

JHSMS

**JOURNAL OF HUMANITIES, SOCIAL
& MANAGEMENT SCIENCES**

VOL. 2, NO. 1, NOVEMBER 2022

**A PUBLICATION OF THE FACULTY OF HUMANITIES, SOCIAL AND
MANAGEMENT SCIENCES EDWIN CLARK UNIVERSITY, KIAGBODO,
DELTA STATE, NIGERIA**

© Faculty of Humanities, Social and Management Sciences Edwin Clark
University, Delta State

All rights reserved except as permitted under the Nigerian
copyright act of 1999, no part of this publication should be
reproduced, stored in a retrieval system or transmitted in any form
or by any means, electrical, mechanical, photocopying, recording
or otherwise without the prior permission of the publisher.

ISSN:1597-0396

Designed in Nigeria by Debbichuks Printing and
Computer Services, Kwale, Delta State
Tel: 08039580583

EDITORIAL BOARD

Prof. (Mrs) J. Okoh (Editor-in-Chief)

Department of Languages,
Edwin Clark University, Kiagbodo, Delta State

G.S. Chukwuemeka PhD (Editor)

Department of History and International Studies
Edwin Clark University, Kiagbodo, Delta State

Ocheja T. Attabor PhD (Editor)

Department of Languages
Edwin Clark University, Kiagbodo, Delta State

Okpimah, S.A. Emoeke PhD (Editor)

Department of Business Administration
Edwin Clark University, Kiagbodo, Delta State

Oboro Emmanuel PhD (Editor)

Department of Economics
Edwin Clark University, Kiagbodo, Delta State

EDITORIAL CONSULTANTS

Prof. A. J. Udoudo

University of Port Harcourt, Choba, Nigeria

Prof. C. Ewhrudjakpor

Delta State University, Abraka, Nigeria

Prof. Orji, Eke Kingdom

Ignatius Ajuru University of Education
Rumuolumeni, Port Harcourt, Rivers States

Prof. Ngozi Ojiakor

Nnamdi Azikiwe University, Awka, Nigeria

Prof. Onwuka Njoku

University of Nigeria, Nsukka, Nigeria

EDITORIAL NOTE

I want to specially thank the Editorial Board for their unreserved contributions towards the production of Volume 2, Number 1, of the Journal of the Faculty of Humanities, Social and Management Sciences (JHSMS), Edwin Clark University, Kiagbodo, Delta State, Nigeria.

JHSMS is a multi-disciplinary journal that promotes academic excellence in research as well as in the dissemination of research reports particularly as it concerns Humanities, Social and Management sciences. JHSMS welcomes and publishes scholarly articles and research reports. These articles are subjected to peer-reviews and editing before they are accepted for publication.

Prof. (Mrs) Juliana O. Okoh

The Editor-in-Chief

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE OF DEPOSIT MONEY BANKS IN NIGERIA

By

OKPIMAH, Special Aaron Emoefe, PhD.

Department of Business Studies
Edwin Clark University, Kiagbodo, Delta State, Nigeria

Email:Okpimahsae@gmail.com

Abstract

This study examined the relationship between Employee Engagement and Organizational Performance of deposit money banks in Nigeria. The study adopt cross-sectional survey research design in a non-contrive setting while the target population of the study was 102 staff from the main branches of the 19 deposit money banks with national operational licenses within operational based in Delta State. The sample size for this study was obtained using the Taro Yamane sample size derivation formula and structured copies of questionnaires were distributed randomly among the management staff in the deposit money banks under study and were fully analysed using mean score and standard deviation. The t-statistics were used to test the null hypotheses at (0.05) level of significance to establish the influence between employee engagement and organizational performance in the Deposit Money Banks with the aid of a statistical package for social science (version 23.0). Therefore, the study found that a strong percent change in organizational performance such as increased productivity, and increased customer services were influenced by employee engagement. Hence, the study concluded that conflict employee engagement influences organizational performance in deposit money banks in Nigeria. The study recommends that bank managers and shareholders should endeavour to always prioritize employee vigour that the willingness to put the spirit in their jobs, as well as persistence when faced with difficulties and challenges at work.

Keywords: Employee engagement, Organizational Performance, Vigour, Dedication, Absorption.

Introduction

Organizational performance is dependent upon a series of exchanges between the organization and its environment. These continual interactions with the environment give rise to several wide responsibilities in the organizations at large (Ugoo, 2004). Neupane (2014) noted that an organization must develop and change in order to survive and that since a product has a life cycle, new products must be found to replace old ones and innovation is vital. Furthermore, the performance of any corporate organization is the overall measure of the ability to produce goods or services (Kohli, 2013). Organizational performance is described as the extent to which is able to meet the needs of its stakeholders and its own needs for growth. However, organizational performance refers to the aggregate performance level of all departments and business units of an entity. This means that the performance of an entity is a sum total of the performance of its entire sub-units as well as its sub-components (Rulangaranga, Ntayi, & Namubiru, 2014).

Therefore, organizational performance is one of the most important constructs in management research (Trade, 2000). Continuous performance is the objective of any organization, because, through this, an organization can grow and progress. Moreover knowing the determinants of organizational performance is important especially in the context of the current economic crises because it enables the identification of those factors that should be treated with an increased interest in order to improve the performance level in the corporate world. Organization is an identifiable social entity whose members pursue multiple goals collectively. The pursuance of these goals is done side by side with their personal goals and aspirations through their coordinated activities and relationships. Hence, an organization has people, materials and goals that are achieved through coordination. An organization exists to provide goods and services that people desire. These goods and services are the products of the behaviours of workers who occupy different levels of the organizational structure.

