

## Demographic Characteristics and Job Mobility in Banking Industry in Nigeria

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### Abstract

This study explores the relationship between demographic characteristics and job mobility within the Nigerian banking industry. Employing a descriptive survey design and convenient sampling technique, data were collected from 113 bank employees across five major banking institutions in Port Harcourt. The analysis utilized both univariate (descriptive statistics) and bivariate (inferential statistics) methods to examine the influence of age, gender, marital status, and job preferences on employees' mobility decisions. Findings reveal significant associations between demographic factors and job mobility patterns, highlighting the impact of age, gender, and marital status on employees' career decisions. The study underscores the importance of tailored human resource policies, career development programs, and diversity initiatives to address demographic-related challenges in job mobility and enhance employee satisfaction and retention. Recommendations are provided for banking institutions to create inclusive work environments and promote equal opportunities for career growth.

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## **Background to the Study**

### **Context of the Problem**

In the contemporary landscape of organizational management, demographic characteristics wield significant influence over workforce dynamics. These characteristics encompass a range of personal attributes such as age, gender, education level, marital status, and years of service, which collectively shape employee efficiency, effectiveness, and overall well-being within an organization. Numerous studies have underscored the pivotal role of demographic characteristics in shaping employee performance across various sectors (Palakurthi & Parks, 2000; Hendrawijaya, 2019). Moreover, the impact of demographic characteristics extends beyond individual performance to encompass broader organizational outcomes, particularly in the context of small and medium-sized enterprises (SMEs) where demographic factors have been shown to correlate with business success (Zannah, et al., 2017; Wiklund & Shepherd, 2005).

One critical manifestation of demographic influence in organizational settings is observed in the banking industry of Nigeria. Here, the phenomenon of occupational mobility among sales employees has emerged as a salient issue, reflecting the movement of personnel across jobs and industries within the sector. This mobility poses multifaceted challenges for organizational management, ranging from the loss of skilled employees to the escalating costs associated with recruitment and replacement (Ibok, 2012; Gillingham, 2008). Against the backdrop of intensified competition and evolving employment landscapes, Nigerian banks are compelled to grapple with the implications of occupational mobility and its ramifications for organizational sustainability and growth.

In light of the aforementioned dynamics, the banking industry in Nigeria faces a pressing need to understand and address the underlying factors driving occupational mobility among sales employees. Despite the recognition of demographic characteristics as influential determinants of employee behavior and organizational performance, there exists a dearth of comprehensive research specifically focused on elucidating the causes of job mobility within this sector. Consequently, a critical knowledge gap persists regarding the precise factors contributing to the movement of sales personnel across occupational roles and industries.

In this context, the overarching research question emerges: What are the primary determinants of occupational mobility among sales employees in the Nigerian banking industry? By delving into the nuanced interplay of demographic characteristics, organizational dynamics, and employee motivations, this study seeks to uncover the underlying drivers of job mobility within the sector. Ultimately, the findings of this research endeavor hold implications not only for Nigerian banks striving to retain skilled personnel but also for broader discussions surrounding workforce management and organizational sustainability in the contemporary business landscape.

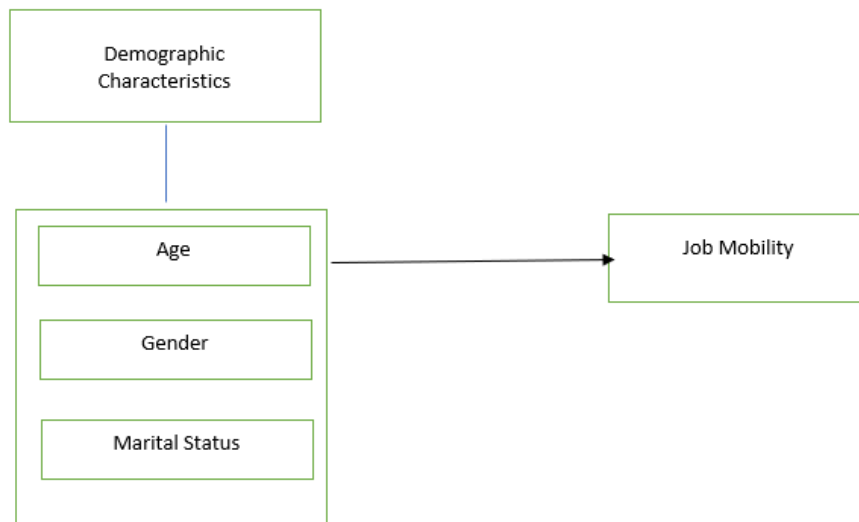
### **Objectives**

Primarily, this study aimed to examine the relation between demographic characteristics and job mobility in banking industry in Nigeria. Specific objectives of the study include:

- I. To examine the relationship between age and job mobility in banking industry in Nigeria.
- ii. To examine the relationship between gender and job mobility in banking industry in Nigeria.
- iii. To examine the relationship between marital status and job mobility in banking industry in Nigeria.

