

INFLUENCE OF HUMAN RELATIONS PRACTICES ON EMPLOYEE COMMITMENT AND WORK ATTITUDE AMONG COMMERCIAL BANK EMPLOYEES IN RIVERS STATE, NIGERIA

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ABSTRACT

Human relations practices remain a critical determinant of employee commitment and workplace attitudes in modern organizations, particularly in service-driven industries such as banking where human capital represents a strategic asset. This study examined the influence of human relations practices on employee commitment and work attitude among commercial bank employees in Rivers State, Nigeria. Drawing on Employee Relationship Management (ERM) theory and Leader–Member Exchange (LMX) theory, the study conceptualized human relations practices in terms of communication openness, leadership support, and employee participation in decision-making. A descriptive survey research design was adopted. The population consisted of 95 Management and 266 Administrative employees drawn from selected 19 deposit banks in Rivers State, while a structured questionnaire was used as the instrument for data collection. Data were collected using a validated researcher-developed instrument titled: Influence of Human Relations Practices on Employee Commitment and Work Attitude (IHRPECWA). The instrument was designed on a four-point scale of VHE(4), HE(3), ME(2) LE(1); measuring key constructs relating to human relations practices, employee commitment, and work attitude. The reliability of the instrument was obtained using pilot survey approach with Cronbach Alpha analyzes that yielded 0.87 reliability coefficient. The research questions were analyzed using mean and standard deviation. Findings revealed that communication openness has a high extent influence on employee commitment across selected deposit banks. Also, leadership support influences employees' work attitude; and finally, participatory decision-making influences employee commitment and work attitude. The study concludes that human relations practices, particularly communication openness, leadership support, and employee participation in decision-making play a significant role in shaping employee commitment and work attitudes in Deposit Banks industry. Recommendation calls for strengthen internal communication channels to ensure transparency and employee inclusion; while emphasizing the need for leadership development programs targeted on mentorship, feedback, and employee recognition among other things.

Keywords: Communication Openness. Communication Openness, Employee Participation in Decision-Making, Employee Commitment and Employee Commitment

INTRODUCTION

In contemporary organizational environments characterized by rapid technological advancement, competitive pressure, and evolving workforce expectations, effective human relations practices have become central to achieving sustainable organizational performance. Organizations increasingly recognize that employees are not merely economic resources but strategic partners whose attitudes, commitment, and engagement significantly influence organizational outcomes. The banking sector in particular relies heavily on the quality of human interactions because banking operations depend on trust, service delivery, and customer relationship management (Armstrong & Taylor, 2023).

Human relations practices refer to the strategies, communication patterns, leadership behaviours, and interpersonal interactions that shape relationships between management and employees within an organization. Effective human relations foster trust, cooperation, and mutual respect, which in turn influence employee morale, job satisfaction, and commitment (Robbins & Judge, 2022). Employee Relationship Management (ERM) has

emerged as an important concept within human resource management that emphasizes structured systems for managing employee interactions and engagement across the employment lifecycle (Gillenson, Stafford, & Yang, 2011).

Within the banking sector, employee commitment is particularly important because committed employees demonstrate stronger loyalty, lower turnover intentions, and higher productivity. Meyer and Allen's (1997) three-component model conceptualizes commitment as affective, continuance, and normative attachment to the organization. Research has consistently shown that supportive organizational environments and positive supervisor-subordinate relationships enhance these dimensions of commitment (Meyer, Stanley, & Parfyonova, 2012).

Work attitude, which reflects employees' feelings, beliefs, and behavioural tendencies toward their job and organization, is also strongly influenced by human relations practices. Employees who perceive fairness, open communication, and supportive leadership are more likely to exhibit positive work attitudes, organizational citizenship behaviours, and high performance (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017).

Despite the recognized importance of human relations practices, many organizations in developing economies continue to experience workplace challenges including low employee engagement, poor communication structures, and strained supervisor-subordinate relationships. In Nigeria's banking sector, restructuring, technological changes, and performance pressures have increased work demands on employees, making effective employee relationship management increasingly important for sustaining workforce commitment and positive attitudes.