The structurally differentiated character of contemporary work organizations; whether in the service industry or oil and gas industry inevitably generates a conflict of interest. These conflicts of interest arise in groups because of the

scarcity of freedom, position and resources (Hotepo, Asokere, Abdul-Azeez & Ajemunigbohun, 2010). However, in any work environment, people will always have different interests which may tend to conflict with each other. Given this reality of work relationships, it calls for both labour and management to seek out ways of coping and handling undesirable tensions, conflicts and unpleasant concerns. In today's business world, employees' requirements go beyond the basic salary, which has shifted the focus of employers to understand the true essence of employee engagement practices. Employees, in the present context, expect to be engaged in the organizational work, that is, their role should contribute to and affect the business in a greater sense (Marciano, 2010).

Statement of the Problem

The workplace practices and settings in the financial sector with the hierarchical structures, tight divisions of labour, narrowly defined jobs, detailed rules, limited employee involvement, and managerial decision-making, authority, and control are no longer adequate since they foster conflict of interest (Dreu, 2006). However, workplace performance laid emphasizes emotional and cognitive engagement practices as a cornerstone of the effective service delivery, but due to frequent demand for flexibility and innovation in the workplace, performance in most organizations has taken a comparatively plunge sequence (Babin & Boles, 2000). Therefore this research is carried out to study the extent to which employee engagement influence organizational performance in the context of deposit money banks in Nigeria.

Objectives of the Study

The general objective of this research is to investigate the relationship between employee engagement and organizational performance of deposit money banks in, Nigeria.

The Specific objectives of the study

- 1 Examine the effect of vigour on organizational performance in the Deposit Money Banks in Nigeria.
- 2 Ascertain the effect of dedication on organizational performance in the Deposit Money Banks in Nigeria.
- 3 To examine the effect of absorption on organizational performance in the Deposit Money Banks in Nigeria.

Research Hypotheses

The underlisted hypotheses are devised for the study:

H₀₁: There is no significant positive correlation between vigour and organizational performance in the Deposit Money Banks in Nigeria.

H₀₂: There is no significant positive correlation between dedication and organizational performance in the Deposit Money Banks in Nigeria.

H₀₃: There is no significant positive correlation between absorption and Organizational Performance in the Deposit Money Banks in Nigeria.

H₀₄: There is no significant relationship between vigor and increased customer service in the Deposit Money Banks in Nigeria.

H₀₅: There is no significant relationship between dedication and increased customer service in the Deposit Money Banks in Nigeria.

H₀₆: There is no significant relationship between absorption and increased customer service in the Deposit Money Banks in Nigeria.

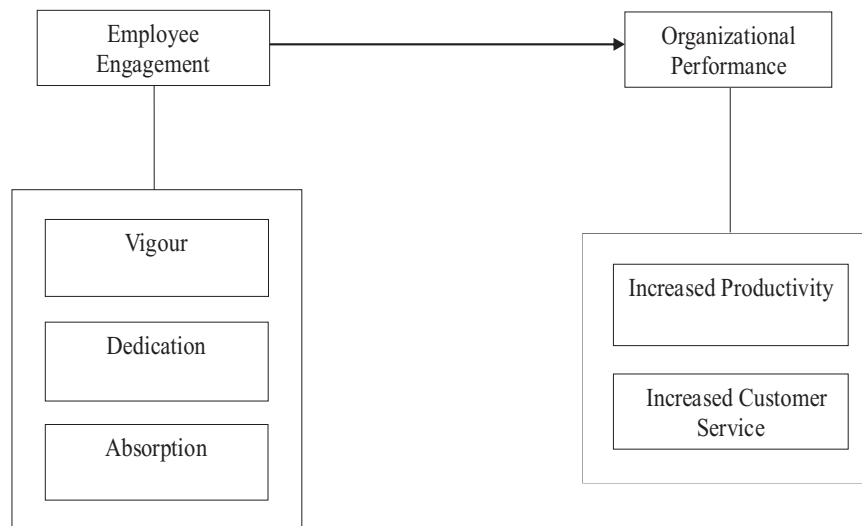


Fig 1.1 Conceptual framework of the relationship between employee engagement and organizational performance in the deposit money banks in Nigeria

Literature Review

Conceptualization of Employee Engagement

Employee engagement is a part of employee retention. This integrates the classic constructs of job satisfaction and organizational commitment (Reeves,

1995). Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. Employee engagement is defined as the level of commitment and involvement an employee has towards the organization and its values. When an employees is are engaged, they are aware of their responsibilities in the business goals and motivate others alongside, for achieving the organizational goals (Nishii & Wright, 2008). When confidence and commitment exist between the organization and individuals, this will lead to an increased opportunity for development, an increase in the productivity that the organization seeks to achieve, and ultimately success in organizational performance (Anitha, 2014).

Employee engagement describes the level of enthusiasm and dedication a worker feels toward their job. Employee engagement can be critical to a company's success, given its links to job satisfaction and employee morale. Engaged employees are more likely to be productive and higher performing. In other words, employee engagement refers to the intellectual as well as the emotional commitment to an organization by their employees in their jobs (Amhalhal, Anchor, Shabbir, 2015).