### Conceptual Model

**Figure 1:** Conceptual Model



As shown in Figure 1 above, the independent variable in this study is demographic characteristics made up of dimensions such as age, gender, and education level. These dimensions were adapted from various scholarly sources and industry data (such as Adekola & Afolabi, 2015; Yusuf, 2009). Job mobility, the dependent variable, was operationalized based on factors such as turnover rates, promotion rates, and career advancement opportunities within the banking industry.

### Literature Review

#### Demographic Characteristics

Demographic factors are elements that provide context for a business and its personnel depending on their nomenclature. Demographic factors, according to Mazilu and Mitroi (2010), are a descriptive segmentation strategy in which socio demographic factors are directly involved. Experts frequently use socio demographic factors such as age, gender, family life cycle, education, income, and nationality (Mkwizu, 2018). Employee behavior patterns are thought to be accurately defined by these variables (Weaver & Oppermann, 2000). Demographic factors, as defined by Fletchl (2010), are biographical factors such as race and personal career goals.

Bell (2008) defines demographic characteristics as personal statistics such as gender, age, sex, education level, income level, marital status, occupation, religion, birth rate, death rate, average family size, and the average age at marriage. Greenberg (2004) defines demographic factors as distinctions between individuals in an organization, such as race, gender, ethnic group, age, personality, cognitive style, tenure, organizational role, and educational background. Demographic characteristics, as defined by George (2010), are personal traits that include information such as ethnicity, race, and family size." Hassan and Ogunkoya (2014), identified education, gender, marital status, and years of service as demographic variables. Personal factors such as age, gender, educational level, tenure or working experience, job level, and monthly salary are considered demographic variables by Oyewole and Popoola (2015). The most well-known factors are age, gender, education, and department. People's performance is supposed to rise with their maturity within the organization until they reach a certain age when their energy levels drop and performance slows, which is why a retirement age has been established (Adio, 2010).

### **Age**

Age is one of the main quantitative variables used by demographers since a connection was first identified between mortality and age more than 300 years ago. It is used for the analysis of all demographic phenomena as a variable of choice that indicates that chronological age is the determinant of any demographic behavior (Séguy, Courgeau, Caussin & Buchet, 2019). Andoh, Bosiakoh, and Afranie (2012) the concept of age is viewed differently by different people. Some people consider old age as a build-up of experience and knowledge. Khan, et. al (2013) define age as the time between a person's birth and any predetermined time. As a person grows older, his or her feeling of responsibility matures as well. As time passes, the prospects of a switchover lessen. As a result, people in their forties and fifties have a higher level of organizational commitment than newcomers (Nawaz & Kundi, 2010). Age serves as a crucial factor in determining job mobility patterns. Younger individuals, often in the early stages of their careers, tend to be more inclined to change jobs frequently in pursuit of career advancement, skill development, and higher salaries (Smith et al., 2019). They are more likely to prioritize opportunities for growth and exploration, viewing job changes as a means to achieve their professional goals. Conversely, older workers, typically more established in their careers, may prioritize stability and security over advancement, leading to lower rates of job turnover (Blanchflower & Shadforth, 2009). Additionally, older individuals may face age-related biases in hiring and promotion processes, which can impact their willingness and ability to pursue job mobility options.