Fig. 1: Framework of Human Relations, Employee Commitment and Work Attitude

Human Relations Practices

Human relations practices refer to the managerial and interpersonal strategies used by organizations to promote positive interactions between management and employees in the workplace. These practices emphasize cooperation, mutual respect, trust, and effective communication among organizational members in order to improve employee satisfaction, productivity, and overall organizational performance (Cascio & Montealegre, 2016). The concept of human relations emerged from the human relations movement, which highlighted the importance of social relationships, employee well-being, and workplace interaction as key determinants of organizational effectiveness (Robbins & Judge, 2022).

In modern organizations, human relations practices are often implemented through employee relationship management (ERM), a specialized area within human resource management that focuses on maintaining productive and sustainable relationships between employees and organizations throughout the employment lifecycle. ERM includes policies and managerial approaches that promote open communication, employee involvement, conflict resolution, and trust-building within the workplace (Armstrong & Taylor, 2023). By strengthening these relational processes, organizations are able to improve employee engagement and align employee behaviour with organizational goals.

Contemporary literature identifies communication openness, leadership support, and employee participation in decision-making as key components of effective human relations practices. Communication openness encourages the free flow of information between management and employees, fostering transparency and collaborative problem-solving. Leadership support, on the other hand, involves supervisory behaviours such as mentoring, feedback provision, and recognition that create positive psychological work environments. Similarly, employee participation in decision-making enhances employees' sense of belonging and ownership, thereby improving motivation and organizational commitment.

In the banking sector, where service quality and customer satisfaction largely depend on employee performance, effective human relations practices are particularly important. By fostering supportive workplace relationships, banks can strengthen employee commitment, improve work attitudes, and sustain organizational competitiveness.

Employee Commitment

Employee commitment refers to the psychological attachment employees develop toward their organization and its goals. It reflects the extent to which employees identify with organizational values, demonstrate willingness to contribute to organizational success, and intend to remain members of the organization. Organizational commitment has attracted considerable attention in organizational behaviour research because of its strong relationship with employee performance, retention, and positive workplace attitudes (Meyer, Stanley, & Parfyonova, 2012; Eisenberger, Malone & Presson (2016).

Early conceptualizations of commitment emphasized employees' emotional attachment to their organizations. Mowday, Porter, and Steers (1982) described organizational commitment as the strength of an individual's identification with and involvement in a particular organization. Similarly, Becker (1960) viewed commitment as a "side-bet" phenomenon, suggesting that employees remain in organizations because leaving would involve losing accumulated investments such as experience, benefits, or professional relationships.

A widely recognized framework explaining employee commitment is the three-component model developed by Meyer and Allen (1991), which identifies affective, continuance, and normative commitment. Affective commitment refers to employees' emotional attachment to their organization, continuance commitment relates to the perceived cost of leaving the organization, while normative commitment reflects a sense of moral obligation to remain with the organization. Among these, affective commitment is often considered the most desirable because it is strongly associated with positive outcomes such as job satisfaction, organizational citizenship behaviour, and employee engagement.

In contemporary organizations, several factors influence employee commitment, including supportive leadership, effective communication, fair treatment, and opportunities for career development (Albrecht, Bakker, Gruman, Macey, & Saks (2015)). In the banking sector, where employees interact directly with customers and manage sensitive financial operations, strong employee commitment is essential for improving service quality, reducing turnover, and sustaining organizational performance.

Work Attitude

Work attitude refers to the overall evaluative disposition employees develop toward their jobs, organizations, and work environment. It represents the combination of employees' beliefs, feelings, and behavioural intentions regarding their work roles. Positive work attitudes are generally associated with improved job satisfaction, higher productivity, and stronger organizational loyalty, while negative attitudes may lead to dissatisfaction, poor performance, and withdrawal behaviours (Judge et al., 2017).

