

Employee Engagement: A Corollary for Bank's Productivity in Nigeria.

Dr Patrick N Nwinyokpugi¹, Modey, Celestine Ishabor²

*Department of office and Information Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

¹*(Department of office and Information Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

Corresponding Author: Dr Patrick N Nwinyokpugi

Abstract: *The study examines employees' engagement as a corollary for banking sector productivity in the Rivers State banking sector. The cross sectional survey design was used in the study. The targeted population comprised senior officers of Money Deposit Banks in Rivers State whose study sample was derived through census based on the focus of the study. Data was analyzed and results presented in tables showing the mean and standard deviation. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient. The findings revealed positive and significant relationship between employees' engagement strategies and organizational productivity using the Pearson Product Moment Correlation tool at a 95% confidence interval. The study concludes that Employee engagement strategies: Empowerment, Representation, Partnership and Involvement significantly influence banking sector productivity. It was therefore recommended that the banking industry should use the tested attributes of employee engagement in the study to drive productivity of the banking sector in Rivers State.*

Keywords: *Employee Engagement, Empowerment, Representation, Involvement, Partnership, Patronage*

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I. Introduction

The Banking Industry as captured in the Background to the Study is dominated by the new practice of contract staffing, therefore the concerns caused by poor involvement of employees is critical for employees' function that should lead to total organizational productivity. Non-involvement of employees in the decision-making process within the banking sector leads to job dissatisfaction which eventually would lead to lost man hours, low productivity among others, that would adversely affect the fortunes of the banking industry and eventually the gross domestic product of the nation at large. Lack of employees' representation within the banking sector does not give the employees the opportunity to establish a channel for workers voice to be heard on key decisions within the banking industry which effectively deny workers the opportunity for effective communication, consultation, negotiations as well as the protection of workers employment rights. It also a concern when employees' are not properly empowered to take certain decisions within their level of authority and are not seen as partners in the scheme of banking operations. This development is enough to cause disconnect. One of the first challenges presented by the literature is the lack of a universal definition of employees' engagement. Kahn (1990) defines employees' engagement as "the harnessing of organization members' selves to their job roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". 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 concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role. The existence of different definitions makes the state of knowledge of employees' engagement difficult to determine as each study examines employee engagement under a different perspective. In addition, unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working Ferguson (2007). This highlights the problems of

comparability caused by differences in definition. Furthermore, whilst it is acknowledged that employees' engagement has been defined in many different ways, it is also argued that the definitions often sound similar to other better known and established constructs such as 'organizational commitment' and 'organizational citizenship behaviour' (Robinson, Perryman and Hayday 2004). Therefore, engagement is 'one step up from commitment'. As a result, employee engagement has the appearance of being yet another trend, or what some might call "old wine in a new bottle".

Engagement is essentially about creating windows of opportunities for employees' to connect with their co-workers, superiors and organization at large. It is also about creating an environment where employees' are motivated to want to connect with their work as well as the organization and really care about doing a decent job. It is a concept that places flexibility, change and continuous improvement at the heart of what it takes to be an employee and an employer in the workplace in the twenty-first-century. CIPD (2009). Engagement goes beyond satisfaction or even commitment. Employees' may be satisfied as well as being happy but make very little or no contribution to the organization; in the same vein, committed employees' may be focusing on the wrong goals. Employees' engagement strategies can be seen as the emotional commitment employees' exhibit towards their organization and the actions they take to ensure the organizations succeed; engaged employees' demonstrate care, dedication, enthusiasm, accountability and are result oriented. When employees' care and are engaged', they use discretionary effort. They stay behind to get work done, they ensure that their desk is empty before they can actually close for the day because they are committed and feel responsible and want to, they pick up the cups left behind on the table in the conference hall or the rubbish that missed the waste-bin because they care about their workplace. They stand up for their organization because they are proud to be a part of it, they proffer solutions to problems and create ideas to improve, they are emotionally engaged with their organization and they care. But when employees' are not engaged, they come to work and do what is asked of them but have little or no energy or passion for their work. They exert no meaningful attachment or commitment to their job or organization. They can easily be tempted by job vacancies elsewhere. Actively Disengaged employees aren't just unhappy at work; they constantly show their unhappiness. Such employees demonstrate negative, uncooperative and sometimes hostile behaviours and attitude. They undermine their teams and their responsibilities; they make it almost impossible for sharing of ideas, thereby negating innovation within the teams as well as the entire firm. Employers have so far recognized that attracting and retaining top talent is critical for organizational productivity. Over the past two decades, organizations have increasingly focused on employees' engagement as a way to efficiently maximize the capabilities and talent of their human capital. This is not surprising, as the benefits of employees' engagement for organizations are quite enormous. The term employees' engagement means different things to different organizations. Most people compare it with job satisfaction, which unfortunately can depict a transactional relationship that is only as good as the organization's last round of incentives. Others measure engagement by estimating employees' emotional commitment to their organization. Although commitment is an important ingredient, it is only a piece of the engagement equation. It is an effort at the exploitation of organization members' to their work roles; in engagement, people employ and exert themselves physically, cognitively, and emotionally during role performances. The cognitive aspect of employees' engagement relates to the employees' beliefs about the organization, its leaders and working conditions. The emotional aspect deals with 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 facet of employees' engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, as Khan posited, engagement means to be psychologically as well as physically present when occupying and performing an organizational role. The Banking sector has issues of employees' engagement arising from the different structures of third party hire. These causes disconnect between the higher level management and the interfacing team of employees'.