### **Gender**

The biological and physiological features that distinguish males and females are referred to as sex. Males and females are biologically distinct on every basis, with variations in cells, tissues, organ systems, and anatomy (World Health Organization, 2010). Sex is defined by Khan, Khan, Khan, Nawaz & Yar (2013) as the state of being male or female, with a focus on social and cultural differences rather than biological differences. One of the most important factors affecting organizational leadership demand is gender. Men

and women perform in different ways depending on their reasons for perceiving leadership in a particular way (Collins & Tisdell, 2002). Men perform in achieving business purposes in a different situation, while women also mostly perform in a different manner depending on situation demand (Moriarty & Honnery, 2005). Gender disparities persist in the realm of job mobility, with women often facing unique challenges and constraints in advancing their careers. Research indicates that women are more likely to experience interruptions in their careers due to family-related responsibilities, such as caregiving and child-rearing (Blau & Kahn, 2017). These interruptions can limit their ability to pursue job opportunities that require frequent relocation or extensive travel. Moreover, gender biases and discrimination in the workplace can hinder women's access to promotions, leadership positions, and opportunities for career advancement, further impacting their job mobility prospects.

### **Marital Status**

Marital status plays a significant role in shaping job mobility decisions, particularly concerning relocation. Individuals who are married or have dependents often face additional considerations and responsibilities that can influence their willingness to change jobs or move to new locations (Jones & Wang, 2018). Spousal employment, childcare arrangements, and family ties all contribute to the complexities of decision-making around job mobility. Consequently, married individuals may be more hesitant to pursue job opportunities that require geographic relocation, preferring stability and continuity for their families.

### **Job Mobility**

Job mobility has to do with the ease of migration of labor between jobs or geographical locations. Thus, job mobility could be defined as the ability of workers to change jobs between different firms, different occupations, different locations or different countries (John, 2002). It also means the ability of people to move between different jobs (Macaulay, 2003). As stated by Jorgen and Regina (2003), job mobility could be geographical mobility or occupational. It could also be grouped into internal and external job mobility (Kenya Bureau of Labor Statistics, 2009). No matter the name ascribed to job mobility, be it internal or external, geographical or occupational, what is germane in all types is that it involves movement of employees of some sort. If it has to do with occupational mobility, employees move within different jobs, if it is geographical, the movement has to do with leaving a particular location for another. When the movement is external in nature, the employees leave his present employment or organization to another organization while when the mobility is internal, the movement is within a particular organization.

When an employee leaves an organization, the organization suffers a great loss, most especially when the employee is a valued employee, the organization is not however alone in this as the employee also has a cost to bear. While some people find it very easy to leave their current employment to other organization without considering the cost of leaving or the effects of such move; others feel reluctant to do so because of the attendant constraints to do so (McConnell et al, 2010). The main obstacles to job mobility include:

wage differentials, gender, transportation expenses, and forgone income during movement, psychic cost like negative effects of living family and friends, loss of seniority and pension benefits. If the expected earnings exceed the cost, the worker will move (McConnell et al, 2010). The other impediments to job mobility are such factors as unawareness of available jobs elsewhere, poor financial incentive for new entrants, fear of losing certain rights, and activities of trade unions. Where all these, are not available, then job mobility will be remarkably easy. When workers are unaware of availability of job elsewhere, they try as much as possible to stay in the present job (Macaulay, 2003).

Several factors have been identified to be responsible for employees to move between jobs or to different organizations; these factors could be classified under internal and external factors. The external factors could be shaped by the political, social and commercial environment which can have a significant impact on the policies, practices, strategies and plans of human resource management and the management of an organization in general (John, 2002). By examining the external community and society, the proactive Human Resources (HR) planner can evaluate likely current and future changes and determine possible impact on its workforce and organizational plans. The internal factors on the other hand which in this case is under the control of the organization as stated by Nankervis, Compton, and McCarthy (1996) are the salary levels, job satisfaction, work environment, and the job itself. The tools used in achieving internal mobility are job rotation, promotion, demotion and transfer (Krausz & Taris, 2003). There are other determinant of job mobility as presented by Luekitinan (2014) in his "Model of Labor Mobility". These are grouped into job-related and non-job-related factors. Job-related factors are training, pay, social benefits, tenure, job category and type of contract while non-job-related factors include job satisfaction, pay-fairness and gender. Others are age, work partner and work-family conflict.

