



EMPLOYEE RELATIONSHIP MANAGEMENT AND EMPLOYEE OUTCOMES IN SELECTED DEPOSIT MONEY BANKS IN OGUN STATE, NIGERIA

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Abstract

Many literature on employee relationship observed that in order for employees to be productive, effective employee relationship management (ERM) must be put in place to aid employee outcomes. This study evaluates the effect of employee relationship management and employee outcomes of selected deposit money banks in Ogun State, Nigeria. Survey research design was adopted for the study. The population of this study consists of employees of the four selected deposit money banks (United Bank of Africa, Zenith Bank Plc, Access Bank Plc and Guaranty Trust Bank) located in Ogun state, Nigeria which amounts to 1630 employees. Using Raosoft Calculator, the sample size was 406 and stratified sampling technique was employed. For data collection, the questionnaire was developed by using a six point Likert scale. The research

instrument was validated and data gathered was analysed using descriptive statistics and simple linear regression analysis which was carried out with the aid of statistical package for social sciences (SPSS) version 21 to test the hypothesis. The findings revealed that there is a positive and significant effect of communication on employee commitment ($\beta = 0.702$, $R = 0.505$, $R^2 = 0.255$, $F = 111.954$, $p < 0.05$), also leadership have a significant effect on organisational citizenship behaviour ($\beta = 0.608$, $R = 0.554$, $R^2 = 0.307$, $F = 144.619$, $p < 0.05$). This study concluded that Employee relationship management contribute immensely towards employee outcomes of selected deposit money banks in Ogun State, Nigeria. The study therefore, recommends that management team of the selected deposit money banks should not ignore the role of good communication and good leadership as without these strategies, organisational development cannot be achieved.

Keywords: Employee relationship management, Employee outcomes, Communication, Leadership, Employee commitment, Organisational citizenship behaviour Deposit money banks, Nigeria

INTRODUCTION

Employee outcomes have received a lot of research interest in relations to how organizations manage and value their workforce. These interests may vary due to different perceptions on how employees should be managed in the organization. In the banking sector, employees are seen as key factors for growth and sustainability. Therefore, emphasis is made on how employees are managed in the organization as it has an effect on the outcome or behavioural attitudes that they exhibit in the organization. Although, efforts have been made to enhance employee behaviour and attitude in the organization, however, there still exist issues in the area of employee relationship management which often lead to poor employee commitment, low job satisfaction and lack of organizational citizenship behaviour. Employee commitment is important because employees who are committed to their organisations are less likely to resist change or engage in activities against the success of the organisation (Bozionelos, Kostopoulos, Van Der Heijden, Rousseau, Hoyland & Mikkelsen, 2016).

In the current world economy, steady economic change continually needs employee's support to ensure implementation of certain tasks and activities. Most organisations have realized that employee outcomes is significant in determining the success of the organisation (Craig, Allen, Reid, Riemenschneider & Armstrong, 2013). Therefore, it is important for employers and managers to prevent employees from underperforming and encourage their best effort in carrying out their duties. In Nigeria, employee outcomes are critical issues that require

the attention of organizational managers and other stakeholders involved. Aremu (2013) observed that poor attitude to work often, is a reflection of lack of job satisfaction leading to poor performance as perceived by management, peers and customers. Communication and Trust is imperative in the 21st century workforce. However, human resource practitioners are only beginning to understand the relevance and challenges of communication and trust in developing nations and how trust and communication plays a key role in determining the relationship between managers and employees (Herington, Johnson, & Scott, 2009). The performance of leaders in the banking industry in Nigeria is significant to the enhancement of the banking industry. In South West Nigeria, effective leadership sustain growth and prevent bank failures. Introducing good leadership in the banking sector will impact Nigeria positively and improve profitability, increase job opportunities and reduce turnover intention (Ajiboye, 2017). Managing employee relationship is imperative and precious to the organisational success. Good relationship between employees and employers in the banking industry leads to productivity, motivation and better performance (Rahman & Taniya, 2017). The problem that this study intends to address whether employees outcomes may vary based on the level of interaction they have with their manager. This study intends to determine the effect of employee relationship management on employee outcomes in deposit money banks.