Elton Mayo, the notable father of the human relations theory in his early theoretical appeal focussed on organizational productivity bearing varied work conditions. The human relations school of thought stated the need for a clear understanding of the importance of employees' attitudes, capacity and abilities in terms of organizational effectiveness. It sought for a more enlightened treatment of organizational employees and centred on the idea that employees need companionship, a sense of belonging and satisfaction in the social relationships that they form within the organization. The most popular work under this school of thought that situate the thought in the school Human relations is the Hawthorn Studies conducted at the electric Plant in Philadelphia, USA, the findings from that study were that groups of employees quickly become self-governing teams and, individual and social processes play a pivotal role in shaping employees' attitude and behaviour at work, there is a stronger relation between the quality of social comforts given to workers and their productivity capacity. When fully recognised and involved,

they manifest high committed to the management and organizational goals. It is this social comfort that situates employees engagement in the Human relations components of management thinking. The humane side of the organisation in terms of policies on compensation, vacation, workload delegation etc makes the study of employee engagement a myth in the human relations school of thought. (Elton Mayo, 1920) According to the Ramesh (2014), various researches and studies have found out that **Empowerment** leads to a truly rewarding environment where the employees can learn, grow, improve and enhance their functioning and productive abilities. Employees' empowerment also provides for creating an environment of trust, importance in the eyes of the employees and since it enhances the capabilities of the respective employees; the same also leads to the creation of a positive work environment within the organizational set up. Empowerment means that all employees feel that they have the responsibility and authority to participate in decision-making and problem solving in their appropriate operating levels. It is obvious that a whole company of skilled and capable problem solvers will have a distinct competitive advantage over an organization that only a few key distributors and an array of drones. (Apostolou, 2002). **Empowerment** involves decentralizing power within the organization to individual decision makers further down the line. Team working is a key part of the empowerment process and members are encouraged to make decisions for themselves in line with guidelines and frameworks established in self-managing teams. Empowerment requires that management takes risk by turning over some control of the organization to the employees and this control must be planned and authorized. An empowered employee will be able to respond more quickly to changes, improvements, new customer requirements as they begin to act independently in pursuit of their expectations and within the boundaries of their authority. By involving the people in the initial processes of decision-making, genuine commitment is obtained even if the original ideas are not theirs. Employees' empowerment is a term that is used to express the ways in which non-managerial staff members can make decisions without consulting their bosses or managers. Conversely, it might merely mean giving employees the ability to make some decisions on their own. Employees' empowerment has been defined in many ways but generally means the process of allowing employees to have input and control over their work, and the ability to openly share suggestions and ideas about their work and the organization as a whole. Empowered employees are committed, loyal and conscientious. In general, they are also more satisfied, so they bring in more business by making customers happier, which translates into greater profits. This holds true in both the individual and collective senses. From a financial perspective, employee empowerment is good business. Empowering employees' leads to organizational encouragement of entrepreneurial traits and prompts employees to make decisions, take action, and foster their belief that they can take control of their own destinies. This belief leads to self-motivation and a sense of independence that is translated into greater loyalty and extra effort for the organization. **Representation** at work is the system in which individual employees' give either union or non-union representatives the right to speak on behalf of their colleagues on important issues in the workplace. Representation is a way of formalising the employer and employee relationship by establishing channels for employees at work to share information, communicate, consult, negotiate, protect their employment rights, build positive relationships based on trust and co-operation. Representation is most commonly used for; Individual issues, where an employer and employee need to discuss often-sensitive issues. For example, an employee may have a complaint with their manager about bullying or discrimination, or a manager may feel an employee's level of productivity or conduct is falling below the required standard. Group issues, when employers need to communicate and consult with the whole workforce. This is often done in employee forums also known as joint consultative committees or works councils. Collective bargaining, related to the terms and conditions of employment, where negotiation often takes place between senior management and union representatives on an on-going basis and Change issues, for example where new products have to be developed or new equipment introduced as a result of economic circumstances. Previous research has pointed to the importance of union presence in determining rates of dismissal and sanction. Millward et al. (1992) found dismissal rates two and a half times higher in establishments in which unions were not recognised compared with those that recognised trade unions. Knight and Latreille (2000) also found out that union density significantly moderated disciplinary outcomes suggesting that this illustrated the key role played by unions in achieving order in the workplace. In a similar vein, Edwards (1995) suggested that union involvement tends to make dismissal and the use of disciplinary sanctions less likely. Unions may impact upon the disciplinary process in a number of ways. Firstly they could offer employees with protection from unfair treatment, and secondly, they may provide a means through which rules and procedures can be agreed, minimising the use of sanctions. Freeman et al (2007) found clear evidence, in their comparative research, that employees' want some form of 'voice' at work, which will help them, deal with problems Freeman, Boxall and Haynes (2007). In particular they want 'more cooperative styles of engagement with management which help improve their firm performance and their working lives'. In Britain, while many workers viewed unions as a desirable form of worker