### **Job Enrichment**

Job enrichment is seen as an active process of swelling the work structures and processes within a setting that makes for autonomy, flexibility, personal growth and satisfaction to the workplace (Aguinis, 2009). Job enrichment has helped in reducing de-motivating factors by giving employees the right of decision making and control over their jobs in order to enhance better performance at workplace (Derek, & Laura, 2000). Individual differences at work shows that some people have a habit of assuming more responsibilities which could at the long run lead to skill varieties, self-sufficiency, personal growth and satisfaction. However, it can be reiterated that job enrichment could only be significant, meaningful, effective and interesting to employees provided the tasks will increase job satisfaction and commitment (Hower, 2008). Job enrichment is the redesigning of jobs in a way that enhances the opportunities for workers to have the feelings of responsibility, achievement, growth, and recognition. It is seen as a vertical expansion of the job as opposed to job enlargement which is a horizontal expansion (Raza & Navaz, 2011). It allows the employee to work innovatively and accordingly because of expansion of role responsibility. It entails modifying a job such that an employee has the opportunity to experience achievement, recognition, stimulating work, responsibility,

advancement and autonomy (Chiekezie, Nzewi & Orogbu, 2009). Williams (2009) also posits that it is an essential aspect of inspiring the effort of employees by intensifying job responsibilities and giving amplified autonomy over the task processes and completion. Job enrichment is a process where management gives growing responsibilities which are often allocated to the superiors to the employees. The reason for this is to aid employees to develop a sense of self-management and self-sufficiency (Kokemuller, 2008). It develops jobs vertically and increases the variety of tasks in a job (Robbins & Judge, 2011). The implication of this is that it gives room for the employee to have greater control over their work. In job enrichment, workers derive pleasure and fulfilment in their position with a greater variety of skills and tasks that requires self-sufficiency (Kamal, Chris, Patterson, Robinso, Stride, Wall & Wood, 2008). It is a systematic technique of "harnessing work processes and procedures for stimulating employees' performance and satisfaction" (Robbins & Judge, 2011).

### **Career Development**

Career connotes different meaning to different people. Kirk, Downey, Duckett and Woody (2000) as it relates to paid jobs as "a succession of related jobs arranged in a hierarchy of prestige, through which employees move in a well-arranged sequence. Improved living standards have made it possible for workers not to be satisfied to having just a job and the usual fringe benefits. Workers now want a career that expresses their interests, personality, abilities and that harmonizes with their total life situation. Unfortunately, most employers have been unsuccessful in recognizing this employee need. The tools and experiences employers provide do not enable workers to develop in their career (Agba, Nkpoyen & Ushie, 2010). Where the employer can provide the worker with these opportunities, a proper attitude of loyalty, commitment and satisfaction can be developed and performance improved (Agba, Nkpoyen & Ushie, 2010). Career development can help organizations in saving cost. Adeniji and Osibanjo (2012) opine that it can help reduce cost of recruiting and training new employees in organizations when old ones remain and grow. In similar direction, Byars and Rue (2004) identify the following, major objectives of career development:

- a) To meet the immediate and future human resource needs of the organization on a timely basis.
- b) To better inform the organization and the individual about potential career paths within the organization.
- c) To utilize existing human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations' plans.

Career development involves determined efforts directed towards assessing a worker's capabilities, recognizing likely career paths for that employee and designing and implementing "various forms of training and experience to prepare that person for more advanced job. It has both personal and organizational dimensions. In organizational level, it is a premeditated program intended to match individual and organizational needs. A personal level career development allows for the changes in individuals as their work

roles overlap with their social and family growth. At this level, the needs of employee and his family has to be taken into consideration by employers if the career development must be successful (Adeniji & Osibanjo, 2012)

## **Theoretical Review**

### **Human Capital Theory**

The theory of human capital, initially proposed by Schultz (1961) and further elaborated upon by Becker (1964), posits that the knowledge and skills possessed by workers contribute significantly to the overall productivity and success of an organization. In the context of demographic characteristics and job mobility within the banking industry in Nigeria, this theory underscores the influence of various factors such as age, gender, tenure, and educational background on employee performance and their propensity to switch jobs within the industry.

Demographic diversity, as highlighted by Fernandez (1993), plays a crucial role in organizational performance by bringing together a wide range of perspectives, experiences, and talents. This diversity can lead to greater innovation, problem-solving capabilities, and creativity within the banking sector, ultimately contributing to enhanced competitiveness and success.

Furthermore, as noted by Ali and Davies (2010), the length of tenure within a specific job can have a significant impact on job performance. Employees with longer tenures tend to develop a deeper understanding of their roles, accumulate valuable experience, and foster stronger relationships with colleagues and clients. This increased job proficiency and stability can, in turn, reduce turnover rates and contribute to the overall resilience of the banking industry in Nigeria.