LITERATURE REVIEW

This section examines the concept of this study and explains the various variables of the study which are Employee relationship management (Communication and Leadership) and Employee outcomes (Employee Commitment and Organisational citizenship Behaviour).

Employee Relationship Management (ERM)

Employee relationship management (ERM) are strategies, programs and technology to effectively manage how firms relate to prospective, current and former employees. Employee Relationship is defined as a relationship between employer or the representative manager and employees, aimed towards maintaining commitment morale and trust so as to create productive and secure workplace environment (Sinha, & Bajaj, 2013). ERM can be defined as a specific field of human resource management (Yongcai, 2010). It is the process of adopting various controlling methods and practices to regulate the relations between company vs. staff and employee vs. employee, and enables the company to achieve its goals (Jing, 2013). ERM is a process that companies use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization (Okafor, 2013).

ERM is a dynamic process of managing the relationship between knowledge worker and corporation such that knowledge workers elect to continue a mutually beneficial exchange of intellectual assets for compensation in a way that provides value to the corporation (Bergeron, 2003). ERM is all about effective organizational communications, which can build employee confidence, trust and loyalty, enabling managements to realize the potential of the skills and knowledge within the organization (Pareek & Rai, 2012). Human Resource Management (HRM) tries to set up good relationship among employees and maintain high confidence and provide good working conditions in an organization. It helps and acts as a change agent while controlling various activities of the organization. If these relationships are strong, then employees are more likely to be satisfied with their jobs and more productive as a result. The followings are the Employee relationship management (Fig. 1) components (communication and leadership) which are discussed below;

Communication

Communication is a process of transmitting information from one person to another. According to Stephen, (2011) communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives, by creating understanding which enhances co-operation and promote effective performance. According to Williams, (2007) smart managers understand that the end effective, straight forward communication between managers and employees is essential for success. Communication is viewed by (Haiemann, 2011) as the imparting of ideas and making oneself understood by others

As a management tool, communication intends to establish good interpersonal relationships, non-confrontational and based on the achievement of common goals: to increase the level of skills, the need to mobilize employees on the path of changing goals, in order to exploit to the fullest of their work force the evolution of forms of production. It resembles some of the factors that could explain the objective of increasing the role of communication (Naumovski, Dana, Pesakovic & Fidanoski, 2016).

Leadership

Leadership is defined as the ability to influence a group of employees' values, beliefs, attitudes and behavior. (Ganta, & Manukonda, 2014). A leader with strong leadership skills can easily motivate and influence the employees of the organization and apply effective changes to the organization. Effective leadership in an organization will bring about changes and motivation which will lead the organization's employees as well as provide a clear direction for the organization (Atkinson & Makenzie, 2015). Effective leadership is one of most essential parts of

the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. (Cabeza, Edwards, & Van Brabant, 2008) examined that leaders control and take charge of the operation of an organization and also that good leaders are able to set optimistic goals and objectives while steering the operation of the company through effective strategies.

The role of a leader in the group is to provide direction, co-ordinate the activities of the individual members constituting the group and ensure consistency. The image of the leader and the quality of leadership is reflected through the organization and the attitude of the subordinate in the performance of their task (Ibrahim & Daniel, 2019). The leader decides the pattern of work behaviour, task operation and ethnic of subordinates. Leadership is vital to employee performance and corporate excellence.

Employee Outcomes

Employee outcomes are affective dispositions associated with work-related attitudes (Luthans, 2011). Wright and Kehoe (2013) proposed that employee outcomes consist of affective reactions such as satisfaction and commitment as well as behavioural reactions such as absenteeism and turnover. Ambula, Awino and Obonyo (2016) identified job satisfaction and organization commitment as immediate outcomes of human resource management practices, organization culture and leadership. Armstrong (2006) argued that job related attitudes such as job satisfaction and organizational commitment have far reaching impact on organizational performance. Mulabe (2013) observed that systems of HRM practices increase employee discretionary effort and affect intermediate outcomes such as commitment and satisfaction. In addition, (Ibua, 2014) suggested that job satisfaction and organizational commitment have a strong relationship which affects performance. The followings are the Employee Outcomes (Fig. 1) components (employee commitment and organizational citizenship behavior) which are discussed below