voice, doubts were often expressed about union effectiveness, Bryson and Freeman (2007). This search for 'voice' is not just to meet the needs of employees, important though that is. The need for discussions with management to be held in a spirit of cooperation, as favoured by employees', is reinforced by analysis of the recent European Company Survey which found that firms where managers and employees' representatives made 'genuine efforts to solve common problems' had higher than average productivity and experienced increase in productivity. These firms also had, unsurprisingly, a good work climate. (Cox, Higgins & Speckesser 2011).

Partnership The Involvement and Participation Association have suggested that while most actors in the industrial relations landscape have advocated for some form of partnership, 'the competing interpretations suggest a church so broad that, to some in the congregation, it seems happy to welcome heretics, atheists and apostolates'. In a very general sense, partnership refers to the intra-relations of the firm, such as the relations between employees' and employers, or between trade unions and management teams at the workplace level. In essence, workplace partnerships foster consultative arrangements among the participants of the firm. This is a view held by many employer-based organizations in the UK, such as the Confederation of British Industry (CBI) and the Chartered Institute of Personnel and Development (CIPD). On the other hand, pluralists acknowledge and accept the separate interests of workers and employers, and recognize these different interests as natural and unavoidable. Pluralists believe that such differing interest can be managed to avoid open conflict and can be channelled to produce more positive outcomes as found out in Involvement and Participation Association, (2002). In Europe, there is a more concerted effort with the definition of 'social partnership'. This model moves beyond a very narrow conception of the employment relationship as involving only the intra- relations of the firm, and considers work in a broader social context. When a company works in partnership with its employees' it impacts the rate at which organizational goals are attained. Good employers – employees' partnership enhance trust level and determine how committed employees' will stay with the firm. As a result, the banking industry needs to adopt or improve on the culture of partnership with employees' in order to get the desired level of productivity.

Involvement - Employees' involvement in decision-making otherwise referred to as participative decision-making (PDM) is concerned with shared decision making in the workplace Mitchell, (1973). (Locke and Schweiger 1979) defined it as 'joint decision making' between managers and subordinates. According to Noah (2008), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of employees' involvement in a firm's strategic planning activities. A high degree of involvement (deep employees' involvement in decision making) means that all categories of employees' are involved in the planning process. Conversely, a low degree of involvement (shallow employees' involvement in decision making) indicates a fairly exclusive planning process which involves the top management only. Employees' involvement is an old idea constantly being revitalized by organizations and new generations of practitioners throughout the world. When an organization especially banks truly wants to create a positive work environment that is based on high trust, exceptional customer service, collaborative teamwork, operational excellence, and creative problem solving, then the leadership team must understand, invest in, and be responsive to the needs of the employees' that represents the organization's most valuable assets, and is also one of its most important customers, the employees'. Employees' participation is also defined as 'a process of employees' involvement designed to provide employees' with the opportunity to influence and where appropriate, take part in decision making on matters which affect them'. Employees' involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. It is not the goal nor is it a tool, as practiced in many organizations. It is rather a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the on-going success of their work organization. Employees' involvement has been identified as one of the seven elements of world-class manufacturing that can make both the smallest and largest companies competitive in the global market. Employees' involvement means that every employee is regarded as a unique human being not just a cog in a machine and each employee is involved in helping the organization meet its goals. Each employee's input is solicited and valued by his or her management. Employees' and management recognize that each employee is involved in running the business. One of the greatest underlying factors in the success or failure of any organization is the power of its people and how well that power is focused towards meeting organizational objectives. Organizations that can tap the strengths of their people will be stronger and more competitive than those that cannot. Employees' involvement is also expected to lead to increased product or service quality, greater innovation, stronger employees' motivation, lower costs but a higher speed of production, and lower employees' absenteeism and turnover Lawler, (1996). By involving the people in the initial processes of decision-making, genuine commitment is obtained even if the original ideas are not theirs. Organizations that involve their employees' in decision-making have evolved beyond merely telling people what is going on, to actively seeking

their contribution to the decision-making process. Good employees' involvement should be adopted in the banking industry so as to elicit organizational productivity.