Work attitudes are shaped by several organizational and interpersonal factors such as leadership style, organizational culture, job characteristics, and workplace relationships. Employees who operate in supportive and well-managed environments are more likely to develop favourable attitudes toward their work. In contrast, poor communication, lack of managerial support, and workplace stress may contribute to negative attitudes, resulting in reduced motivation and disengagement from organizational goals (Robbins & Judge, 2022).

One of the most widely examined dimensions of work attitude is job satisfaction, which refers to the degree to which employees feel positively about their jobs and work experiences. Job satisfaction is influenced by factors such as remuneration, opportunities for promotion, working conditions, and relationships with supervisors and colleagues (Locke, 1976). Employees who experience high job satisfaction tend to demonstrate stronger commitment and improved job performance.

Another important component of work attitude is organizational citizenship behaviour (OCB), which involves voluntary actions performed by employees that support organizational effectiveness beyond formal job requirements (Organ, Podsakoff, & MacKenzie, 2006). In the banking sector, positive work attitudes are particularly critical because employees interact directly with customers and contribute significantly to service quality and customer satisfaction. Consequently, organizations that promote supportive human relations practices are more likely to foster positive work attitudes and enhance overall organizational performance (Cropanzano & Mitchell, 2005).

Statement of the Problem

The effectiveness and sustainability of contemporary organizations increasingly depend on the quality of relationships that exist between management and employees. In service-driven sectors such as the banking industry, employees constitute a vital organizational resource whose attitudes, motivation, and commitment significantly influence service delivery and organizational performance. Human relation practices; particularly communication openness, leadership support, and employee participation in decision-making have been widely acknowledged as critical mechanisms for fostering positive employee attitudes, strengthening workplace relationships, and enhancing organizational commitment (Armstrong & Taylor, 2023; Robbins & Judge, 2022).

However, the modern workplace is characterized by increasing complexity arising from rapid technological advancements, digital transformation, intense competition, and heightened performance expectations. Within the banking sector, these dynamics are further intensified by strict regulatory frameworks, demanding customer expectations, and continuous organizational restructuring. These conditions often place significant pressure on employees and may negatively affect their work attitudes and commitment when supportive human relations practices are inadequate.

In the Nigerian banking sector, employees frequently experience demanding work schedules, performance-driven targets, and concerns about job security due to automation and evolving financial technologies. Such conditions may contribute to reduced employee morale, weak organizational commitment, and declining work attitudes, which ultimately undermine organizational effectiveness. Despite the strategic importance of human relations practices in addressing these challenges, existing empirical studies have largely focused on general human resource management practices without adequately examining specific relational factors such as communication openness, leadership support, and employee participation in decision-making.

Furthermore, limited empirical evidence exists on how these human relations practices influence employee commitment and work attitudes within commercial banks in Rivers State, Nigeria. This gap creates uncertainty for organizational leaders seeking effective strategies to strengthen employee engagement and workplace commitment.

Therefore, this study investigates the influence of human relations practices on employee commitment and work attitude among commercial bank employees in Rivers State, Nigeria

Purpose of the Study

The specific purposes of this study were as follows:

- i. To examine the influence of communication openness on employee commitment among commercial bank employees in Rivers State.
- ii. Determine the influence of leadership support on employees' work attitude in commercial banks in Rivers State.
- iii. Assess the influence of employee participation in decision-making on employee commitment and work attitude in commercial banks in Rivers State.

Research Questions

The following research questions guided the study

- i. To what extent does communication openness influence employee commitment among commercial bank employees in Rivers State?
- ii. How does leadership support influence employees' work attitude in commercial banks in Rivers State?
- iii. To what extent does employee participation in decision-making influence employee commitment and work attitude among commercial bank employees in Rivers State?

Test of Hypotheses

The following hypotheses wa tested:

Hypothesis 1

1. There is no significant difference in the mean response of the influence of communication openness on employee commitment of management and administrative staff of commercial banks in Rivers State.
2. There is no significant difference in the mean response of the influence of leadership support on employee commitment and work attitude of management and administrative staff of commercial banks in Rivers State.
3. There is no significant difference in the mean response of the influence of employee participation in decision-making on employee commitment and work attitude of management and administrative staff of commercial banks in Rivers State.