Employee involvement helps the organization expand knowledge within the organization (Liao, 2009). However, employee engagement is defined as a proper relationship between the organizations with their employees. In other words, employee engagement refers to the intellectual as well as the emotional commitment to an organization by their employees in their jobs (Amhalhal, Anchor, Shabbir, 2015). Moreover, employee engagement is a narrow intensive conceptualization of the relationship between the employee and his/her job (Yalabik, Rayton, & Rapti, 2017). The employee engagement concept is about how to satisfy, and how happy are the employees with their jobs as well as the environment in which the employees work in with their colleagues. The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement. The participation of employees in the organization is a successful process because it does not feel like people have been used negatively or have been differentiated. The participation of employees is necessary for any

organization seeking to achieve commitment to the organization's values and performance (Ketter, 2008). Also, it is significant to have engaged employees to make the strategic goals of any organization (Vu, 2020).

Organizational Performance

Organizational performance is the actual productivity of an organization measured against its projected goals and objectives (Upadhaya, Munir, & Blount, 2014). The performance of an organization is based on the perception that the organization is comprised of valuable resources that include personnel, and physical and capital assets that are used to achieve a shared goal. The performance can be measured in terms of productivity and outcome, profit, the effectiveness of internal processes and procedures, staff attitudes and organizational responsiveness to the environment (William, 2002). These diverse constituents result in many different interpretations of 'the successful or poor performance of organizations (Barney, 2002).

According to Richard, (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholder return concern the physical energies exerted by individuals to accomplish their roles.

Vigour

Employee vigor is defined as the level of energy and high mental attitude when an individual finishes their jobs, the willingness to put the spirit in their jobs, as well as persistence when faced with the difficulties and challenges at work (Schaufeli and Bakker, 2004; Schaufeli, Salanova, Gonzalez-Roma, and Bakker., 2002). Shirom (2003) defined vigor as the employees' physical strength, emotional energy and cognitive liveliness.

Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) stated that vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties.

Dedication

Dedication is defined as the strong identification with the jobs, including feelings as well as enthusiasm, inspiration, pride, and challenges (Schaufeli & Bakker, 2010). Schaufeli, et al (2002) described dedication as being strongly

involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Instead of involvement, Kanungo (1982) and Lawler and Hall (1970) prefer to use the term dedication. Although, involvement like dedication is usually defined in terms of psychological identification with one's work or one's job whereby the latter goes one step beyond, both quantitatively as well as qualitatively. In a qualitative sense, dedication refers to a particularly strong involvement that goes one step further than the usual level of identification. In a qualitative sense, dedication has a wider scope by not only referring to a particular cognitive or belief state but including the affective dimension as well.

Furthermore, engagement entails the active use of emotions. Finally, engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs.

Absorption

Employee absorption can be described as the full concentration of happy feelings, felt by the people who are doing their job when they feel that time goes by so quickly and is difficult to leave the job (Schaufeli and Bakker, 2010). Schaufeli et al (2002) stated that absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. Absorbed employees are characterized by being totally and happily immersed in their work and having difficulty detaching themselves from it (Schaufeli et al, 2002).

Increased Productivity

Productivity refers to the value added by the process divided by the value of the labor and capital consumed safety which measures the overall health of the organization and the working environment of its employees (Trade, 2000). The performance of an organization must be properly managed to obtain positive results and improve productivity and performance (Robbins, 2009). Productivity is the efficiency of a company or economy in transforming resources into goods thereby generating more from less. Increased productivity is the ability to maximize less input to generate or achieve greater output (Erwin, 1982). Increased productivity increases the power of an

economy through driving economic growth and satisfying human needs with the same resources. The benefits of increased productivity are extremely far reaching, benefitting participants within the system alongside the system itself (Benoit & Suzanne, 2011).

Increased Customers Services

According to Neupane (2014) customers/clients are the principal part for the achievement of any business. In this way, the estimation of customer satisfaction is getting to be noticeably essential for the long-haul effectiveness of any association. Wilson (2002) contends that client satisfaction is equivocal and complex in nature, and it frequently comprises of different parts that are measured with various strategies under various conditions. Berkman and Gilson (1986) assert that customers satisfaction is identified as one of the most important elements in business organizations because of its influence on customer loyalty and (word of mouth) recommendations. However, customer satisfaction is recognized as an important factor of organizational success (Moore, 1998). According to Zeithaml and Bitner (2003) satisfaction and excellent service are fundamentally different in terms of their underlying causes and results. Although, they share certain similarities, satisfaction is viewed from a general perspective as a wider concept, whereas excellent service evaluation focused more on the aspect of service. Customer satisfaction is the ability of an organization's to win and keep customers and to strive for good customers' relationship in a long term.

Relationship between Employee Engagement and Organizational Performance

Paluku (2016) carried out a study on employee engagement and organizational performance of Retails Enterprises in Wobulenzi-Luweero City, Uganda. The study measured employee engagement in relation to organizational performance focusing on non-financial factors. Correlation research design and purposive sampling technique were used. For the purpose of data collection, a questionnaire was used and data was analyzed using descriptive and inferential statistics. The person-product moment correlation coefficient was used in testing the formulated hypothesis. Findings revealed that retail employee engagement and job satisfaction were very high in the selected retailing enterprises.

Empirical Review

Vigour and Organizational Performance

Ukonu, and Gideon (2016) investigated the role of national industrial court in sustaining harmony in the Nigerian health sector: a case of the university of Abuja teaching hospital. The main objective is to examine the role the National Industrial Court (NIC) has played in sustaining harmony in Nigeria's health sector while the specific objective is to examine the role National industrial Court has previously played and can still play futuristically to enhance the desired industrial harmony in University of Abuja Teaching Hospital, the entire health sector and other sectors of the economy. This study concludes, that the role of National Industrial Court in sustaining industrial/organizational harmony, especially in the health sector cannot be over emphasized. Basically, industrial harmony is requisite to economic growth, development and industrial advancement in any economy. As such, whether in the instances of inter union disputes or in the demesnes of employee and employer relationships, NIC has risen to the challenge to extinguish the rising tensions that might have escalated out of proportion in UATH as well as other institutions.