II. Material And Methods

This study adopted census survey method where all the principal officers of the banks covered in the study were surveyed. Thus, 155 senior personnel within the ranks of Managers and head of units were studied. The study utilized the structured questionnaire as a means of generating primary data from the respondents of the study. Structured questionnaire was used to enable the researcher find out the attitude, knowledge and feelings of respondents on questions asked with respect to the study variables in order to enable the study derived very relevant responses. To ensure the internal reliability, the survey instrument was assessed by means of Cronbach alpha coefficient, using the statistical package for social sciences (SPSS). Hence, only the items that return alpha values of 0.7 and above will be considered. Cronbach's alpha will be used for the coefficient of reliability (or consistency). To empirically evaluate the hypothesized relationships, the spearman's rank order of correlation coefficient (RHO) was adopted. The multivariate analysis which examines the moderating effects of leadership and competence on employee engagement and productivity of the banking sector in Rivers State was tested using the partial correlation techniques at 95% confidence interval. The results were presented SPSS version 21.0 software.

Table 1: Internal Reliability of the instrument

S/No	Variables	Number of items	Number of cases	Cronbach's Alpha
1	Employees' empowerment	5	136	0.782
2	Employees' representation	5		0.702
3	Employees' partnership	5		0.779
4	Employees' involvement	5		0.761
5	Goal attainment	3		0.810
6	Patronage	3		0.791
7	Leadership	3		0.707
8	Competence	3		0.893

Source: SPSS OUTPUT, 2018

Scatter graph is one of the techniques used in deciding whether a bivariate relationship does exist between interval scaled variables. In a bid to determine the existence and trend of this relationship, plotted scatter diagram is presented in Figure 1 below where Employees' Engagement Strategies is plotted on the X axis and Organizational Productivity as the criterion variable is on the Y axis.

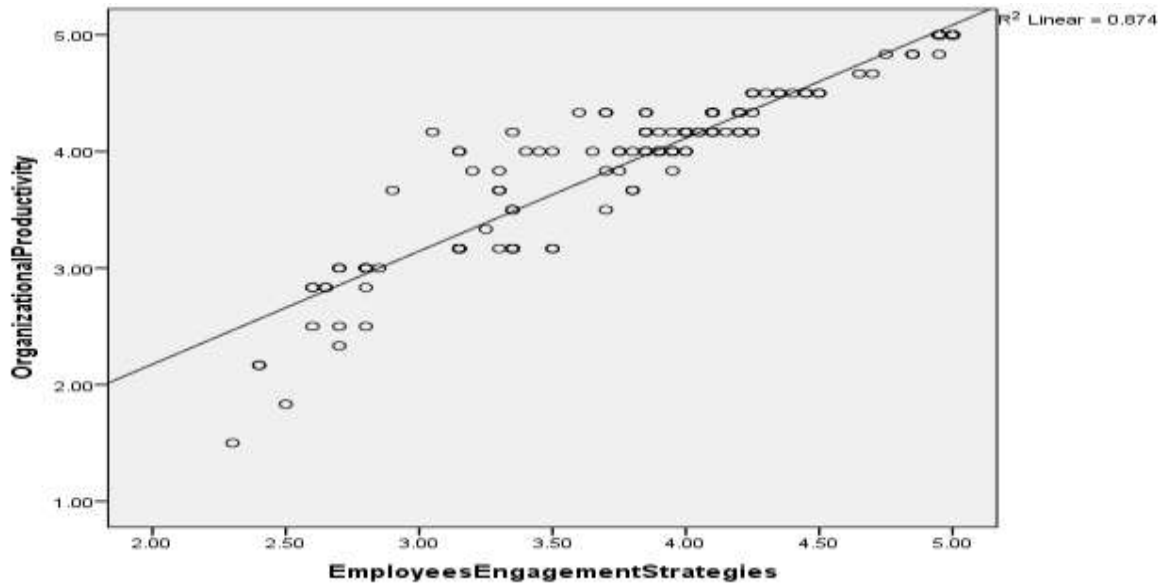


Figure 1: Scatter plot showing relationships between variables

The scatter plot graph shows at R^2 linear value of (0.874) depicting a strong viable and positive relationship between the two constructs. The implication is that an increase in employees' engagement strategies simultaneously brings about an increase in the level of organizational productivity.

