participated because in Nigeria, so far, only male professional drivers seek for employment in the banking industry. Based on the 130 participants, one hundred and three (103; 79.2%) were married men and twenty-seven (27; 20.8%) were single. Their ages ranged from 25 years to 49 years old with a mean age of 43.33 years.

The study employed a combined simple random sampling and convenient sampling technique in selecting a total of 130 respondents from the four banks. This ensured that the researcher was discrete in selecting the organizations to be used in the research. However, because of the

nature of the workplace, only those who volunteered to participate in the study responded to the questionnaires. The data collection instrument was targeted at measuring respondents' diverse opinion of the study variables. The data collection instrument was the validated Donovan, Drasgow and Muson's (1998) Perception of Fair Interpersonal Treatment (PFIT) scale. The Perception of Fair interpersonal treatment scale consists of 18 items. Two examples of the items are: Employees are praised for good work; Supervisors yell at employees (R)^o (reverse scored). The coefficient alpha of the Donovan et al. instrument is 0.90. The turnover intention instrument is made up of 10 items which were adapted from Malomo (2023). The response format consisted of four response-Likert format ranging from strongly disagree (1) to strongly agree (4). The higher a worker's perception of fair interpersonal treatment of the scale, the lower the workers turnover intention. Two examples of the items are: 'I often consider leaving my current "job" and "the" probability that I will leave my job is high if I get another suitable offer.' The coefficient alpha of scale is 0.80. The authors administered survey instruments in the form of a paper and pencil test to the professional drivers. Information was provided on the questionnaire to obtain respondent's consent. This enabled respondent's confidence level and appropriate responses.

Result

Table 1: **Table of Demographic Variables & Descriptive Statistics**

Variable	Categories	N	%
Marital Status	Single	27	20.8
	Married	103	79.2
	Total	130	100
Age	25-29	76	58.5
	30-39	27	20.8
	40-49	27	20.8
	Total	130	100
Educational Level	NCE-OND	27(20.8%),	20.8
	HND-BSC	58.5(8.5),	58.5
	Others	20.8(20.8%)	20.8
	Total	100.0	100.0
Work Experience	1- 3 years	55	42.3
	4 – 7 years	47	36.2
	8- 11 years	20	15.4
	12 – and above	8	6.2
	Total	130	100

Hypothesis 1:

Table 2a: Inter-correlation Matrices between Measures Perception of Fair Interpersonal Treatment and Turnover Intention

Variables	Perceive Fair of Interpersonal treatment	Turnover
Perceive Fair of Interpersonal treatment	1	
Turnover	.428**	1
Mean	39.58	11.57
SD	9.07	2.78

***Correlation is significant at the 0.01 level (1-tailed).*

Hypothesis 1

The correlation matrix indicates that there is a significant positive correlation between drivers' perception of fair interpersonal treatment and turnover intention ($r = .428^{**}$). Therefore, the hypothesis is upheld.

Further, in order to examine the relative contribution of perception of fair interpersonal treatment on turnover intention a bivariate regression (bivariate prediction) was computed as shown in Table 2b below.

Hypothesis 2

Table 2b: Relative Contribution of Perceived Fair Interpersonal Treatment on Turnover Intention

Model	B	beta	t	Sig.	R	R ²	F	Pv
Perceived Fair of Interpersonal Treatment	.131	.428	5.361	P<.01	.428	.183	28.739	P<0.1

a. Dependent Variable: Turnover Intention

Results in Table 2 shows the bivariate prediction model between perception of fair interpersonal treatment and turnover intention. Regression model indicated that perceived fair of interpersonal treatment accounted for about 18.3% of the observed variance in drivers turnover intention ($R^2 = .183$; $F_{ratio} = 28.738$; $p < .01$). Correspondingly, the associated F ratio to R^2 and standardised regression coefficient (Beta = .428; $t = 5.261$; $p < .01$) was significant. This hitherto implies that the positive significant relationship earlier established between perceived fair of interpersonal treatment and turnover intention is actually predictive. Therefore, it is empirical to conclude that drivers turnover intention is partly a function of their perception of fair interpersonal treatment.

