

APPRAISAL OF EMPLOYEE RELATIONSHIP MANAGEMENT AND WORKPLACE
COMMITMENT OF DEPOSIT MONEY BANKS IN RIVERS STATE, NIGERIA

ONWUANAKU, Blessing¹ and Prof. E. TANTUA JNr¹

¹Department of Office and Information Management
Faculty of Management Sciences, Rivers State University, Port Harcourt

ABSTRACT

This study examined the relationship between Employee Relationship Management and Workplace Commitment of deposit money banks in Rivers State, Nigeria. The purpose of this article is to ensure that there is a cordial relationship in the workplace which will grantee efficiency and productivity. As a cross sectional study which adopted the individual unit of analysis of 360 employees using Taro Yemene sampling formulae, from a target population of 3,243 employees from all the 19 deposit money banks in Rivers State. The article revealed strong significant relationship between the tested dimensions of Employee Relationship Management and Workplace Commitment. The article also revealed that, there is a significant positive relationship between discipline and workplace commitment of deposit money banks in River State, Nigeria. It is recommended that, management of deposit money bank should ensure that employee management is given attention to enable the achievement of emotional ownership in the workplace relationship. The article further revealed that, there is a significant positive relationship between Talent Identification and Workplace Commitment of Deposit Money Banks in Rivers State, Nigeria.

KEYWORDS: Appraisal of Employment Relationship, Management, workplace commitment, Deposit Money Bank

INTRODUCTION

Business success largely depends on the relationship between employer and employee. A good business environment with the right relationship between employer and employee are bond to produce effective workplace commitment. With the increasing issues arising from the poor relationship between employers of labour and workers of organization, a total workplace commitment is definitely going to be in jeopardy, hence the increased threat on workplace commitment. Reliable employee and management relationship is vital to the workplace whether at the duration of hiring, throughout an employees' tenure or at the time of separation, (Pradeep&Prabhu, 2011).Employee relationship management (ERM) has recorded great result in organizations such as fortifying corporate communication and culture, promoting organization's products, services and customer providing real time access to company's training, targeting facts to an employee based on their needs (Wargborn, 2008).

Employees are the central point in the achievements of every organization. If the employees work with each other and share a good connection with employers they can accomplish their tasks much faster. Managing employee relationship is relevant and worthwhile to the organizational triumph and attaining competitive advantage. It is essential to have a strong relationship between employees and employers that leads to efficiency, motivation, and better performance. Looking at the important of employee workplace commitment and the threatening

situation employee commitment issue has become one of the most investigated construct in the human resource discipline and social sciences as a whole. In the dynamic nature of work and business environment, with the pool of talent available and the competition among organizations regenerate the issue of employee commitment to echo more in the society and create more concern amongst top management of industry. Employees of today are always on the move to search for organization that can satisfy their want and fulfil their career expectations. So, the issue of workplace commitment in organization becomes serious issues in the management of employer and employee relationship. Furthermore, the employees of the organizations are the glue that holds the organization together. They are the brain behind the organization productivity and service delivery. As per Abushawish, (2013) good employer-employee relationship management is indispensable to the organization because it motivates employees to work better and produce more results. This demonstrates the power of relationship between employer and employee.

Moreover, without the human side of the organization, the existence of the organization seized. The employers of the workforce in today's business world made the employees the programmed machine as they struggle with time to accomplish their targets and try hard to take competitive advantage in most of the areas. Even if organizations want their employees to work like a machine, reality is a remote reaching effect because employees are human being, who cannot be switched off or on according to the demand of the job and hence affect employees commitment. However, effective employee relationship management is vital to workplace commitment. Awan and Tahir (2015) a good relationship with co-worker and with the supervisor is a crucial way to increase the productivity of the employees, Omotayo *et al.* (2015) in their study concluded that supervision is an important consideration for the satisfaction of the employees which is helpful to enhance their productivity level. From the results of this study we can interpret that somehow employees' productivity level can be increase through good an effective relationship with supervisors. According to Tsitmideli *et al.* (2016) the main factors that affect the workplace commitment of the employees is the relationship developed between the management and their subordinates. It was observed by another author that an effective employee relationship management in the workplace can enhance the commitment and quality of the employees and for an effective work performance; there must be a good employee relationship management in the concerned organization (Omisore, 2014).