METHODOLOGY

The study adopted a descriptive survey design, suitable for collecting data on perceptions human relations Practices, Employee Commitment and Work Attitude. The population for consisted of 19 selected Deposit Banks in Rivers State; A multistage sampling techniques involving Cluster sampling and equal sample allocation was used to minimize bias of disproportionate representation. Ninety five Management Staff (95) and two hundred and sixty six (266) Administrative staff used for the study. A structured instrument titled: Influence of Human Relations Practices on Employee Commitment and Work Attitude (IHRPECWA) was used to elicit data from the respondents. The instrument was validated by three experts, 2 in Management and 1 in Measurement and Evaluation Department; all in Rivers State University. The instrument designed used 4 point scale of Very High Extent, High Extent, Moderate Extent and Low Extent. The reliability of the instrument was confirmed through test-retest pilot survey with 20 Deposit Banks staff that was not part of the study group. The instrument reliability analysis yielded a coefficient of 0.85 using Cronbach Alpha method. Mean and standard deviations was used to answer the research questions posed with criterion decision-rule established at 2.5.

RESULT PRESENTATION AND ANALYSIS

Research Question 1:

To what extent does communication openness influence employee commitment among commercial bank employees in Rivers State?

Table 2: Mean and Standard Deviation Scores on the influence of communication openness on employee commitment of Commercial Bank Staff in Rivers State

S/N	Items	VHE	HE	ME	LE
1	Management communicates organizational policies clearly to employees				
2	Employees are encouraged to express opinions about workplace issues				
3	Supervisors listen attentively to employees' concerns				
4	Relevant information needed for job performance is shared openly				
5	Communication between management and employees promotes trust				

S/N	Institutional Response to Items 1 - 5	Mgt. staff (95)			Admin Staff (266)		
		Mean	Std	Rmks	Mean	Std	Rmks
1	Access Bank Plc	3.20	0.04	HE	3	0.16	HE
2	Ecobank Nigeria Plc	2.96	0.20	ME	2.96	0.20	ME
3	Fidelity bank Nigeria Plc	3.08	0.10	HE	2.92	0.24	ME
4	First Bank Nigeria Plc	3.20	0.04	HE	3.08	0.10	HE
5	First City Monument Bank Plc	2.98	0.18	ME	2.96	0.20	ME
6	Guarantee Trust Bank Nigeria Plc	3.04	0.13	HE	3.10	0.09	HE
7	Heritage Banking Company Limited	2.50	0.47	ME	2.88	0.26	ME
8	Keystone Bank Nigeria Plc	2.92	0.24	ME	2.92	0.24	ME
9	Polaris Bank Nigeria Plc	3.2	0.04	HE	3.08	0.10	HE
10	Standard Chartered Plc	2.98	0.18	ME	3.2	0.04	HE
11	Stanbic IBTC Bank Nigeria Plc	3.08	0.12	HE	3.10	0.09	HE
12	Sterling Bank Nigeria Plc	3.20	0.04	HE	3.10	0.09	HE
13	Union Bank of Nigeria Plc	3.10	0.09	HE	3.2	0.04	HE
14	United Bank For Africa Plc	2.98	0.18	ME	2.90	0.23	ME
15	Unity Bank Nigeria Plc	2.82	0.30	ME	2.88	0.26	ME
16	Wema Bank Nigeria Plc	3.20	0.04	HE	3.2	0.04	HE
17	Zenith Bank Nigeria Plc	3.2	0.04	HE	3.2	0.04	HE
18	Citibank	2.98	0.18	ME	2.90	0.23	ME
19	Titan Trust Bank	2.70	0.37	ME	2.80	0.32	ME
	Grand Mean and Std.	3.02	0.16	HE	3.00	0.32	HE

Source: Field Survey, 2026

Findings from Table 1 (Research Question 1) indicate that communication openness has a high extent influence on employee commitment across selected deposit banks. The aggregate mean scores range from 2.70 to 3.20, with the majority of institutions falling within the High Extent (HE) category, while others recorded Moderate Extent (ME). The overall cluster mean (≈ 3.10) suggests that employees generally perceive communication openness as a significant driver of their commitment to the organization.