III. Result

The study proposed ten research hypotheses to seek explanations for any existing relationship between employees' engagement strategies and productivity of the banking sector as well as the moderating influence of leadership and Competence in such relationship. The Spearman Rank Order Correlation Coefficient was calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to nine, the following rules were upheld in accepting or rejecting our alternate hypotheses: all the coefficient values that indicated levels of significance (* or **) as calculated using SPSS were accepted and therefore our alternate hypotheses rejected; when no significance is indicated in the coefficient r value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study. Table 2 below shows the result of correlation matrix obtained forempowerment and organizational productivity. Also displayed in the table is the statistical test of significance (p - value), which makes us able to generalize our findings to the study population.

Table 2: Correlation matrix of Empowerment and measures of Productivity

		Empowerment	Profit	Patronage
Empowerment	Correlation Coefficient	1	.562**	.889**
	Sig. (2-tailed)		.000	.000
	N	136	136	136
Spearman's rho Goals Achievement	Correlation Coefficient	.562**	1	.569**
	Sig. (2-tailed)	.000		.000
	N	136	136	136
Patronage	Correlation Coefficient	.889**	.569**	1
	Sig. (2-tailed)	.000	.000	
	N	136	136	136

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data , 2018 (SPSS output, version 21.0)

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between empowerment and profitability. The *correlation coefficient* 0.562 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' empowerment and goal achievement in money deposit banks in Port Harcourt. It also shows the correlation coefficient (rho) shows that there is a significant and positive relationship between employees' empowerment and patronage. The *correlation coefficient* of 0.889 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicating also a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' empowerment and patronage in money deposit banks in Port Harcourt.

Table 3: Correlation Matrix for Representation and measures of productivity

		Representation	Profit	Patronage
Representation	Correlation Coefficient	1	.838**	.569**
	Sig. (2-tailed)		.000	.000
	N	136	136	136
Spearman's Rho Goals Achievement	Correlation Coefficient	.838**	1	.569**
	Sig. (2-tailed)	.000		.000
	N	136	136	136
Patronage	Correlation Coefficient	.569**	.569**	1
	Sig. (2-tailed)	.000	.000	
	N	136	136	136

Source: Research Data, 2018 (SPSS output, version 21.0)

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between representation and goal achievement. The *correlation coefficient* 0.838 confirms the

magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a very high correlation indicative of a very strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' representation and goal achievement in money deposit banks in Port Harcourt. The table also presents result indicating coefficient (rho) that has significant and positive relationship between employees' representation and goal achievement. The *correlation* coefficient of 0.569 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' representation and patronage in money deposit banks in Port Harcourt.

Table 4: Correlations Partnership and organizational productivity

			Partnership	Profit	Patronage
Spearman's rho	Partnership	Correlation Coefficient	1	.840**	.626**
		Sig. (2-tailed)		.000	.000
		N	136	136	136
	Goals Achievement	Correlation Coefficient	.840**	1	.569**
		Sig. (2-tailed)	.000		.000
		N	136	136	136
	Patronage	Correlation Coefficient	.626**	.569**	1
		Sig. (2-tailed)	.000	.000	
		N	136	136	136

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data , 2018 (SPSS output, version 21.0)

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between employees' partnership and Profit. The *correlation coefficient* 0.840 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a very high correlation which indicates also a very strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' partnership and profitability of the money deposit banks in Port Harcourt. It also shows in the correlation coefficient (rho) that there is a significant and positive relationship between employees' partnership and patronage. The *correlation* coefficient of 0.626 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicative also of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' partnership and patronage in money deposit banks in Port Harcourt.

Table 5: Correlations for Involvement and Organizational Productivity

			Involvement	Profit	Patronage
Spearman's Rho	Involvement	Correlation Coefficient	1	.817**	.464**
		Sig. (2-tailed)		.000	.000
		N	136	136	136
	Goals Achievement	Correlation Coefficient	.817**	1	.569**
		Sig. (2-tailed)	.000		.000
		N	136	136	136
	Patronage	Correlation Coefficient	.464**	.569**	1
		Sig. (2-tailed)	.000	.000	
		N	136	136	136

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data , 2018 (SPSS output, version 21.0)

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between employees' involvement and profitability. The *correlation coefficient* 0.817 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicative also of a strong relationship between the variables. Therefore, based on

empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' involvement and goal achievement in money deposit banks in Port Harcourt. From the result presented in the same above, the correlation coefficient (ρ) shows that there is a significant and positive relationship between employees' involvement and goal achievement. The correlation coefficient of 0.464 confirms the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicative also of a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employees' involvement and patronage in money deposit banks in Port Harcourt.

Multivariate Analysis

For the multivariate analysis, the partial correlation technique was used in testing the moderating effects of leadership and competence.