LITERATURE REVIEW

Golden and Veiga (2008) found that employees who have high-quality relationships, and also worked widely, established the highest levels of commitment, satisfaction and productivity compared to those who worked less widely. Whereas employees with lower quality relationships, who worked widely in the virtual mode, established lower commitment, satisfaction but performed somewhat better, than those who worked a limited amount in this mode. By supporting the above results, Guan and Frenkel (2018) in their study shows that the employees who have strong bonding with their supervisors tend to have more job resources in the form of autonomy, supervisor support and developmental opportunity at work and tend to have more productivity. Ailabouni *et al.* (2008) in their study found that leadership skills of supervisors, security of job, competency of supervisors and knowledge of work on an individual level, transparency and accountability of management are the most important factors for enhancing the employees productivity. In contemporary organisations, employee commitment has become

major driver to organisational performance. It has now become indispensable tool for sustainability.

The reason why commitment has drafted research concerns over these years can be traced to the desired constancy against competition. Committed employees are instrument for innovation and creativity, (Latham, 2008; Akintayo 2010 & Tumwesigye 2010). In a changing market world employee commitment is now considered a necessity for effective performance of individuals and organizations (Ivancevich 2010; Andrew 2017 & Albrecht 2010).). Various organizations are now resorting to promoting commitment in their capacity to increase its efficiency in order to achieve strategic goals through developmental programs that provide opportunities for career growth and promotion (Gul 2015; Markos&Sridhevi 2010; Dost & Ahmed 2011).

In today's highly competitive business environment among organizations, the employers in the business world made employees the programmable machine as they utilize the employee with all efforts and time to accomplish their targets and try hard to take competitive advantage for the success of the organization. Interestingly, even if the management of organizations want their employees to perform and work like machine, the truth is that, employees are human being, who cannot be switched off and on as a result of organizations work demand, hence a good employee relationship management is the magic factor to achieve workplace commitment. The manager of the organizations play the directing and controlling function that drives towards organizational goal achievement through the utilization of organizational resources. The achievements of organizational goals can never be actualized without proper management of the relationship between the employees who play the subordinate role. Organizations as a system whole should be treated as such. The employee should be seen and treated as insiders with strong force for organizational goal achievements and not outsiders who does not contributes or know anything about the organizational target objectives. Employee relationship management in the organization is very important to address the above said aspects, because an effective employee relationship management increases the commitment of the employees directly or indirectly. So, to build a healthy relationship between management and subordinates, Scott (2017) suggested some points such as manager should listen to the employees, involve them in decision making, at the end solicit feedback i.e. both praise and criticism which helps the employees to grow, the boss and the employees should work together, not to take a break from working, achieve the results collaboratively, and finally have the kind of career conversations that are not narrowly focused on career ladders, but to help each employee take a step in the direction of their dreams.

Discipline

The human element of the organization is one very critical productive asset that needs special management. A rationally organized social structure involves clearly defined patterns of activity and discipline, which must be functionally related to the purpose of the organization. The social sciences are more fluid and human behaviour more difficult to explain and analyzed. Individuals are unpredictable, unique with distinct characters, attitudes, aspirations, objectives, perceptions, beliefs etc. Accurate and precise prediction of the mind or behaviour of an individual even to the nearest second is difficult. Organizational leaders are familiar with the complexities that are innate in handling the social structure. Issues that likely arose from the inability to organize the social elements embrace conflicts, disorder and failure in goals achievements. Major disconnect that lack of order poses for organization can be imagined in a struggle between two opposing

ideas. With this existence, conflicts between a manager and an employee are most likely a continuous encounter in the workplace. Ensuring a sound relationship between the management and employees depends upon how it is regulated by management. One of the conditions for maintaining such relationship is that employees should uphold a particular performance and behavioural standards, (Nwinyokpugi, 2015).