Table 3: Summary of one-way analysis of variance which for comparing the perception of drivers on fairness of interpersonal treatment and turnover intentions

Hypothesis 3:

Table 3a: One-Way ANOVA Summary Table Showing

Variables	Source	Sum of Square	Mean Square	df	F	pv
Turnover Intention	Between groups	40.364	20.182	2	2.682	ns
	Within groups	995.877	7.524	127		
PFIT	Between Groups	987.732	493.866	2	6.520	P<0.5
	Within groups	0619.837	75.747	127		

Table 3a shows the summary of a one-way analysis of variance which was used for comparing the perception of participant drivers on fairness of interpersonal treatment and their turnover intentions. This was done in order to find out if there was any significant difference in the drivers perception of fairness of interpersonal treatment, as well as turnover intention. The result shows that variations of drivers perception which existed between the groups is greater than that which existed within each of the groups. This means that the differences in terms of mean scores which existed from one group to another is very high. The f ratio (6.529, $p < .05$) also shows that this variation is significant, not chance factor but due to perceived fair interpersonal treatment. Nevertheless, result shows that variations in drivers turnover intention which existed between the groups is greater than that which exist within each of the groups. This means that the differences in terms of means scores which exist from one group to another is very high, but result yielded an insignificant Fratio. This result implies that variations in drivers turnover intention is partly due to chance factor.

Discussion

The first result in this study revealed that there was a significant positive correlation between perception of fair interpersonal treatment and turnover intention. This finding is consistent with Bajrami et al. (2021) and Rousseau (1989) but not confirmed by Zhao et al. (2024) where interactional justice (fairness in interpersonal treatment) was measured against turnover intention. This can be explained in the parlance of returning favours by a person that receives one. Employees who perceive fair treatment would naturally want to return the gesture by exhibiting loyalty to the organization. Employees who perceives his or her workplace as conducive, and experiences job satisfaction, and whose employer gives a good sense of belonging whilst involving him or her in the affairs of the organization, later tend to develop strong emotional ties with the organization. The employee therefore remains committed to the goals of the organization. Intention to quit the job will not be harboured.

The interpretation of the result of this study has counselling implications on employers of labor, especially where professional drivers are concerned. Professional drivers offer very pivotal services to the management staff of banking institutions and other sectors of the Nigerian economy. This is against the backdrop of the traffic situation in Lagos which can significantly affect the well-being of drivers on Nigerian roads (Malomo & Yusuff, 2014).

The finding of this study has practical implications for human resource departments of organization as well as all employees. Organizations need to understand what constitutes fair interpersonal treatment. This information should be made available to all staff through training and other credible channels. In the case of professional drivers, adequate office facilities should be provided through conscious and carefully thought process to ensure the needs of the drivers are met. Organizations that recruit professional drivers have the responsibility to treat them like other employees when optimum performance is required from the drivers. There is need for direct information from top management to the workers. This is because any obstruction in the

flow of information could hinder the commitment of the workers and in turn, reduce efficiency, effectiveness and productivity in the organization.

Also, the study has practical implication on the way that the management of every organization should design the workplace to allow moderate inter-worker interactions. Through this means, the workers will express themselves and satisfy some social and emotional needs. Employees would then a feeling of belonging, unburden stress, hence, reducing intention to leave the organization. Any organization that strictly forbids this form of healthy, free and friendly work environment may run a risk of retaining workers who are emotionally bottled up and who may sabotage the organization at the slightest opportunity. On the other hand, workers should choose careers wherein they have genuine interest. This will make employees committed and productive..

Conclusion and Recommendation

The result of this study revealed that drivers' perception of fair interpersonal treatment in the workplace is correlated with turnover intention and can be influenced by it. This is an important information that management of organizations need to use to enable retention of needed employees. There are many and different parameters that make up fair treatment in the workplace. These parameters should be the concerns of management of organisations in the different sectors. In consideration of the findings of the current research, the study made the following recommendations:

Management of the banks should enhance interpersonal treatments that would enhance perceived positive image by drivers to reduce their turnover intentions. Human resource management can make provision for recreational activities such as engaging in sports, inter and intra team game competitions where employees get acquainted unofficially. This builds friendship and trust amongst employees. This will also build workers' commitment to the organization, and therefore enable employees to develop low turnover intentions. Driver's complaints must be taken seriously because they are responsible for the mobility of motor vehicles which are useful transportation means.

Limitation and suggestion for further reading

The current study is limited by the data obtained from survey research. Conscious effort was made through the request for informed consent and clear information on the need to withdraw in the course of the study if participants feel so. Future investigation may employ paper and pencil test with qualitative research by interviewing participants. The results should be generalized with caution with a different population. Additionally, data from a larger sample size may reveal new insight in the turnover literature.

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