Dedication and Organizational Performance

Agoi (2015) examined the effect of employee involvement on workers harmony in Kenya public Sector. The study was anchored on theory of reasoned action and the theory of planned behaviour. Explanatory research design was used for the study. The target population was managers from public institutions. Questionnaire was used as a tool for data collection, and data were analyzed using descriptive statistics. Pearson correlations and multiple regressions were used in testing the formulated hypotheses. Findings of the study indicated a negative significant effect of involvement and absorption on turnover intention.

Absorption and Organizational Performance

Mojaye and Dedekuma (2015) conducted a study on the influence of employee absorption on Industrial Harmony in the Civil Service of Delta State Nigeria. The study tries to establish a link between feeling, difficulty in leaving one's work and good industrial relations and industrial peace. The study focused on the Delta State Civil Service and attempted to find out the role that worker's absorption had played in ensuring industrial peace since the advent of the state. Questionnaires were administered to 325 civil servants out of which, only 299

were useful. One of the research questions was whether there is any relationship between industrial harmony and employee absorption. The study showed that while employee absorption may not necessarily lead to good industrial relations but it may engender industrial peace.

Research Methods

A Cross-sectional research design was adopted for this study. This will provide for using survey method in gathering information in determining the relationship between the study variables from respondents at one point. The target population of the study was 102 staff from the main branches of the 19 deposit money banks with national operational licenses in Nigeria, operationally based in Delta State, Nigeria. The Taro Yamane sample size derivation formula and structured copies of questionnaires were distributed randomly among the management staff in the deposit money banks under study and were fully analysed using the mean score and standard deviation. The statistics were used to test the null hypotheses at (0.05) level of significance to establish the influence between employee engagement and organizational performance in the Deposit Money Banks with the aid of a statistical package for social science (version 23.0). The actual number of workers will be based on the personal inquiries made at the head offices of the deposit money banks by the researcher. The sample size for this study is 75 and it is obtained using the Taro Yamane sample size derivation formula (Baridam, 2001). Given the disparities in the distribution of the unit population for each bank, the stratified proportionate sampling method is therefore applied in the unit sampling for each deposit money bank using the Bowley's 1969 formula (Baridam, 2001).

DATA ANALYSIS AND FINDINGS

Demographic Analysis

Table 1. Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	58.7	58.7	58.7
	Female	31	41.3	41.3	100.0
	Total	75	100.0	100.0	

Source: SPSS Data Output, 23 (2022)

Table 1 showed that 44(58.7%) of the workers are male while 31 representing (41.3%) of the workers are female.

Table 2. Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years	12	16.0	16.0	16.0
	26-39 years	27	36.0	36.0	52.0
	40-54 years	22	29.3	29.3	81.3
	56 years and Above	14	18.7	18.7	100.0
	Total	75	100.0	100.0	

Source: SPSS Data Output, 23 (2022)

Table 2, observed that 12 representing 16.0 percent of the respondents are between 25 years of age. Also, 27 respondents representing 36.0 percent fall within the 26-39 years age bracket. Furthermore, 22 of the respondents representing 29.3 percent were observed to have fallen within the 40-54 years age bracket and also 14(18.7%) percent of the respondents are 56 years and above.

Table 3. Qualification of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MSC	21	28.0	28.0	28.0
	HND/BSC/BA	34	45.3	45.3	73.3
	Diploma and below	19	25.3	25.3	98.7
	Ph.D Holders	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Source: SPSS Data Output, 23 (2022)

Table 3 shows the educational qualification of the respondents in the banks under studied. From the results above, 21 respondents indicating 28.0 percent are Master of Science degree holders, 34 of the respondents indicating 45.3 percent hold B.Sc/HND degree holders, while 19 respondents representing 25.3 percent were Diploma Certificates holders and 1 respondent indicating 1.3 percent of the respondents had had Ph.D. degree.

Table 4. Descriptive Statistics on Vigour Strategy

	N	Mean	Std.	
			Deviation	
	Statistic	Statistic	Std. Error	Statistic
1. At my work I feel bursting with energy	75	3.21	.180	1.562
2. When I got up in the morning, I feel like going at a time	75	2.55	.175	1.518
3. I can continue working for a very long period of time.	75	3.03	.173	1.498
Valid N (listwise)	75			

Source: SPSS Data Output, 23 (2022)

The data in table 4 above illustrates that three question items were asked to rate the strength of vigour in the deposit money banks under study. The first item was to ascertain if: At my work, I feel bursting with energy generated a mean score ($\bar{x}=3.21$ and std. = 1.562) which infers a moderate response rate in the study. The second item was to ascertain if When I got up in the morning, I feel like going at a time generated a mean value ($\bar{x}=2.55$ and std. = 1.518) which infer moderately in the deposit money banks. The third item was to ascertain if I can continue working for a very long period of time with a mean score ($\bar{x}=3.03$ and std. = 1.498). Therefore, the distribution based on central tendency (mean) indicates a moderate response rate in favour of an agreement to the variable as experienced within the workplace. All three items reveal moderate mean scores (2.5-3.5) which further corresponds to the scores of the dimensions, given the relatively high standard deviation coefficients (SD <1.00) for each item of the construct vigour in the study.