In today's workplace, discipline and documentation go hand in hand. Most disciplinary action policies are progressive. This means that as rule violations increase, so do consequences. Therefore, to protect the organization, adequate documentation of the rule violation and the consequences must exist. Over the years, the concept of employee management discipline has grown. Managers realize that discipline is a part of the job. They also realize that there must be disciplinary action within an organization to maintain some sense of control. Discipline in an organization is intended to promote a minimum acceptable behaviour by employees. It is defined in terms of adherence to the company/organization rules, regulations, systems and processes. Discipline ensures smooth functioning and helps in creating a healthy workplace environment. Additionally, managing a group of people in a workplace is a complex task. Organizational leaders are familiar with the complexities that are in occurrence in managing an organization conflict. It represents between a managers and an employee are most likely a continuous encounter in the workplace. Ensuring a sound relationship between the management and employees depends upon how it is regulated by the manager. One of the conditions for maintaining such relationship is that employees should uphold a particular performance and behavioural standards, (Jegadeesan, 2008). Should the employees do not comply with these standards, it is assumed that disciplinary measures are enforced to improve their performance and maintain the healthy relationship.

Leadership Supports

Leadership is all about leading others to accomplish predetermine goals and objectives. The concept support leadership (SL) was first proposed by House and Mitchell (1975) in path-goal theory. Support leadership is defined as a form of leadership style characterized by a friendly and approachable leader who shows concern for his followers' conditions, welfare, and needs. In this case, leaders often do little things that show that the work of their followers is highly valued. In general, leadership can be regarded as an organizational factor that is able to determine the direction of organizational development. In this case, the leader is responsible for various aspects of the organization, including followers who are members of the organization. If leaders can fulfill all of their responsibilities, they will be able to motivate and direct their employees (Novitasari, 2020). Considering the importance of a leader in organizations, research on leadership is increasingly being carried out in order to understand and identify the traits, styles, dyadic relationships, group relationships, processes, and interventions from leaders to followers (Yelamanchili, 2019). Furthermore, along with various studies in the future, the idea of SL also developed, giving rise to various definitions with various emphases. In his research, Shin et al. (2016) stated that SL is a leadership style that focuses on meeting the needs and welfare of followers and creating a comfortable climate for interacting within the organization. The needs, welfare, and climate are more directed to social and emotional support, which is manifested through leader behavior.

The leader's behavior can be in the form of sympathy, caring, listening, and so on. Meanwhile, Yu (2017) emphasizes SL as leader behavior that aims to satisfy needs, develop positive attitudes, and follower confidence. Just like the two previous ideas, leaders with SL are also characterized by concern and respect for followers. This arises as a result of a close relationship that is intertwined with continuous interaction. In line with Yu, Chih et al. (2018) emphasize SL as a leader behavior that supports followers' satisfaction with their needs and well-being. In addition, leaders with SL also try to create a friendly and psychologically supportive work environment for followers.

Talent Identification

The increasing changes and the competition in the business environment today require organizational leaders to identify talented individuals and bring them into the organization. Talent management is one critical concept that has been discussed so much in the social sciences. The concept was coined by the McKinsey in their report titled 'the global talent war' many years ago. Since then the concept has been given much attention by scholars result to talent management. But before talent is managed, talent need to be identified. The McKinsey report referred talents as "the best and brightest" and their "A-level" employees who rank in top 10 to 20% of the organization, (Beechler & Woodward, 2009).

However, a high potential performer would also be those people who are defined as talent for the purpose of the organization – be it top performers, high potentials, senior managers suitable for director positions, or people suitable for critical roles in the organization, (Blass, 2007). Actually, Ulrich (2006) defined talent as the multiplication of the 3Cs – competence of the individual, commitment to the work and the company and real contribution through meaning and purpose of the work. However, it is difficult to make a specific definition for every organization as different organizational demands would determine the different understanding of the word "talent." Indeed, the Chartered Institute of Personnel and Development (CIPD) report has observed that talent identification requires human resources

(HR) professionals and their clients to understand how they define talent, who they regard as talented and what their typical background might be, (Iles, Chuai, & Preece, 2010). Talent could therefore be either the elite of the organization, or people with specific skills important to the organization, (Jamaica, Zep-Obipi, & Asawo, 2022).