However, it's essential to acknowledge the challenges outlined by Livingstone (1997) regarding the underutilization of educated workforce in many developing countries, including Nigeria. Despite having acquired advanced formal education, a substantial number of individuals may struggle to secure positions that align with their qualifications. This mismatch between educational attainment and job opportunities can hinder the effective utilization of human capital within the banking sector and impede organizational growth and innovation.

Moreover, as highlighted by Gunu, Oni, Tsado, and Ajayi (2013), there is often an overemphasis on paper qualifications rather than relevant skills, abilities, and demographic factors such as age, gender, and experience. This emphasis on credentials over practical capabilities may lead to the overlooking of valuable talent within the banking industry, ultimately limiting the sector's potential for growth and development. In summary, while the theory of human capital provides valuable insights into the importance of knowledge and skills in organizational success, its application to demographic characteristics and job mobility within the banking industry in Nigeria underscores the need for a more holistic approach to talent management.



## **Empirical Review**

### **Relationship between Age and Job Mobility in Banking Industry**

Two studies shed light on the correlation between age and job mobility in Nigeria. The Nigerian Institute of Social and Economic Research (NISER) conducted research across various sectors, finding that younger workers exhibit higher job mobility compared to older counterparts. This suggests a shift in job-seeking behavior with age, possibly influenced by factors like stability and family commitments. Similarly, a study in the *Journal of African Economies* focused on Nigerian university graduates, revealing that older graduates demonstrate lower job-hopping tendencies, prioritizing job security and stability over new opportunities. These findings highlight age as a significant determinant in job mobility patterns among Nigerian workers, with implications for workforce management and career planning.

According to Cotton and Tuttle (1986), as people get older, they become accustomed to their work and develop relationships within the firm, leading to a decreased likelihood of job mobility. This assertion is supported by Martin and Roodt (2008) and Couch (2011), who note that older individuals tend to have higher intentions to stay since they have invested more in the firm. Additionally, research conducted by the Nigerian Labor Congress (NLC) analyzed job mobility patterns across different age groups in Nigeria's formal and informal sectors. The study revealed that while younger workers often seek better opportunities and higher wages by changing jobs frequently, older workers tend to value job tenure and loyalty to their current employers. As a result, older workers exhibit lower job mobility rates compared to their younger counterparts, contributing to a more stable workforce in certain industries.

*H<sub>01</sub>: There is no significant relationship between age and job mobility*

### **Relationship between Gender and Job Mobility in Banking Industry**

In the study mentioned, although women are more likely to experience occupational mobility than men, the relationship is not statistically significant. Applying this to the banking industry in Nigeria, empirical evidence suggests a similar trend. For example, in a study by Adeyemo and Akinlo (2018), it was found that while women are active participants in the banking sector, their mobility within the industry may not significantly differ from that of men. This indicates that gender may not be a significant determinant of job mobility within the Nigerian banking sector, similar to the findings in the Ghanaian context.

Zulfqar, Sharif, Saeed, and Niazi (2011) assert that men tend to prioritize job achievements, while women often value both work and family, potentially leading to different levels of job mobility. A study by Begüm et al. (2015) found that women had a higher intention to leave compared to men, but other studies like those by Hayes (2015) and Likoko et al. (2017) found no significant relationship between gender and job mobility. In another study by Ogunleye, Adeleye, and Omankhanlen (2020), examining gender differentials in job mobility within the Nigerian banking industry, similar results

were found. Despite women's active participation in the sector, the study found that gender did not significantly influence upward job mobility. This aligns with the findings from the Ghanaian context, suggesting a consistent pattern across developing countries.

*H<sub>02</sub>: There is no significant relationship between gender and job mobility*

### **Relationship between Marital Status and Job Mobility in Banking Industry**

In the Nigerian banking industry, marital status emerges as a significant factor influencing job mobility trajectories. Drawing from Yusuf's seminal study (2009), which emphasized the role of educational qualifications, it becomes evident that marital status also plays a crucial role in shaping career paths within the banking sector. Adekola and Afolabi (2015) extend this research, delving deeper into the relationship between marital status and career progression. Their analysis reveals a compelling correlation, indicating that married individuals are more inclined to seek stability and are less likely to engage in job-hopping behavior compared to their single counterparts.