The relatively low standard deviation values (0.16–0.32) indicate consistency in responses, suggesting a shared perception among employees across institutions. This implies that

transparent communication, feedback mechanisms, and information sharing contribute positively to employees’ emotional attachment and willingness to remain in the organization. This finding aligns with Men and Bowen (2017), who asserts that open communication enhances trust and strengthens employee–organization relationships, thereby improving commitment.

Table 2: Mean and Standard Deviation Scores on the influence of leadership support and work attitude Commercial Bank employees in Rivers State

S/N	Items	VHE	HE	ME	LE
6	Supervisors provide guidance when employees encounter work challenges				
7	Managers show concern for employees’ welfare				
8	Leaders encourage teamwork among employees				
9	Supervisors recognize and appreciate employees’ contributions				
10	Leadership practices motivate employees to perform better				

S/N	Institutional Response to Items 6 - 10	Mgt. staff (95)			Admin Staff (266)		
		Mean	Std	Rmks	Mean	Std	Rmks
1	Access Bank Plc	3.04	0.13	HE	2.82	0.30	ME
2	Ecobank Nigeria Plc	2.90	0.24	ME	2.90	0.23	ME
3	Fidelity bank Nigeria Plc	2.95	0.21	ME	2.98	0.18	ME
4	First Bank Nigeria Plc	2.80	0.32	ME	3.04	0.13	HE
5	First City Monument Bank Plc	2.98	0.18	ME	3.04	0.13	HE
6	Guarantee Trust Bank Nigeria Plc	2.96	0.20	ME	2.90	0.23	ME
7	Heritage Banking Company Limited	2.98	0.18	ME	3.06	0.12	HE
8	Keystone Bank Nigeria Plc	3.08	0.11	HE	3.08	0.10	HE
9	Polaris Bank Nigeria Plc	3.00	0.16	HE	2.96	0.20	ME
10	Standard Chartered Plc	3.08	0.10	HE	2.92	0.24	ME
11	Stanbic IBTC Bank Nigeria Plc	3.02	0.14	HE	2.92	0.24	ME
12	Sterling Bank Nigeria Plc	2.82	0.30	ME	2.90	0.23	ME
13	Union Bank of Nigeria Plc	3.06	0.10	HE	2.70	0.37	HE
14	United Bank For Africa Plc	2.91	0.21	ME	2.80	0.32	ME
15	Unity Bank Nigeria Plc	2.98	0.18	ME	3.08	0.10	HE
16	Wema Bank Nigeria Plc	2.88	0.26	HE	2.90	0.23	ME
17	Zenith Bank Nigeria Plc	3.00	0.16	HE	3.00	0.16	HE
18	Citibank	3.08	0.11	ME	2.70	0.37	ME
19	Titan Trust Bank	3.00	0.16	HE	3.10	0.09	HE
	Grand Mean and Std.	2.97	0.18	ME	2.94	0.21	ME

Source: Field Survey, 2026

Table 2 (Research Question 2) shows that leadership support influences employees’ work attitude to a moderate-to-high extent, with aggregate mean scores ranging from 2.70 to 3.20; while majority of the institutions recorded Moderate Extent, the remaining institutions fall under High Extent, suggesting variability in leadership effectiveness across banks.

The overall mean (≈ 2.96) indicates that leadership has positive influence on employees’ work attitudes, though not as strongly as communication openness. The standard deviation

values (0.18 – 0.21) suggest moderate dispersion, indicating differences in leadership practices across institutions.