Employee Commitment

Bakhshi, Sharma and Kumar (2011) viewed employee commitment as the willingness of an employee to display high levels of effort and a strong desire to stay with the organization. Sharma, Bajpai and Holani (2011) on their part asserts that employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. Without commitment, the implementation of new ideas and initiatives will be compromised. Employee commitment was

viewed as the level to which employees identify themselves with the organization and its goals to maintain membership (Azeem, 2010).

Saleem (2011) identified the benefits of a committed workforce as increasing job pleasure; increasing job performance; increasing retention rate; decreasing intention to search for alternative employers and absence from work. Mulabe (2013) justified the importance of employee's commitment to the organization by noting that people who are committed are less likely to change employers let alone jobs and the costs associated with high employee turnover such as replacing leaving employees and training new employees are therefore significantly reduced.

Organizational Citizenship Behavior

Organizational citizenship behaviour (OCB) is an important factor for performance enhancement of employees (Chelagat, Chepkwony, & Kemboi, 2015). Soner (2009) defines OCB as functional, extra-role, pro-social behavior directed at individuals and groups in an organization. Thus, it includes discretionary pro-social ethical behavior such as helping new recruits and beginners in the organization, assisting co-workers on the job, not taking unnecessary leave and breaks in the organization as well as volunteering to do things beyond their job description. These set of behaviors are mutually beneficial to both employees and organizations (Olowookere, & Grace, 2015).

OCB activities don't include formal job description but considered as a crucial element for organization's sustainability. However, extra-role performance denotes activities and behaviors that are beyond one's stipulated job descriptions, therefore operationalized as OCB. These behaviors are mainly an expression of personal choice of employees as their exclusion is not considered punishable (Paul, Bamel, & Garg, 2016).

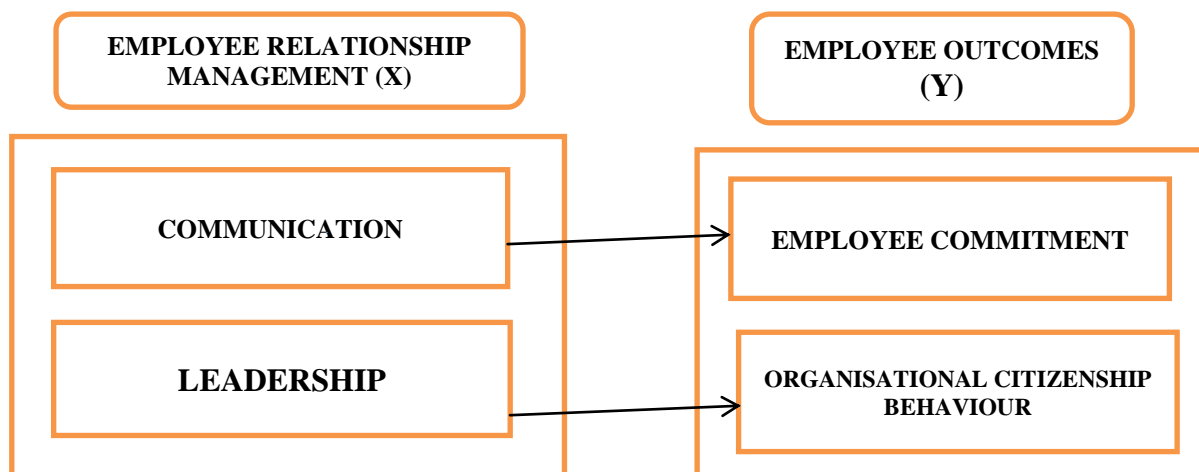


Figure 1: Researcher's conceptual model for Employee relationship management (2020)

RESEARCH METHODOLOGY

The research design that was adopted for this study is cross-sectional survey research design. This design was appropriate for this study because it extensively described the relationship and effect between the variables. This design was used to evaluate the thoughts; opinion and feeling of different groups of individuals letting them give more valid and authentic responses (Dunette, 2019) and simple random sampling techniques was used to determine the sample size to select the target population. This provides an assurance that every element of the population had an equal chance of being selected in order to avoid bias in the selection of respondents. The population of this study comprises of the employees of the selected money deposit banks in Ogun state. These banks were selected from the financial institutions listed on the Nigeria Stock Exchange as at 2019. The following banks that have international authorization were selected which are: UBA, Zenith Bank, Access Bank and GTBank which are the focus of the study.