Brown, et al. (2010) argue that employees who are married may prioritize stability and family commitments, leading to decreased job mobility. Similarly, Vandenbergher, et al. (2013) suggest that marital status can influence employees' intentions to stay in their current jobs or seek better opportunities elsewhere. However, the association between marital status and job mobility may vary across studies, with some indicating significant positive associations, such as Likoko et al. (2017), while others, like Ajayi and Olatunji (2017), found insignificant associations or even positive relationships between marital status and retention, as observed in Agyeman and Ponniah's (2014) study in micro, small, and medium enterprises in Nigeria.

Moreover, the study conducted by Ogunleye and colleagues (2018) further supports the notion of the nexus between marital status and career progression in Nigerian banks. Through an extensive examination of career trajectories, their research indicates that married employees often prioritize stability and long-term commitment, which may result in slower job mobility but potentially greater job satisfaction and loyalty within the banking sector. Collectively, these findings underscore the significant impact of marital status on job mobility within the Nigerian banking industry. They highlight how marital status serves as a determinant of career trajectories, influencing individuals' decisions regarding job changes and long-term career goals. As such, understanding the implications of marital status on job mobility becomes essential for both employees and employers in navigating the dynamics of career progression within the banking sector in Nigeria.

*H<sub>03</sub>: There is no significant relationship between marital status and job mobility*

### **Methodology**

This investigation employed a Cross-Sectional Survey design to delve into the dynamics of demographic characteristics and job mobility within the Nigerian banking industry.

The target group comprised employees from selected banking institutions in Nigeria, particularly those affiliated with the Nigerian Banking Association (NBA) as identified in the Nigerian banking directory. The accessible population consisted of 120 employees from five major banking institutions in Nigeria, chosen for convenience, maintaining a constant sample size of 120 individuals. Primary data sources were utilized, with questionnaire responses serving as the primary data source.

Demographic characteristics were designated as the independent variable, encompassing dimensions such as age, gender, and education level. These dimensions were adapted from various scholarly sources and industry data. Job mobility, the dependent variable, was operationalized based on factors such as turnover rates, promotion rates, and career advancement opportunities within the banking industry. Feedback and recommendations provided by management specialists were incorporated into the instrument to enhance its face and content validity. The internal consistency of the survey instrument was evaluated using the Cronbach alpha coefficient in the Statistical Package for Social Sciences (SPSS). Only elements with alpha values exceeding 0.7 were considered, ensuring the reliability of the instrument.

Acquired data were classified into distinct categories using tables for analysis. Percentages were utilized, and results were interpreted accordingly. Hypotheses were tested using appropriate statistical methods, accordingly multiple regression and correlation analysis were employed to examine the relationship between demographic characteristics and job mobility within the Nigerian banking industry. This adapted methodology provides a framework for investigating how demographic characteristics influence job mobility patterns among employees in the Nigerian banking sector.

## **Findings and Discussion**

### **Questionnaire Distribution and Response Rate**

Data retrieved from 113 bank employees from 5 banks were analysed in the study. This total was made up of First bank (25), Union bank (20), United Bank for Africa (30), Wema bank (15), and Zenith bank (23) branches within Port Harcourt. A total of 120 questionnaires were distributed out of which 117 responses were retrieved accounting for over 97.5% response rate to the study's questionnaire that examines the relationship between demographic characteristics and job mobility within the Nigerian banking industry. Given the margin of error of 5%, this is an acceptable response rate for the study.

## Demographic Distribution of Respondents

**Table 1:** Demographic Characteristics of Study Sample

Demographic Characteristic	Number of Employees	Percentage %
<b>Gender</b>		
Male	58	51%
Female	55	49%
<b>Total</b>	113	100%
<b>Age Group</b>		
20-29 years	32	27%
30-39 years	49	41%
40-49 years	20	17%
50+ years	12	10%
<b>Total</b>	113	100%
<b>Marital Status</b>		
Married	66	58%
Single	47	42%
<b>Total</b>	113	100%
<b>Level of Education</b>		
Bachelor's Degree	40	35%
Master's Degree	32	28%
Ph.D. or Higher	17	15%
<b>Total</b>	89	78%
<b>Years of Experience within Industry</b>		
Less than 5 years	60	53%
5-10 years	30	27%
10-15 years	15	13%
15+ years	8	7%
<b>Total</b>	113	100%
<b>Number of Years Worked at Current Bank of Employment</b>		
Less than 1 year	25	22%
1-5 years	63	56%
5-10 years	17	15%
10+ years	8	7%
<b>Total</b>	113	100%