Table 6: Partial Correlation Testing Moderating Effect Of Leadership

Control Variables			Employees Engagement Strategies	Organizational Productivity	Leadership
-none ^a	Employees Engagement Strategies	Correlation	1.000	.935	.802
		Significance (2-tailed)	.	.000	.000
		Df	0	134	134
	Organizational Productivity	Correlation	.935	1.000	.908
		Significance (2-tailed)	.000	.	.000
		Df	134	0	134
Leadership	Correlation	.802	.908	1.000	
	Significance (2-tailed)	.000	.000	.	
	Df	134	134	0	
Leadership	Employees Engagement Strategies	Correlation	1.000	.826	.000
		Significance (2-tailed)	.	.000	.000
		Df	0	133	133
	Organizational Productivity	Correlation	.826	1.000	.000
		Significance (2-tailed)	.000	.	.000
		Df	133	0	133

a. Cells contain zero-order (Pearson) correlations.

Source: Research Data , 2018 (SPSS output, version 21.0)

In table 6 above, the zero-order partial correlation between employees' engagement strategies and organizational productivity shows the correlation coefficient where leadership is not moderating the relationship; and this is, indeed, both high (0.935) and statistically significant ($p\text{-value} (=0.000) < 0.05$). The partial correlation controlling for organizational productivity, however is (0.802) and statistically significant ($p\text{-value} (= 0.000) < 0.05$). The observed positive "relationship" between employees' engagement strategies and organizational productivity is due to underlying relationships between each of those variables and leadership. Looking at the zero correlation, we find that both employees' engagement strategies and organizational productivity are highly positively correlated with leadership, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.826 and it is significant at $\alpha = 0.05$, therefore we reject the null hypothesis and conclude that: leadership significantly moderates the influence of employees' engagement strategies on organizational productivity in money deposit banks in Port Harcourt.

Table 7: Partial Correlation testing for moderating effect of Competence on Productivity

Control Variables			Employees Engagement Strategies	Organizational Productivity	Competence
-none ^a	Employees Engagement Strategies	Correlation	1.000	.935	.665
		Significance (2-tailed)	.	.000	.000
		Df	0	134	134

Competence	Organizational Productivity	Correlation	.935	1.000	.523
		Significance (2-tailed)	.000	.	.000
		Df	134	0	134
	Competence	Correlation	.665	.523	1.000
		Significance (2-tailed)	.000	.000	.
		Df	134	134	0
	Employees Engagement Strategies	Correlation	1.000	.923	.
		Significance (2-tailed)	.	.000	.
		Df	0	133	.
	Organizational Productivity	Correlation	.923	1.000	.
		Significance (2-tailed)	.000	.	.
		Df	133	0	.

a. Cells contain zero-order (Pearson) correlations.

In table 8 above, the zero-order partial correlation between employees' engagement strategies and organizational productivity shows the correlation coefficient where Competence is not moderating the relationship; and this is, indeed, both high (0.935) and statistically significant ($p\text{-value} (=0.000) < 0.05$). The partial correlation controlling for competence, however is (0.923) and statistically significant ($p\text{-value} (= 0.000) < 0.05$). The observed positive "relationship" between employees' engagement strategies and organizational productivity is due to underlying relationships between each of those variables and competence. Looking at the zero correlation, we find that both employees' engagement strategies and organizational productivity are highly positively correlated with competence, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.923 and it is significant at $\alpha = 0.05$, therefore we reject the null hypothesis and conclude that: competence significantly moderates the influence of employees' engagement strategies on organizational productivity in money deposit banks in Port Harcourt.

IV. Discussion

This study using descriptive and inferential statistical methods investigated the relationship between employees' engagement strategies and organizational productivity of money deposit banks in Port Harcourt as well as the moderating role of leadership and competence. The findings revealed a positive and significant relationship between employees' engagement strategies and organizational productivity using the Pearson Product Moment Correlation tool at a 95% confidence interval. This finding reinforces findings of previous studies by AbuKhalifeh and Ahmad (2013) studied the antecedents that influence employees' engagement in food and beverage service department. Literature reviewed indicated that there is a significant relationship between employee communication, employee development, rewards and recognition, and extended employee care. Among the antecedents, employees' development forms the most significant contributor. The study concluded that employees' engagement for the food and beverage department in the hotel industry is highly significant to the hotel industry. The literature shows that the antecedents of employees' engagement influence employee engagement and have a significant impact on the level of engagement among employees. The findings also indicated that employees' development is the highest contributing factor to employees' engagement. Hence, it is important for hotels to increase the level of engagement among their employees as an investment in employee development. Spending more on programmes that develop the skills of the F&B employees by carrying out suitable workshops and training curriculum that enhances skills and improves the service performed is highly beneficial for hotels. This study was done in horticultural sector to assess how the antecedents that influence employees engagement influences organization performance.