Emotional Ownership

Emotional ownership is a psychological attachment employee developed with the organization they work for. It is a set of feelings and values employee give to their organization that makes them act and behave like the organization they work for is theirs. Emotional ownership is not a one day thing. Employee that has spent longer years with good experience in organizations is quick to developed emotional feelings to the organization than a new employee just hire into the organization. Pierce, Kostova, and Dirks (2001) define emotional or psychological ownership as a state in which individuals feel as though the target of ownership (material or immaterial in nature) or a piece of it is 'theirs'. A feeling of ownership could turn agents into psychological principals (Sieger, Zellweger, & Aquino, 2013) or promote employees to act in the best interests of the organization (Hernandez, 2012; Henssen, Voordeckers, Lambrechts, & Koironen, 2014). These and other pro-organizational attitudes, behaviours and individual-level outcomes

determined by emotional ownership (Dawkins, Tian, Newman, & Martin., 2017; Zhang, Liu, Xu, & Cheung, 2021) make it desirable for companies to strive for their employees to feel as though as they own the organization. For this reason, Pierce and Furo (1990) argue that employee ownership can become a powerful phenomenon when it goes far beyond formal/legal ownership rights. Olckers, van Zyl, and van der Vaart, (2017) even state that a company's pursuit of performance has no greater ally than an employee who feels ownership. Research has found that psychological ownership is linked to a variety of desirable attitudes and behaviours of employees (Dawkins *et al.*, 2017), such as entrepreneurial behaviour, (Sieger *et al.*, 2013), stewardship behaviour, (Henssen and Koiranen, 2021; Henssen *et al.*, 2014.), and other extra-role behaviours (Dawkins *et al.*, 2017).

In an organizational context, emotional or psychological ownership could be seen as a way in which employees relate to, or feel psychologically 'attached' to, their organization, (Dawkins *et al.*, 2017) or as a bond that employees build to the organization for which they work, (Bernhard, 2011). When emotional or psychological ownership emerges, employees feel as though they are the owners of the organization and that the business is "theirs" (Pierce *et al.*, 2001; Wagner, Parker, & Christiansen, 2003; Dawkins *et al.*, 2017). Following Wagner *et al.* (2003) and O'Driscoll, Pierce, and Coghlan (2006), experiencing psychological ownership could be seen as an important aspect in shaping the relationship between an employee and his/her organization. Prior research indicates that companies can foster and enhance the development of psychological ownership by applying different management practices (O'Driscoll *et al.*, 2006; Wagner *et al.*, 2003) referring to the three routes mentioned above or through an organizational culture that reinforces stewardship (Davis *et al.*, 2010; Bormann *et al.*, 2021; Neubaum, Thomas, Dibrell, & Craig, 2017). If employees develop psychological ownership toward their organization, this psychological connection can result in positive work-related attitudes and behaviour, (Ramos, Man, Mustafa, & Ng, 2014; Zhang, Liu, Xu, & Cheung, 2021). Thus, triggering and enhancing the development of their employees' psychological ownership might be worthwhile for companies for different reasons.

METHODOLOGY

According to Saunders *et al.*, (2009) a population is a well-defined or set of elements, people, services, group of things or family unit that are being investigated. Bryman and Bell (2003) stated that a population must be defined by certain attainable and estimative boundaries which allow for the clear justifications of properties and features. The population of a study is infinite where all the element of the population cannot be accessed in which condition, the researcher resort to an accessible population. The population of this study comprises of 19 deposit money banks in Rivers State out of the 22 banks. The other three banks (ProvidusBank, SunTrust and Globus Bank) were excluded from this study due to their new entry into market in Port Harcourt, Rivers State, Nigeria. Therefore, the target population respondents of this study involve employees of the deposit money banks in Rivers State, drawn from their Rivers State office. The Deposit money banks and their employee strength in Rivers state are presented below:

DATA ANALYSIS AND RESULTS

There are various methods of data analysis available for researcher to employ in a given study. However, the study objectives of a given study determine the type of method of data analysis that a researcher deployed in the analysis of study data. Relying on this, the objectives of the

study is to investigate the relationship between two variables, (employee relationship management and workplace commitment in deposit money banks in Rivers State). The Pearson's Product Moment Correlation Coefficient was used for our data analysis. And our analysis confidence interval is set at 95% and at 0.5 level of significance. Below is the Pearson's Product Moment Correlation Coefficient formula.