Table 1 presents a comprehensive overview of the demographic characteristics of the sample population. The study on demographic characteristics and job mobility in the Nigerian banking industry, based on a sample of 113 bank employees, reveals a balanced gender distribution (51% male, 49% female), a significant presence of mid-career professionals (41% within the 30-39 years range), and a considerable influx of entry-level talent (27% aged 20-29 years). The majority of the workforce is married (58%), holds a Bachelor's degree (35%), and has less than 5 years of industry experience (53%). Most employees have worked at their current bank for 1-5 years (56%). These findings suggest a diverse, well-educated, and relatively young workforce with a high turnover rate. The implications for the current study indicate that factors such as family commitments, education level, and years of experience could significantly influence job mobility decisions and patterns within the banking industry in Nigeria.

## Univariate Analysis

**Table 2:** Descriptive Statistics on Items of Demographic Characteristics and Job Mobility in Banking Industry in Nigeria

Items	Mean	Standard Deviation	Decision Rule
<b>Age:</b>			
1. My age has been a significant factor in my decisions to change jobs.	3.47	0.94	Accept
2. I believe that as I get older, I am less likely to seek new job opportunities.	3.45	0.70	Accept
3. I feel that younger employees are more likely to change jobs frequently.	2.89	0.85	Accept
4. My age has never influenced my job mobility.	2.75	1.20	Accept
<b>Gender:</b>			
1. My gender has influenced my job mobility in the banking industry.	3.23	0.95	Accept
2. I believe that men have higher job mobility due to societal norms and expectations.	3.17	0.83	Accept
3. I feel that women have equal job mobility opportunities as men in the banking industry.	2.51	0.88	Accept
4. Gender has no impact on job mobility in my experience.	3.31	1.18	Accept
<b>Marital Status:</b>			
1. Being married has made me less likely to change jobs.	3.42	1.05	Accept
2. I believe single individuals are more open to job changes and relocation for career progression.	3.40	0.87	Accept
3. My marital status has never influenced my decisions to change jobs.	3.55	1.10	Accept
4. Family commitments due to my marital status have affected my job mobility.	3.60	1.16	Accept
<b>Job Mobility:</b>			
1. I am open to changing jobs for better career advancement opportunities.	3.89	1.09	Accept
2. I prefer job stability over job mobility.	3.61	0.91	Accept
3. I have turned down job offers that required relocation.	3.87	1.01	Accept
4. I am currently looking for new job opportunities.	3.70	0.98	Accept

Table 2 presents the descriptive statistics of the study on demographic characteristics and job mobility in the banking industry in Nigeria. The items were rated on a 4-point Likert scale, with a threshold of 2.0 determining the acceptability of the items. In terms of age, the majority of respondents agreed that their age has been a significant factor in their decisions to change jobs (mean=3.47) and that they are less likely to seek new job opportunities as they get older (mean=3.45). They also agreed that younger employees are more likely to change jobs frequently (mean=2.89), but disagreed that their age has never influenced their job mobility (mean=2.75).

Regarding gender, respondents agreed that their gender has influenced their job mobility in the banking industry (mean=3.23) and that men have higher job mobility due to societal norms and expectations (mean=3.17). However, they disagreed that women have equal job mobility opportunities as men in the banking industry (mean=2.51), but agreed that gender has no impact on job mobility in their experience (mean=3.31).

On marital status, respondents agreed that being married has made them less likely to change jobs (mean=3.42) and that single individuals are more open to job changes and relocation for career progression (mean=3.40). They also agreed that their marital status has never influenced their decisions to change jobs (mean=3.55) and that family commitments due to their marital status have affected their job mobility (mean=3.60). In terms of job mobility, respondents strongly agreed that they are open to changing jobs for better career advancement opportunities (mean=3.89) and that they prefer job stability over job mobility (mean=3.61). They also strongly agreed that they have turned down job offers that required relocation (mean=3.87) and that they are currently looking for new job opportunities (mean=3.70).

These findings suggest that age, gender, marital status, and personal preferences significantly influence job mobility decisions in the banking industry in Nigeria. This could have implications for human resource practices, particularly in terms of talent acquisition, retention, and career development strategies. It also provides insights for employees in making informed career decisions.