The Gallup Organization (2005) found critical links between employees' engagement, customer loyalty, business growth and profitability. The International Survey Research (ISR) team has similarly found encouraging evidence that organizations can only reach their full potential through emotionally engaging employees and customers (ISR, 2004). Higher workplace engagement predicts higher earnings per share (EPS) among publicly-traded businesses. When compared with industry competitors at the company level, organizations with more than four engaged employees for every one actively disengaged, experienced 2.6 times more growth in EPS than did organizations with a ratio of slightly less than one engaged worker for every one actively disengaged employee. Higher levels of employees' engagement are associated with increased return on assets, higher earning per employee, higher performance, greater sales growth, and lower absenteeism (Banks, 2006; Harter et al., 2002; Towers Perrin, 2003). Further, greater engagement is associated with decreased costs, including reduced turnover,

lower cost of goods sold, and fewer quality errors (Banks, 2006; Harter et al., 2002; Towers Perrin, 2003). More specifically, the following findings from the study emerge:

The test of hypotheses one and two, table (2) shows that there is a strong positive relationship between employees' empowerment and each of the measures of organizational productivity in the sample of money deposit banks in Port Harcourt. This implies that by empowering their employees', Nigerian organizations especially the banking industry proves that they value their contribution. This encourages employees' to work towards meeting organizational objectives. They develop creative and innovative ideas that might improve the systems and processes. Employees' initiation and creativity helps organizations to innovate and improve their processes. The study finding agrees with previous empirical findings by Insan (2012) who carried out a study to investigate the impact of empowerment on organizational commitment and job satisfaction of employees of the national electricity company. Using a sample of 270 employees consisting of middle managers, basic managers, the basic supervisor and the upper supervisor, the study found a significant effect of the empowerment on the organizational commitment. It also corroborates the findings of Menon (1995) who surveyed 311 employees of a corporation to determine the effectiveness of empowerment. His findings among others, were that the greater the empowerment, the higher the internal work motivation and job satisfaction; the lower the job stress, the greater the job involvement and involvement beyond the defined job of the individual and the greater the organizational commitment. Spreitzer(1995) surveyed 393 mid-level administrators of Fortune 500 corporations and found that empowered employees' have little ambiguity about their role in the organization. From these findings, she came to the conclusion that leaders in organizations that are empowered have an unlimited control scope, leading to greater autonomy. Lee et al. (2006) survey data on federal employees yielded positive and weak association with employees' perception of organizational effectiveness for a period of 30 years.

The tests of hypothesis revealed that there is a positive significant relationship between employees' representation and organizational productivity of money deposit banks in Port Harcourt. Previous research has pointed to the importance of union presence in determining rates of dismissal and sanction. this implies that representation is a way of formalising the employer and employee relationship by establishing channels for employees at work to share information, communicate, consult, negotiate, protect their employment rights, build positive relationships based on trust and co-operation. As sighted by (Richard, Valerie and Caro 2008) .The study finding agrees with Millward et al. (1992) who found that dismissal rates two and a half times higher in establishments in which unions were not recognised compared with those that recognised trade unions.

The result of the test of hypotheses shows that there is a positive and significant relationship between employees' partnership and each of the measures of organizational productivity in the sample of money deposit banks in Port Harcourt. This implies that when a company works in partnership with its employees' it impacts the rate at which organizational goals are attained. Good employers – employees' partnership enhance trust level and determine how committed employees' will stay with the firm. As a result, the banking industry needs to adopt or improve on the culture of partnership with employees' in order to get the desired level of productivity. The study finding is in tandem with Leutz et al, (2010) who argued that when employers see their employees' as partners in the scheme of operations; they is improved employees' engagement and satisfaction. When an employment relation is characterized by partnership, there is increased efficiency from all stakeholders that effectively impacts organizational Productivity. (Cooke, 1990) posited that employers benefit from improved communications with employees, improved relationships with employees, reduced grievances and disciplinary action, stronger employees' identification with and commitment to goals achievement, and reduced employees' absenteeism, and high employees' turnover. Partnerships are sensitive strategies that enhance employers and labour unions to develop mutually-beneficial values and practices. As posited above, numerous studies have shown the fact that employers, employees' and unions all stand to reap substantial benefits from partnership in the workplace. Employees' gain from greater satisfaction with their job, deepened engagement on the job, more harmonious work environments, improved incentives, increased access to training and development, and improved job security. When employees' are seen as partners in the scheme of banking operations, they will undoubtedly put in their best at all times to accomplish assigned duties, which will ultimately improve organizational productivity. Therefore, the researcher is of the opinion that a relationship exist between partnership and organizational productivity in Nigerian organizations, especially the banking industry.

The test of hypotheses shows that there is a positive and significant relationship between employees' involvement and each of the measures of organizational productivity in the sample of money deposit banks in Port Harcourt. This study finding corroborates the empirical findings of Geralis and Terziovski (2003) who found that employees' empowerment strategies that promoted employees autonomy substantially improved service quality in

banks. Schiemann (1987) discussed how rewards determined by compensation and benefit policies could have a sizable impact on a number of productivity indicators. A meta-analysis by Guzzo, Jette, and Katzell (1985) found that training and goal-setting, which encompass knowledge and skills, and information respectively, were the intervention programmes with the most powerful effects on productivity. In general, results of their meta-analysis revealed that participative management had quite positive effects on output (Sashkin & Burke, 1987).