Sample Unit

The sampling unit for this study were top level management staff, middle level management staff and frontline management staff of the four (4) selected deposit money banks. The research used all departments because of their association and involvement in employee relationship.

Procedures

A pilot study of 41 participants excluded from the study was also conducted in order to test the efficacy of the questions. Also, the pilot study aided the preliminary analysis of issues to ascertain whether or not respondents tend to answer questions in different personal view.

Measures

Primary Data were sourced using questionnaire to gather data from the top, middle and frontline management staff of the selected deposit money banks in Ogun State. Questionnaire is a good choice because it allows the anonymity of the respondents who tries to be bold to fill the appropriate answers to the questions (Asikha, 2004). Primary data helped the researcher to get raw information from the selected respondents. The data were collected by administering structured questionnaires of four hundred and six (406) copies to the top, middle and frontline management staff of the selected deposit money banks in Ogun State.

Data analysis

The information collected from copies of the questionnaire were collated, scored and computed in percentages with the use of statistical software called Statistical Package for

Social Sciences (SPSS) version 21. The results obtained from the questionnaire administered were subjected to various descriptive statistical tests such as frequency counts and simple percentages. The target respondents in the study were Bank staff working in four selected deposit money banks in Ogun State, Nigeria. A total number of four hundred and six (406) copies of the questionnaire were administered, three hundred and twenty nine (329) were filled, returned and considered usable, which represents 81% response rate. Regression analysis was used to express the relationship between the two variables, and estimated the value of the dependent variable (Y) based on a selected value of the independent variable (X). For the purpose of this paper, it was used to determine the relationship between the independent variable- employee relationship management and the dependent variable – employee outcomes.

The parameters used to measure employee relationship management were employee relationship management functions, while those used to measure employee outcomes were OCB and employee commitment (affective, normative and continuance commitment). The p-value was then utilized to see if the results were statistically significant. To be significant, the sig. value needs to be 0.05 or smaller. Data were collected with the use of self-developed and adapted questionnaires. Variables were examined with questionnaire items adapted from existing questionnaire models that have been tested and confirmed previously in other research works (Table 1). The questionnaire will be divided into three which are Sections A, B and C. The first section consisted of demographics which measured variables such as gender, educational level, and age. The second section measured the employee relationship management functions variables. The third section measured employee outcomes functions variables. Questionnaires were structured using the Likert scale ranging from strongly agree (6) to strongly disagree (1) which indicated the rate at which respondents gave answers as regards employee relationship management and employee outcomes.

Table 1: Source of Questionnaire

	Sub-Variable	Sources of instrument
Employee Relationship Management	Communication	Afshan, Sobia, Kamran, & Nasir (2012).
	Leadership	Wang, Chich-Jen & Mei-Ling (2010)
Employee Outcomes	Employee commitment	Meyer & Herscovitch (2001).
	Organizational citizenship behavior	Rahman & Chowdhuri (2018)

RESULTS

Based on the demographical data, there were 183 male and 146 female respondents. Respondents' highest educational qualification were OND/NCE, 14(4.3%), BSc/HND, 223(67.8%), MSc/MBA, 89(27.1%), Others (SSCE), 3(0.9%). This suggested that an appreciable number of the respondents sampled have at least an undergraduate education.

Research Question One: How does communication influence employee commitment in selected deposit money banks in Ogun State, Nigeria?