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{\left(n \sum x^2 - \sum x^2 \right) \left(n \sum y^2 - (\sum y)^2 \right)}}$$

Table 1: Correlations Matrix for Discipline and Workplace Commitment

	Discipline	Loyalty	Creativity
Pearson Correlation	1	.916**	.971**
Discipline Sig. (2-tailed)		.000	.000
N	287	287	287
Pearson Correlation	.916**	1	.921**
Loyalty Sig. (2-tailed)	.000		.000
N	287	287	287
Pearson Correlation	.971**	.921**	1
Creativity Sig. (2-tailed)	.000	.000	
N	287	287	287

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

Source: SPSS Output 2023 version 20.0

RQ1: How does discipline influences workplace commitment of deposit money banks in Rivers State, Nigeria?

The correlation coefficient (r) result in table 4.17 was used to answer the research question 1 stated in the chapter one of this study. Table 4.17 shows a Pearson Product Moment Correlation Coefficient (r) of 0.916 on the relationship between discipline and loyalty. This value implies that strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in loyalty was as a result of the adoption of discipline. Therefore, there is a very strong positive correlation between discipline and loyalty of deposit money banks in Rivers State, Nigeria.

Similarly, Table 4.17 shows a Pearson Product Moment Correlation Coefficient (r) of 0.971 on the relationship between discipline and creativity. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in creativity was as a result of the adoption of discipline. Therefore, there is a very strong positive correlation between discipline and creativity of deposit money banks in Rivers State, Nigeria.

Therefore, to enable us accept or reject hypotheses 1 and 2 as well as generalize our findings to the study population the p- value was used as shown below:

H₀₁: There is no significant relationship between discipline and loyalty of deposit money banks in Rivers State, Nigeria

Similarly displayed in the Table 4.17 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.17, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between discipline and loyalty of deposit money banks in Rivers State, Nigeria.

H₀₂: There is no significant relationship between discipline and creativity of deposit money banks in Rivers State, Nigeria

Also displayed in the Table 1, is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.17, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between discipline and creativity of deposit money banks in Rivers State, Nigeria.

Therefore, the results for the first set of hypotheses with regards to the relationship between discipline and workplace commitment measures are stated as follows:

- i. There is a very strong positive significant relationship between discipline and loyalty of deposit money banks in Rivers State, Nigeria.
- ii. There is a very strong positive significant relationship between discipline and creativity of deposit money banks in Rivers State, Nigeria.

H₀₃: There is no significant relationship between leadership support and loyalty of deposit money banks in Rivers State, Nigeria

Similarly displayed in the Table 4.18 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.18, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between leadership support and loyalty of deposit money banks in Rivers State, Nigeria.

H₀₄: There is no significant relationship between leadership support and creativity of deposit money banks in Rivers State, Nigeria

Also displayed in the Table 4.18 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.18, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between leadership support and creativity of deposit money banks in Rivers State, Nigeria.

Therefore, the results for the second set of hypotheses with regards to the relationship between leadership support and workplace commitment measures are stated as follows:

- i. There is a strong positive significant relationship between leadership support and loyalty of deposit money banks in Rivers State, Nigeria.

- ii. There is a very strong positive significant relationship between leadership support and creativity of deposit money banks in Rivers State, Nigeria.

RQ3: How does talent identification influences workplace commitment of deposit money banks in Rivers State, Nigeria?

The correlation coefficient (r) result in table 4.19 was used to answer the research question 3 stated in the chapter one of this study. Table 4.19 shows a Pearson Product Moment Correlation Coefficient (r) of 0.919 on the relationship between talent identification and loyalty. This value implies that strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in loyalty was as a result of the adoption of talent identification. Therefore, there is a very strong positive correlation between talent identification and loyalty of deposit money banks in Rivers State, Nigeria.

Similarly, Table 4.19 shows a Pearson Product Moment Correlation Coefficient (r) of 0.931 on the relationship between talent identification and creativity. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in creativity was as a result of the adoption of talent identification. Therefore, there is a very strong positive correlation between talent identification and creativity of deposit money banks in Rivers State, Nigeria.

Therefore, to enable us accept or reject hypotheses 5 and 6 as well as generalize our findings to the study population the p- value was used as shown below:

H₀₅: There is no significant relationship between talent identification and loyalty of deposit money banks in Rivers State, Nigeria

Similarly displayed in the Table 4.19 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.19, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent identification and loyalty of deposit money banks in Rivers State, Nigeria.