Table 5. Descriptive Statistics on Dedication

	N	Mean		Std.
				Deviation
	Statistic	Statistic	Std. Error	Statistic
1. I find the work that I do full of meaning and purpose	75	3.28	.177	1.530
2. I am enthusiastic about my job	75	3.03	.173	1.498
3. I am proud of the work that I do	75	3.83	.149	1.288
Valid N (listwise)	75			

Source: SPSS Data Output, 23 (2022).

The data in table 5 indicates that three question items were asked to rate the strength of dedication in the deposit money banks under study. The first item was to ascertain if: I find the work that I do full of meaning and purpose generated a mean score ($x=3.28$ and $std. = 1.530$) which infers a moderate response rate in the study. The second item was to ascertain if I am enthusiastic about my job generated a mean value ($x= 3.03$ and $std. = 1.498$) which infers moderate in the deposit money banks. The third item was to ascertain if I am proud of the work that I do with a mean score ($x=3.83$ and $std. = 1.288$) which infers a high response rate on dedication. Therefore, the distribution based on central tendency (mean) indicates moderates and a high response rate in favour of an agreement to the variable as experienced within the deposit money banks under study. All two items reveal moderate mean scores (2.5-3.5) which further corresponds to the scores of the dimensions, given the relatively high standard deviation coefficients ($SD < 1.00$) for each item of the construct dedication in the study.

Table 6. Descriptive Statistics on Absorption

	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
1. When I am working I forget everything else around me	75	3.49	1.437
2. I feel happy when I am working intensely	75	3.56	1.388
3. I get carried away when I'm working	75	3.83	1.288
Valid N (listwise)	75		

Source: SPSS Data Output, 23 (2022)

The data in table 6 indicates that three question items were asked to rate the strength of absorption in the deposit money banks under study. The first item was to ascertain if: When I am working I forget everything else around me generated a mean score ($x=3.49$ and $std. = 1.437$) which infers a moderate

response rate in the study. The second item was to ascertain if I feel happy when I am working intensely generated a mean value ($x = 3.56$ and $std. = 1.388$) which infers high rate in the deposit money banks. The third item was to ascertain if I get carried away when I'm working had a mean score ($x = 3.83$ and $std. = 1.288$) which infer high response rate on absorption. Therefore, the distribution based on central tendency (mean) indicates moderates and high response rate in favour of strongly agreed to the variable as experienced within the deposit money banks under study. All the two items reveal high mean scores (3.5-4.5) which further corresponds to the scores of the construct, given the relatively low standard deviation coefficients ($SD < 1.00$) for each items of the construct absorption in the study.

Table 7. Descriptive Statistics on Increased Productivity.

	N	Mean	Std.
	Statisti	Statisti	Std.
	c	c	Error
			Statistic
1. In my firm we always achieve efficiency of production.	75	3.40	.167
2. Inefficient and ineffective reward system in the organization are the enemy of organizational success	75	3.47	.157
3. Our organization we achieve effectiveness and efficiency through the faire practice of activities	75	3.60	.161
Valid N (listwise)	75		

Source: SPSS Data Output, 23 (2022)

Table 7 above illustrates that three question items were asked to rate the strength of increased productivity in the deposit money banks under study. The first item was to ascertain if: In my firm, we always achieve efficiency of production generated a mean score ($x = 3.40$ and $std. = 1.443$) which infer a moderate response rate to the construct. The second item was to ascertain if Inefficient and ineffective reward system in the organization is the enemy of organizational success generated a mean value ($x = 3.47$ and $std. = 1.359$) which infer moderate rate in the deposit money banks. The third item was to

ascertain if our organization we achieve effectiveness and efficiency through the fair practice of activities had a mean score ($x=3.60$ and $std. = 1.395$) which infer high response rate on increased productivity. Therefore, the distribution based on the mean indicates moderates and high response rate in favour of a moderate extent to the variable as experienced within the deposit money banks under study. The two items reveal moderate mean scores (2.5-3.5) which further corresponds to the scores of the construct, given the relatively high standard deviation coefficients ($std. <1.00$) for each item of increased productivity in the study of organizational performance.

Table 8. **Descriptive Statistics on Customer Services**

	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
1. The report of our clients about our service delivery exceeds our specified satisfaction goal.	75	3.49	.161
2. The satisfaction our clients derive from our service has made them to always recommend us to others.	75	3.47	.159
3. The customer satisfaction in my firm has helped us stay competitive.	75	3.40	.167
Valid N (listwise)	75		

Source: SPSS Data Output, 23 (2022)

Table 8 above illustrates that three question items were asked to rate the strength of increased customer services in the deposit money banks under study. The first item was to ascertain if: the report of our clients about our service delivery exceeds our specified satisfaction goal generating a mean score ($x=3.49$ and $std. = 1.399$) which infers a moderate response rate to the construct under study. The second item was to ascertain if the satisfaction our clients derive from our service has made them to always recommend us to others generating a mean value ($x= 3.47$ and $std. = 1.359$) which infer moderate

rate in the deposit money banks. The third item was to ascertain if the customer satisfaction in my firm has helped us stay competitive had a mean score ($\bar{x}=3.40$ and $\text{std.} = 1.443$) which infer moderate response rate on increased customer services. Therefore, the distribution based on the mean score indicates moderates response rate to the variable as experienced within the deposit money banks under study. All three items reveal moderate mean scores (2.5-3.5) which further corresponds to the scores of the construct, given the relatively high standard deviation coefficients ($\text{std.}<1.00$) for each items of increased customer service in the study of organizational performance