### Hypotheses Testing

**Table 3:** Correlation Analysis Summary of the Relationship Between Demographic Characteristics and Job Mobility

**N = 113**

Hypothesis	R	R <sup>2</sup>	P-value	Decision Rule	
				H <sub>0</sub>	H <sub>A</sub>
H <sub>1</sub>	.603	.364	.000	Failed to uphold	Upheld
H <sub>2</sub>	.664	.441	.000	Failed to uphold	Upheld
H <sub>3</sub>	.672	.452	.000	Failed to uphold	Upheld

Correlation is significant at the 0.05 level (1-tailed).

Table 3 illustrates the correlation between the dimensions of demographic characteristics and job mobility; indicating the nature of correlation as well as the predictive extent between the variables set. The table further shows that with respect to job mobility, age has a correlation coefficient  $r=.619$  and coefficient of determination  $r^2=.383$ ; gender has a correlation coefficient  $r=.664$  and coefficient of determination  $r^2=.441$ ; and marital status has a correlation coefficient  $r=.642$  and coefficient of determination  $r^2=.412$ . These figures suggest that these demographic factors have a significant influence on job mobility in the banking industry in Nigeria.

## **Discussion**

The primary aim of this research is to examine the impact of demographic characteristics on job mobility within the banking industry in Nigeria. In this study, the dimensions of the predictor variable are age, gender, and marital status. Job mobility serves as a measure of the criterion variable. The interpretation of the findings is presented below, aligned with the hypothesized relationships.

The correlation analysis revealed a significant relationship between age of employees and job mobility in the banking industry. Specifically, age showed a correlation coefficient of .619 and a coefficient of determination of .383, indicating that age significantly influences job mobility among bank employees. These findings align with previous research by Martin and Roodt (2008) and Couch (2011), which also highlighted the impact of age on job mobility. Similarly, the analysis demonstrated a significant correlation between gender and job mobility, with a correlation coefficient of .664 and a coefficient of determination of .441. This suggests that gender plays a significant role in determining job mobility within the banking sector. This finding is consistent with the studies conducted by Adeyemo and Akinlo (2018) and Zulfqar et al. (2011), emphasizing the influence of gender on job mobility patterns.

Furthermore, the correlation analysis indicated a significant relationship between marital status and job mobility, with a correlation coefficient of .642 and a coefficient of determination of .412. This implies that marital status has a notable impact on job mobility among bank employees. These findings corroborate the research conducted by Adekola and Afolabi (2015) and Ajayi and Olatunji (2017), highlighting the influence of marital status on job mobility decisions. Overall, the results suggest that demographic characteristics, including age, gender, and marital status, significantly influence job mobility within the banking industry in Nigeria. These findings have important implications for human resource management practices in the banking sector, emphasizing the need for tailored strategies to address the diverse needs and preferences of employees based on their demographic profiles. Additionally, further research is recommended to explore additional factors that may contribute to job mobility dynamics in the Nigerian banking industry.

## **Conclusion and Recommendations**

This study investigated the relationship between demographic characteristics and job mobility in the banking industry in Nigeria. The findings revealed significant associations between age, gender, marital status, and job mobility among bank employees. Age, gender, and marital status were identified as key factors influencing job mobility patterns within the banking sector. These results underscore the importance of considering demographic variables in human resource management practices to effectively address employee needs and preferences. Overall, the study contributes to a better understanding of the dynamics of job mobility in the Nigerian banking industry and provides valuable insights for organizational strategies aimed at talent management and retention.

Based on the findings of this study, the following recommendations are proposed:

1. **Tailored HR Policies:** Banking institutions should develop tailored human resource policies that account for the diverse demographic profiles of their employees. These policies should address the specific needs and preferences associated with age, gender, and marital status to enhance job satisfaction and retention.
2. **Career Development Programs:** Organizations should implement robust career development programs aimed at providing equal opportunities for career advancement and progression across different demographic groups. This can help mitigate potential disparities in job mobility based on age, gender, or marital status.
3. **Flexible Work Arrangements:** To accommodate the varying needs of employees, including those with family commitments, banks should consider offering flexible work arrangements such as remote work options, flexible hours, and parental leave policies. This can improve employee satisfaction and retention rates.

Additionally, further research is encouraged to explore additional factors that may influence job mobility dynamics in the Nigerian banking industry, thereby contributing to a comprehensive understanding of workforce dynamics in the sector.

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