H₀₆: There is no significant relationship between talent identification and creativity of deposit money banks in Rivers State, Nigeria

Also displayed in the Table 4.19 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.19, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between talent identification and creativity of deposit money banks in Rivers State, Nigeria.

Therefore, the results for the third set of hypotheses with regards to the relationship between talent identification and workplace commitment measures are stated as follows:

- i. There is a very strong positive significant relationship between talent identification and loyalty of deposit money banks in Rivers State, Nigeria.
- ii. There is a very strong positive significant relationship between talent identification and creativity of deposit money banks in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The study findings reveal that there is a strong relationship between employee relationship management and workplace commitment of deposit money banks in Rivers State, Nigeria. This finding collaborate with the study conducted by Ansong, Akuoko and Dwumah (2012) concludes that employee relations is to take care of the connection between employer and employees with the top objectivity to attain the very best level of efficiency regarding goods and services, employee motivation using preventive steps to fix issues that negatively impact the working conditions. Also, the study finding support Sarmad, Shahzad, Abbas and Khan (2011) when they strongly suggested that employees relations is concerned with the social economic connection which forms and centre around a contract between the parties to execute work in return for employment benefits such as remuneration which in turn increases workplace commitment.

CONCLUSION

The employee still remains a do-without factor in the success of any kind of organizations where works are done. Even in the event of artificial intelligence (AI) employee still stands tall among any kind of competition because they are the mover of organizational success.

The study based on the findings concludes that employee relationship management positively influences workplace commitment of deposit money banks in Rivers State. Precisely, the study concludes that through discipline deposit money banks can positively enhance workplace commitment. Similarly, the study concludes that through leadership supports, deposit money banks can positively enhance workplace commitment.

The article demonstrated that through the moderating effect of organizational policy, especially, the HR policy, the positive relationship between employee relationship management and workplace commitment of deposit money banks in Rivers State will be actualized. This implies that, without effective organizational policy of the employee relationship management on ground, the full workplace commitment cannot actualize well.

RECOMMENDATION

Based on the findings and conclusion of this study, the following recommendations were made.

- i. Management of deposit money should ensure employee management are giving more attention to enable the achievement of emotional ownership as it is seen to have positive significant relationship with workplace commitment. This implies that, when people feel belonging to the organization they work for, there are more chances for them to be more committed to the workplace.
- ii. Management of deposit money banks should ensure organizational policies, especially the human resource policy are design such that the employees are taking cognizance of both welfare and otherwise as it seen to have positive moderating effect between employee relationship management and workplace commitment.

REFERENCES

- Nwinyokpugi P.N., (2015). Workplace Discipline: A catalyst for organizational productivity in Nigeria, *International Journal of Innovative Research and Advanced Studies (IJIRAS)* 2(3), 1 – 4
- Nwinyokpugi, P.N. & Robbinson, R. E., (2019). Discipline management strategies and compliance success of civil service sector in Rivers State, Nigeria, *American Journal of Humanities and Social Sciences Research (AJHSSR)* 3(1), 104 – 116
- Jegadeesan, G., (2008). Employee discipline: Concepts and issues. Human resource management series.
- Beechler, S., & Woodward, I.C., (2009).The global “war for talent” *Journal of International Management*, 15(3), 273-285
- Blass, E. (2007). *Talent Management: Maximising talent for future performance*. London: Chartered Management Institute.
- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, 32(2), 898 – 925.
- Iles, P., Chuai, X. & Preece, D.A. (2010). Talent management as a management fashion in HRD: Towards a research agenda, *Human Resource Development International* 13(2), 125 – 145
- Jamaica, S. A., Zeb-Obipi S., & Asawo (2022). The role of globalization and talent management in teaching hospitals in Nigeria, *International Journal of Social Sciences and Humanities Reviews* 12(1), 400 – 408
- Nwinyokpugi N.P., Nnona F.O. (2022). Building employees’ commitment: Leveraging on boss-subordinate relationship paradigm. *International Journal of Entrepreneurship and Business Innovation* 5(2), 74-93
- Nwinyokpugi P.N., (2015). Workplace Discipline: A catalyst for organizational productivity in Nigeria, *International Journal of Innovative Research and Advanced Studies (IJIRAS)* 2(3), 1 – 4
- Nwinyokpugi P.N., (2014). Emotional ownership and workplace spirituality in Nigeria, *Journal of Business and Management*, 14(2), 41 – 48
- Nesselrode, K. P., Beggan, J. K., & Allison, S. T. (1999). Possession enhancement in an interpersonal context: An extension of the mere ownership effect. *Psychology & Marketing*, 16(2), 21 – 34.
- O’Driscoll, M. P., Pierce, J. L., & Coghlan, A. M. (2006). The psychology of ownership: Work environment structure, organizational commitment, and citizenship behaviour. *Group & Organization Management*, 31(2), 388–416.
- Olckers, C., van Zyl, L., & van der Vaart, L. (Eds.).(2017). *Theoretical orientations and practical applications of psychological ownership*. Cham: Springer Publishing.
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The state of psychological ownership: 8 Integrating and extending a century of research. *Review of general psychology*, 7(1), 84 – 107.
- Pierce, J. L., & Furo, C. A. (1990). Employee ownership: Implications for management. *Organizational Dynamics*, 18(3), 32–43.
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2001). Toward a theory of psychological ownership in organizations. *Academy of Management Review*, 16(1), 298 – 310.

- Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The state of psychological ownership: Integrating and extending a century of research. *Review of general psychology*, 7(2), 84 – 107
- Pierce, J. L., Jussila, I., & Cummings, A. (2009). Psychological ownership within the job design context: Revision of the job characteristics model. *Journal of Organizational Behavioural*, 30(3), 477 – 2496.
- Robbins S.P. & Judge T.A., (2017). *Organizational behavior 17th edition*, England, published by Pearson Education.
- Robbins, S.P. (2005). *Essentials of organizational behaviour*. 8th Edition, Prentice Hall, Upper Saddle River.
- Stanton, J. M., Stam, K. R., Guzman, I., & Caldera, C. (2003). Examining the linkage between organizational commitment and information security. *Proceedings of the IEEE International Conference on Systems, Man and Cybernetics*, 3(1), 2501 – 2506.
- Sieger, P., Zellweger, T., & Aquino, K. (2013). Turning agents into psychological principals: Aligning interests of non-owners through psychological ownership. *Journal of Management Studies*, 50(5), 361 – 388.
- Tsai, C.T.; Tseng, W.W. (2010). A research agenda of transformational leadership and innovative behaviour for the hospitality industry: An integrated multilevel model. In *Proceedings of the Annual International Council on Hotels Restaurants and Institutional Education Conference, Puerto Rico, USA*,. Available online: <http://120.107.180.177/1832/9901/099-2-03p.pdf> (accessed on 12 May, 2023).
- Tsitmideli, G. et al. (2016). Supervisors and subordinates relationship impact on job satisfaction and efficiency: The case of obstetric clinics in Greece. *International Journal of Strategic Innovative Marketing*, 1(2), 1 – 12.
- Ulrich, D. (2006). *The talent trifecta, workforce management*, September Bulletin, pp32– 33.
- Vandewalle, D., Van Dyne, L., & Kostova, T. (1995). Psychological ownership: An empirical examination of its consequences. *Group & Organization Management*, 20(2), 210 – 226
- Wu, L. & Norman, I.J. (2006). An investigation of job satisfaction, organizational commitment and role conflict and ambiguity in a sample of Chinese undergraduate nursing students, *Nurse Education Today*, 2(6), 304 – 314.
- Wagner, S. H., Parker, C. P., & Christiansen, N. D. (2003). Employee that think and act like owners: Effect of ownership beliefs and behaviours on organizational effectiveness. *Personnel Psychology*, 56(4), 847–871.
- Wargborn, C. (2008). *Managing motivation in organizations -why employee relationship management matters*. Saar0062ruecken: VDM
- Yidong, T.; Xinxin, L., (2013). How ethical leadership influence employees' innovative work behaviour: A perspective of intrinsic motivation. *Journal of Business Ethics*, 116(6), 441–455.
- Zhang, Y., Liu, G., Xu, S., & Cheung, M. W.-L. (2021). Psychological ownership: A meta-analysis and comparison of multiple forms of attachment in the workplace. *Journal of Management*, 47(3), 745–770.