The study finding confirms that employees' involvement in increasing employees' morale and productivity cannot be over-emphasized. When employees' are provided with the necessary authority to make work-related decisions, timely access to relevant information, engagement of employees' in training and development programmes in order to increase their skills and providing incentives to employees for involvement, they will undoubtedly put in their best at all times to accomplish assigned duties, which will ultimately improve organizational productivity

The partial correlation coefficient result shown in table (6) indicated that the leadership in the firm significantly moderate the relationship between employees' engagement strategies and organizational productivity of money deposit banks in Port Harcourt. This implies that an organization's leadership defines the nature of the entire firm, as such, an organization that has good leadership in place; it impacts the engagement of employees' positively. Conversely, any leadership that does not support employees' engagement strategies and organizational productivity will discourage employees' from being engaged. A firm's leadership can moderate the relationship between employees' engagement strategies and its level of productivity. An organization's leadership promotes employees' engagement strategies such that the organization will experience low employees' turn over, happy and motivated workforce, who will work assiduously to attain organizational productivity. According to Adair (2002) Leadership is the ability to persuade employees' to seek defined objectives happily. It is the human factor which binds a group together and to improve their level of performance as well as to direct them towards goal achievement. From the above comments, it does suggest that leadership plays a pivotal role in influencing employees' engagement and effectively, organizational productivity. Also, the partial correlation coefficient result shown in table (7) indicated that the Competence of firms significantly moderate the relationship between employees' engagement strategies and organizational productivity of money deposit banks in Port Harcourt. This implies that competent employees' are the main assets of any organization in gaining a strategic and competitive advantage. Land, buildings as well as materials do not yield organizational productivity, rather, it is 'people capital' that runs a business and produces value from existing resources. Hay Group (2004) pointed out that an organization's best source of competitive advantage lies with its employees'. Competitors can copy all strategies, business models, products and services, but talented and competent employees' represent a sustainable source of differentiation. The demand for effective and competent employees' continuously increases in both public and private organizations because a dynamic global marketplace and increasing foreign competition has compelled organizations to become more effective and flexible in response to the rapidly dynamic environment. As a result, this is a suitable time to assess human resource management (HRM) practices that can augment organizational productivity in public sector organizations, Gould-Williams, (2003).

V. Conclusion

In a globally dynamic business environment, employees' engagement is a key driver of sustainable employees' performance in the 21st century organizations. In today's challenging environment, no employer can afford to have its employees. Physically present but 'mentally absent' (Dessler, 2013). It is, therefore, imperative to inspire, encourage and motivate employees to enhance psychological contract, right from the first day of engagement. Therefore, drivers for achieving sustainable employees' engagement requires a proper job design that provides autonomy, skills variety and even opportunity for development, and clear channel and improved two way communication. Engaged employees have the ability to manage stress and can work even when under pressure. Good practices such as work life balance and balanced workload helps in promoting employees' better health and wellness at work, hence employees' assistance policies are key. The specific organizational objectives should be clear, effective supervision, coupled with equality and fairness, recognition, treating employees with dignity and respect. The study concludes that employee' engagement strategies through employees' empowerment, employees' representation, employees' partnership and employees' involvement significantly influences organizational productivity by way of goals achievement and enhanced patronage. Based on the discussion and conclusion above, the following recommendations are hereby made:

1. Money deposit banks should offer employees opportunity to participate in interesting projects, such as decision making with satisfying degree of challenge and opportunities for increased responsibilities. Leaders within the organization should communicate goals and common aims of the organization to employees plainly and clearly. Employees should have the ability to exert influence in the organization to bring in needed materials and those with wide range of skills and knowledge should be matched with the right tools to maximize their potential.
2. Money deposit banks should make decision making more inclusive so that relevant members of staff provide inputs to decisions that affect them.
3. Employees should have the opportunity to be guided by their own ideas and standards in the achievement of their organizational goals.
4. Employees in the money deposit banks should be encouraged to believe in their sense of judgment, values, work role and behaviours with connection to the work. Employees' should have sense of freedom or autonomy about how they do their own work and be able to influence organizational strategy, administrative or operating outcomes at work. Thus, leading to employees' psychological empowerment that significantly influences organizational productivity.
5. The study also recommends that the teams should be given necessary information and autonomy to enable them to carry out their function well and be encouraged to express their feelings and concerns. In addition, the study recommends that managers of money deposit banks should allow employees to suggest on ways to improve processes as this encourages creativity, innovation and improves quality of and this enhances efficiency and overall organization performance and success.

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