This implies that while supportive leadership behaviours such as mentoring, recognition, and feedback are present, they may not be consistently implemented across banks (Eisenberger, Malone, & Presson, 2016 & Saks, 2022).. The finding supports Graen and Uhl-Bien's (1995) Leader–Member Exchange theory, which posits that high-quality leader–employee relationships enhance positive work attitudes and performance.

Table 3: Mean and Standard Deviation Scores on the influence of employee participation in decision-making of Commercial Banks in Rivers State

S/N	Items	VHE	HE	ME	LE		
11	Employees are involved in decisions affecting their work						
12	Management seeks employees' suggestions before implementing policies						
13	Staff meetings allow employees to contribute ideas						
14	Employees feel valued when their opinions influence decisions						
15	Participation in decision-making increases employees' sense of belonging						
S/N	Institutional Response to Items 11 - 15	Mgt. staff (95)			Admin Staff (266)		
		Mean	Std	Rmks	Mean	Std	Rmks
1	Access Bank Plc	3.04	0.13	HE	3.00	0.16	HE
2	Ecobank Nigeria Plc	2.95	0.23	ME	2.88	0.26	ME
3	Fidelity bank Nigeria Plc	3.00	0.16	HE	3.04	0.13	HE
4	First Bank Nigeria Plc	2.96	0.20	ME	2.96	0.18	ME
5	First City Monument Bank Plc	3.04	0.13	HE	3.00	0.16	HE
6	Guarantee Trust Bank Nigeria Plc	3.08	0.11	HE	2.96	0.18	ME
7	Heritage Banking Company Limited	2.92	0.23	ME	3.00	0.16	HE
8	Keystone Bank Nigeria Plc	2.94	0.22	ME	2.95	0.21	ME
9	Polaris Bank Nigeria Plc	2.96	0.20	ME	2.88	0.26	ME
10	Standard Chartered Plc	3.08	0.11	HE	2.98	0.18	ME
11	Stanbic IBTC Bank Nigeria Plc	2.95	0.21	ME	3.00	0.16	HE
12	Sterling Bank Nigeria Plc	2.92	0.23	ME	2.92	0.23	ME
13	Union Bank of Nigeria Plc	2.96	0.20	ME	3.00	0.14	HE
14	United Bank For Africa Plc	3.00	0.16	HE	2.92	0.23	ME
15	Unity Bank Nigeria Plc	2.98	0.18	ME	3.08	0.11	HE
16	Wema Bank Nigeria Plc	2.96	0.20	ME	2.84	0.28	ME
17	Zenith Bank Nigeria Plc	3.02	0.14	HE	2.92	0.23	ME
18	Citibank	2.98	0.18	ME	2.80	0.32	ME
19	Titan Trust Bank	2.96	0.20	ME	3.00	0.16	HE
	Grand Mean and Std.	2.98	0.18	ME	2.95	0.20	ME

Source: Field Survey, 2026

Results from Table 6 (Research Question 3) revealed that employee participation in decision-making influences employee commitment and work attitude to a moderate extent, with aggregate mean scores ranging from 2.70 to 3.20 and an overall mean (≈ 2.97). Although some institutions recorded High Extent, the majority fall within the Moderate

Extent category, indicating that employees are not fully involved in decision-making processes. The relatively low standard deviations (0.18–0.20) suggest consistent responses across institutions.

Hypothesis 1

There is no significant difference in the mean response on the influence of communication openness on employee commitment of management and administrative staff of commercial banks in Rivers State.

Table 4: Summary of t-test analysis on the influence of Communication openness and employee commitment of commercial bank employees in Rivers State

Groups	N	Mean	SD	Df.	Alpha level	t-Cal	t-Crit	Decision
Managers	95	2.99	0.23	359	0.5	1.681	1.734	Accept
Administrators	266	2.95	0.22					

Source: Field Survey, 2026

Results of Table 4 showed the extent to which employees’ commitment and work attitude in commercial banks in Rivers State were being influenced by Leadership support. With t-Cal of 1.681 less than t-Crit of 1.734 at 359 degree of freedom and 0.05 level of significance; there is no significant difference in the predictor variables. We therefore accept the hypothesis which stated no significant difference in the mean response of management and administrative staff on the influence of communication openness on employee commitment of management and administrative staff of commercial banks in Rivers State, given the t-test values: (t-Cal 1.681 less than t-Crit 1.734) at 0.05 level of significance.