Table 9. Summary of Employee Engagement in Increased Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.797	.788	1.78451

a. Predictors: (Constant), Vigour, Dedication, Absorption

Source: SPSS Data Output, 23 (2022)

Table 9 above indicates the regression result with (R-val. 0.893) indicates that employee engagement (vigour, dedication, absorption) had a very strong impact on the dependent variable (increased productivity). Also, the coefficient of determination (R^2 - 0.797) implies that both dimensions of the predictor variables explain 79.7% variation of increased productivity while the remaining 20.3% could be due to the effect of other factors that is not included in the study

Table 10. The Multiple Regression Correlation of Employee Engagement (Vigour, Dedication, Absorption) and Increased Productivity

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-.584	.709		.413
	Vigor	.132	.112	.121	.004
	Dedication	-1.210	.137	-.190	.000
	Absorption	1.104	.104	.957	.000

a. Dependent Variable: Increased Productivity

Source: SPSS Data Output, 23 (2022)

Ho₁: There is no significant positive correlation between vigour and organizational Performance in the Deposit Money Banks in Nigeria.

Table 10a above showed the correlation coefficients result with (t-statistic = 2.176 > 1.96) and a corresponding probability value (P-v = 0.004 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, $t_{\text{cal}} = 2.176$ and (P-v = 0.004 < 0.05%) indicates that there is a positive and significant correlation between vigour and Organizational Performance in the Deposit Money Banks, in Nigeria. Thus, the alternate hypothesis is hereby accepted.

Ho₂: There is no significant positive correlation between dedication and Organizational Performance in the Deposit Money Banks in Nigeria.

Table 10b above showed the correlation coefficients result with (t-statistic = -3.530 > 1.96) and a corresponding probability value (P-v = 0.000 < 0.05%) level of significance. The decision rule is that once the probability value is less than (0.05%), there is a significant correlation between the study variables. Therefore, $t_{\text{cal}} = -3.530$ and (P-v = 0.000 < 0.05%) indicate that there is a negative and significant correlation between dedication and Organizational Performance in the Deposit Money Banks in Nigeria. Thus, the alternate hypothesis is hereby accepted.

Ho₃: There is no significant positive correlation between absorption and Organizational Performance in the Deposit Money Banks in Nigeria.

Table 10c above showed the correlation coefficients result with (t-statistic = 10.605 > 1.96) and a corresponding probability value (P-v = 0.000 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, $t_{\text{cal}} = 10.605$ and (P-v = 0.000 < 0.05%) indicates that there is a positive and significant correlation between absorption and Organizational Performance in Deposit Money Banks, in Nigeria. Thus, the alternate hypothesis is hereby accepted.

Table 11. Summary of Employee Engagement in Increased Customer Service

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 ^a	.805	.797	1.73940

a. Predictors: (Constant), Vigour, Dedication, Absorption

Source: SPSS Data Output, 23 (2022)

Table 11 above indicates the regression result with (R-val. 0.897) indicates that employee engagement (vigour, dedication, absorption) had a very strong impact on the dependent variable (increased customer service). Also, the coefficient of determination (R^2 - 0.805) implies that both dimensions of the predictor variables explain 80.5% variation of increased customer services while the remaining 19.5% could be due to the effect of other factors that is not included in the study.

Table 12. Multiple Regression Correlation of Employee Engagement (vigour, dedication, absorption) and Increased Customer Services

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	-.641	.691		-.927 .357
	Vigor	.198	.110	.182	3.805 .000
	Dedication	-.272	.134	-.248	-2.038 .045
	Absorption	1.105	.101	.963	10.887 .000

a. Dependent Variable: Increase Customer Service

Source: SPSS Data Output, 23 (2022).

Ho₄: There is no significant relationship between vigour and increased customer service in the Deposit Money Banks in Nigeria.

Table 4.12a above showed the correlation coefficients result with (t-statistic = 3.805 > 1.96) and a corresponding probability value (P-v = 0.000 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, t-statistic-cal = 3.805 and (P-v = 0.000 < 0.05%); indicates that there is a positive and significant correlation between vigour and increased customer services in the Deposit Money Banks Nigeria. Thus, the alternate hypothesis is hereby accepted.

Ho₅: There is no significant relationship between dedication and increased customer service in the Deposit Money Banks in Nigeria.

Table 4.12b above showed the correlation coefficients result with (t-statistic = -2.038 > 1.96) and a corresponding probability value (P-v = 0.000 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.045, there is a significant correlation between the study variables. Therefore, t-statistic-cal = -2.038 and P-v = 0.045 < 0.05%); indicates that there is a negative and significant correlation between dedication and increased customer services in the Deposit Money Banks Nigeria. Thus, the alternate hypothesis is hereby accepted.

Ho₆: There is no significant relationship between absorption and increased customer service in the Deposit Money Banks in Nigeria.

Table 4.12c above showed the correlation coefficients result with (t-statistic = 10.887 > 1.96) and a corresponding probability value (P-v = 0.000 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant correlation between the study variables. Therefore, t-statistic-cal = 10.887 and P-v = 0.000 < 0.05%); indicates that there is a positive and significant correlation between absorption and increased customer services in the Deposit Money Banks Nigeria. Thus, the alternate hypothesis is hereby accepted.