Hypothesis 2

There is no significant difference in the mean response on the influence of leadership support on employee commitment and work attitude of management and administrative staff of commercial banks in Rivers State.

Table 5: Summary of t-test analysis on the Influence of Leadership support on employee commitment and work attitude of commercial bank employees in Rivers State

Groups	N	Mean	SD	Df.	Alpha level	t-Cal	t-Crit	Decision
Managers	95	3.04	0.58	359	0.5	1.053	1.734	Accept
Administrators	266	3.11	0.55					

Source: Field Survey, 2026

Results of Table 4 showed the extent to which employees’ commitment and work attitude in commercial banks in Rivers State were being influenced by Leadership support. With t-Cal of 1.053 less than t-Crit of 1.734 at 359 degree of freedom and 0.05 level of significance;

there is no significant difference in the predictor variables. We therefore accept the hypothesis which stated no significant difference on the influence of leadership support on employee commitment and work attitude of management and administrative staff of commercial banks in Rivers State at .05 level of significance.(t-Cal 0.316 less than t-Crit 1.734) at 0.05 level of significance.

Hypothesis 3

There is no significant difference in the mean response on the influence of employee participation in decision-making on employee commitment and work attitude of management and administrative staff of commercial banks in Rivers State.

Table 6: Summary of t-test analysis on the Influence of employee participation in decision-making on employee commitment and work attitude of commercial bank employees in Rivers State

Groups	N	Mean	SD	Df.	Alpha level	t-Cal	t-Crit	Decision
Managers	95	3.13	0.69					
				359	0.5	0.297	1.734	Accept
Administrators	266	3.07	0.57					

Source: Field Survey, 2026

Results of Table 5 showed the extent to which employees’ commitment and work attitude in commercial banks in Rivers State were being influenced by Leadership support. With t-Cal of 1.053 less than t-Crit of 1.734 at 359 degree of freedom and 0.05 level of significance; there is no significant difference in the predictor variables. We therefore accept the hypothesis which stated no significant difference in the mean response of the influence of employee participation in decision-making on employee commitment and work attitude of management and administrative staff of commercial banks in Rivers State, given the t-test values: (t-Cal 1.681 less than t-Crit 1.734) at 0.05 level of significance.

DISCUSSION OF FINDINGS

The study demonstrates that human relations practices significantly influence employee outcomes in the banking sector. Communication openness emerged as the strongest predictor of employee commitment, highlighting the importance of transparency and effective information flow in fostering trust and organizational attachment. Leadership support, although significant, showed moderate influence, suggesting inconsistencies in managerial practices across institutions. Similarly, employee participation in decision-making had a moderate effect, indicating that banks may not be fully leveraging participatory management strategies. These findings align with Social Exchange Theory (Cropanzano & Mitchell, 2005), which posits that employees reciprocate positive organizational treatment with favourable attitudes and behaviours.

CONCLUSION

The study concludes that human relations practices, particularly communication openness, leadership support, and employee participation in decision-making play a significant role in

shaping employee commitment and work attitudes in deposit banks in Rivers State. However, the varying degrees of influence suggest that these practices are not uniformly implemented across institutions.

RECOMMENDATIONS

The following were carefully put forward as recommendations:

1. Banks should Enhance Communication Systems to strengthen internal communication channels to ensure transparency and employee inclusion.
2. Bank Management should invest in leadership development programs focusing on mentorship, feedback, and employee recognition.
3. Banking Institutions should encourage participatory management system to ensure active involvement of employees in decision-making processes to enhance ownership and commitment.
4. Regulatory bodies should encourage uniform human relations standards across banks to maintain Standardize HR Practices.
5. Organizations should implement Continuous Employee Engagement Programs policies that promote employee well-being and engagement.

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