DISCUSSION OF FINDINGS

The test of hypothesis one as shown in table (10) showed the correlation coefficients result with (t-statistic = 2.176 > 1.96) and a corresponding probability value (P-v = 0.004 < 0.05%) level of significance. The decision rule is that once the probability value is less than 0.05, there is a significant

correlation between the study variables. Therefore, $t_{-cal} = 2.176$ and ($P-v = 0.004 < 0.05\%$) indicates that there is a positive and significant correlation between vigour and organizational Performance in the Deposit Money Banks, in Nigeria. Thus, the alternate hypothesis is hereby accepted. The findings are in line with the conclusion of Idowu (2012) who investigated the impact of workers' vigour and energy on industrial strike reduction among workers in Nigeria and the finding revealed that workers' vigour (taken together) had significantly influenced industrial strike reduction among industrial workers. However, it was found that employees' physical strength, emotional energy and cognitive liveliness were not as significant in influencing industrial strike reduction in the selected work organizations. Also, there was no significant difference in the level of female and male workers' participation in workers' job satisfaction in both public and private organizations selected for the study. The findings of the present research also collaborate with the study of Ukonu, and Gideon (2016).

The findings of the study showed that dedication is statistically negative and significant with increased productivity and also the findings further indicate that dedication has a negative and significant relationship with increased customer service. The findings align with the conclusion of Agoi (2015) who carry out a study to examine the effect of employee involvement on workers' harmony in Kenya public Sector and the findings of the study indicated a negative significant effect of involvement and dedication on turnover intention. Previous studies further revealed that dedication influences team performance more than vigour and absorption (Alarcon and Edwards, 2011).

The findings of the study showed that absorption was statistically positive and significant with organizational Performance, similarly, the findings further indicate that absorption showed a statistical positive and significant relationship with increased customer service. The study result is in line with the conclusion of Okon, Asu, Patrick and Antigh (2012) carried out a study to determine the impact of workers' absorption characteristics on industrial harmony in the University of Calabar Teaching Hospital and Federal Neuro-Psychiatric Hospital Calabar, Nigeria, A total of 266 subjects were randomly sampled. Pearson Product Moment Correlation test was conducted to test the null hypothesis and it was established that there was a significant influence of workers' absorption characteristics on industrial harmony in the study case. The study recommended that absorbed employees are characterized by being

totally and happily immersed in one's work and having difficulty detaching themselves from it. Furthermore, Mojaye and Dedekuma (2015) also conducted a study on the influence of employee absorption on Industrial Harmony in the Civil Service of Delta State Nigeria. The study tries to establish a link between feeling, difficulty in leaving one's to work and good industrial relations and industrial peace. The study showed that while employee absorption may not necessarily lead to good industrial relations but it may engender industrial peace.

Conclusion

The study was carried out to establish the relationship between employee engagement and organizational performance of Deposit Money Banks, in Nigeria. Based on the findings obtained from the summary and empirical examination, the study concluded that: there is a positive and significant correlation between vigour and increased productivity in the Deposit Money Banks, in Nigeria. The findings of the study showed that dedication is statistically negative and significant with increased productivity and also the findings further indicate that dedication has a negative and significant relationship with increased customer service. The findings further indicate that absorption showed a statistical positive and significant relationship with increased customer service. Hence, the relationship between employee engagement and organizational performance was positive and significant in the context-specific to the deposit money banks in Nigeria.

RECOMMENDATIONS

Based on the findings and conclusion, the following was recommended:

1. The deposit money banks under study should endeavour to always prioritize employee vigour that the willingness to put the spirit in their jobs, as well as persistent when faced with difficulties and challenges at work, this would help in guiding workers involved in the operation towards developing acceptable work approach and behaviour required for the success of the banks' institutions.

2. The study recommends that the deposit money banks under study should create an atmosphere of a feeling of belonging by allowing the employee participates in decision-making on matters that relate to them also on

stakeholders and the general public which in turn realized the set aim and objectives.

3. Absorbed employees are characterized by being totally and happily immersed in their work and having difficulty detaching themselves from it. Therefore, the management of banking institutions needs to move and give room for unions in the organization to air their views and try as much as possible to align the needs of the employees to that of the institution.

References

- Agoi, L. (2015). Effect of Work Engagement on Employee Turnover Intention in Public Sector, Kenya. *International Journal of Economics, Commerce and Management*, 3(12), 431-436.
- Alarcon and Edwards (2011). The Relationship of Engagement, Job Satisfaction and Turnover Intentions, *Stress and Health* 27(3) 294 – 298. DOI:10.1002/smi.1365
- Amhalhal, A; Anchor, J; & Shabbir, D. (2015). The effectiveness of the use of multiple performance measures: The influence of organizational contingencies, EURAM 15th Annual Conference.
- Anitha, J. (2014). Determinants of employee engagement and their impact on EP. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Babin, B. J. & Boles, J. S. (2000). Representing the perceived ethical work climate among marketing employees. *Journal of the Academy of Marketing Science*, 28(3), 345.
- Baridam, D. M. (2001). *Research Methods in Administrative Sciences*, Port Harcourt. Shebrooke Associates.
- Barney, J. B. (2002). Strategic management: From informed conversation to academic discipline. *Academy of Management Perspectives*, 16(2), 53-57.
- Berkman, H. W., & Gilson, C. C. (1986). *Consumer behavior: Concepts and strategies*. Thomson South-Western.
- Bowley, A. H. (1969). *The Young Handicapped Child: Educational Guidance for the Young Cerebral Palsied, Deaf, Blind, and Autistic Child*.
- Dreu, C. K. (2006). When too little or too much hurts: Evidence for a curvilinear relationship between task conflict and innovation in teams. *Journal of Management*, 32(1), 83-107.

- Erwin, T. L. (1982). Tropical forests: their richness in Coleoptera and other arthropod species. *The Coleopterists Bulletin*.
- Hotepo, O. M., Asokere, A. S. S., Abdul-Azeez, I. A., & Ajemunigbohun, S. S. A. (2010). Empirical Study of the Effect of Conflict on Organizational Performance in Nigeria. *Business and Economics Journal*, 15 (1), 2151-6219.
- Idowu, A. (2012) Anti-Money Laundering Policy and Its Effects on Bank Performance in Nigeria. *Business Intelligence Journal*, 6, 367-373
- Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67, 341 – 349.
- Ketter, P. (2008). What's the big deal about employee engagement? ATD. <https://www.td.org/magazines/td-magazine/the-big-deal-about-employee-engagement>.
- Kohli, M. (2013). The generational contract in the family: An analysis of transfer regimes in Europe. *European Sociological Review*, 29(4), 828-840.
- Lawler, E. E., III, & Hall, D. T. (1970). Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. *Journal of Applied Psychology*, 54, 305-312.
- Liao, H. T. (2009). Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94, 371-391.
- Marciano, P. (2010), Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of Respect. New York: McGraw Hill Professional.
- Mojaye, E.M & Dedekuma, S.E (2015). Influence of Communication on Industrial Harmony in the Civil Service of Delta State Nigeria. *New Media and Mass Communication* ISSN 2224- 3267 (Paper) ISSN 2224-3275 (Online) Vol.37.
- Moore, A. (1998). Conflict Management Styles and Job Satisfaction at

- Organization. *Journal of Education, Health and Community Psychology*, 4(2), 86-93.
- Nishii, L. H., & Wright, P. M. (2008). Variability within organizations: Implications for strategic human resources management. In: D. B. Smith (Ed.), *LEA's organization and management series. The people make the place: Dynamic linkages between individuals and organizations* (pp. 225-248). Oxfordshire, UK: Taylor & Francis Group/Lawrence Erlbaum Associates.
- Neupane, M. (2014). Observation of a three-dimensional topological Dirac semimetal phase in high-mobility Cd_3As_2 . *Nature Communications*, 5(1), 1-8.
- Okon, B.A., Asu, O, T., Patrick, A.E. and Antigh, B.U. (2012). The impact of inter-union conflicts on industrial harmony: The case of tertiary health institutions in Cross River State, Nigeria, *Malaysia Journal of Society and Space* 8 issue 4 (33-39).
- Paluku K. (2016). Employee engagement and organizational performance of Retails Enterprises. *American Journal of Industrial and Business Management*, 6, (2), 516-525
- Reeve, J. (1998). Autonomy support as an interpersonal motivating style: Is it teachable? *Contemporary Educational Psychology*, 23, 312– 330.
- Rulangeranga, D. M., Ntayi, J & Namubiru, B. (2014). Corporate Image and Organizational Performance of State Owned Enterprises Monitored by Privatization Unit (PU) Uganda. *European Journal of Business and Management*, 6(17), 235-239.
- Schaufeli, W. B., Salanova, M., González-Romá, V. & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factoranalytic approach. *Journal of Happiness Studies*, 3, (2), 71- 92.
- Schaufeli, W., & Bakker, A. (2004). Job demands, job resources, and their relationship with burnout and engagement: A Multi-Sample Study. *Journal of Organizational Behaviour*, 25(3), 293-315.
- Schaufeli, W. B & Bakker, A. B. (2010). Defining and measuring work

- engagement: bringing clarity to the concept. In: Bakker AB, Leiter MP (eds) *Work engagement: A handbook of essential theory and research*. Psychology Press: New York.
- Trade, D. (2000). Trade policy and economic growth: a skeptic's guide to the cross-national evidence. *NBER Macroeconomics Annual*, 15, 261-325.
- Ugoo, I. A. (2004). A case study of teaching choral singing in an urban secondary school of Anambra state applying learning theories. *International Journal of Academic Research in Progressive Education and Development*, 2(1), 309-318.
- Ukonu, O.I & Gideon A. E. (2016). The role of national industrial court in sustaining harmony in Nigerian health sector: a case of university of Abuja teaching hospital. *Journal of Management and Sustainability; Vol. 6, No. 1*.
- Upadhaya, B., Munir, R., & Blount, Y. (2014). Association between performance measurement systems and organisational effectiveness. *International Journal of Operations & Production Management*, 2(1), 345-367.
- Vu, H. M. (2020). Relationship between work-life balance, religiosity, and employee engagement: a proposed moderated mediation model. *Journal of Asian Finance, Economics, and Business*, 7(10), 339-345.
- William, D. T. (2002). *Experimental and quasi-experimental designs for generalized causal inference*/William R. Shedish, Thomas D. Cook, Donald T. Campbell. Boston: Houghton Mifflin,
- Wilson, M. (2002). Six views of embodied cognition. *Psychonomic bulletin & review*, 9(4), 625-636.
- Yalabik, Z. Y., Rayton, B. A., & Rapti, A. (2017). Facets of job satisfaction and work engagement. *Evidence-Based HRM*, 5(3), 248-265. Doi: 10.1108/EBHRM-08-2015-0036).
- Zeithaml, V. A. & Bitner, M. J. (2003). Customer perceptions of service. *Services Marketing: Integrating Customer Focus across the Firm*, 1(3), 34-45