To achieve this, the respondents were asked to indicate how they strongly agree or disagree they perceived the statements in relation to employee commitment of selected deposit money banks in Ogun State, Nigeria. The responses were on a six-point Likert scale (6=Strongly Agree, 5= Agree, 4=Partially Agree, 3=Partially Disagree, 2=Disagree and 1=Strongly Disagree). The research findings for the study variables showed the resultant frequencies, percentages, means and standard deviations of the variables. They are presented as follows:

Table 2: Descriptive statistic on Communication

Items	SA	A	PA	PD	D	SD	Total	Mean	STD
Employees are open to communicate with managers.	148 45.0%	141 42.9%	37 11.2 %	2 0.6%	0 0 %	1 0.3%	329	5.31	0.734
Body language and facial expression is well understood by managers in my organization	108 32.8%	151 45.9%	64 19.5%	6 1.8 %	0 0%	0 0%	329	5.10	0.767
Information is communicated through written (memo, letter) and oral channels.	197 59.9%	109 33.1%	19 5.8%	4 1.2 %	0 0%	0 0%	329	5.52	0.663
Workers communicate with the use of discretion i.e. professionalism while communicating.	181 55.0%	117 35.6%	26 7.9%	4 1.2%	1 0.3%	0 0%	329	5.44	0.718
Follow ups are made for effective feedback	158 48.0%	130 39.5%	33 10.0 %	8 2.4%	0 0%	0 0%	329	5.33	0.755
Average mean/standard deviation								5.34	0.727

Table 3: Descriptive statistic on Employee Commitment

Items	SA	A	PA	PD	D	SD	Total	Mean	STD
I am loyal to the bank	138 41.9%	147 44.7%	39 11.9%	5 1.5%	0 0%	0 0%	329	5.27	0.726
I have a sense of pride about the bank	135 41.0%	151 45.9%	40 12.2%	3 9%	0 0%	0 0%	329	5.27	0.705
I am happy about my choice of job	120 36.5%	136 41.3%	61 18.5%	11 3.3%	1 0.3%	0 0%	329	5.10	0.838
I have fear to quit.	56 17.0%	128 38.9%	56 17.0%	56 17.0%	24 7.3%	9 2.7%	329	4.33	1.294
I have a sense of obligation to remain in the bank	71 21.6%	155 47.1%	56 17.0%	56 17.0%	24 7.3%	9 2.7%	329	4.72	1.039
Average mean/standard deviation								4.938	0.920

Combining the results in Table 2 and Table 3, communication and employee commitment have different pattern of increase, the grand mean is 5.4 and 4.27. Thus, from the result communication may affect employee commitment of selected money deposit banks in Ogun State, Nigeria and this provides answer to research question two and enables the research objective two.

Restatement of Hypothesis One: H_01 : communication has no significant influence on employee commitment in selected deposit money banks in Ogun State, Nigeria.

To test hypothesis, a simple linear regression was used. In the analysis, the dependent variable was job satisfaction while the independent variable recognition. The regression results are presented from Table 4 to Table 6.

Table 4: Regression Results of Communication

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.505 ^a	0.255	0.253	3.06484

a. Predictors: (Constant), Communication

Table 5: Regression Results of Effect of Communication on Employee Commitment

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1051.615	1	1051.615	111.954	.000 ^b
	Residual	3071.595	327	9.393		
	Total	5668.078	328			

a. Dependent Variable: Employee Commitment b. Predictors: (Constant), Communication

Table 6: Regression Results of Effect of Communication on Employee Commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.957	1.779		3.348	0.001
	Communication	0.702	0.066	0.505	10.581	0.000

a. Dependent Variable: Employee commitment

The result presented in table 6 shows that communication have a positive significant effect on employee commitment of selected money deposit banks in Ogun State in Nigeria ($\beta = 0.702$, $t = 10.581$, $p < 0.05$). The R value (Table 4) for the regression model is 0.505 which shows that communication has a moderate positive significant relationship with employee commitment. Furthermore, the R square value for the regression model is 0.255 which indicates that communication shares a variation of 25.5 % employee commitment of selected money deposit banks in Ogun State, Nigeria, while the remaining could be attributed to other factors not included in the model. This finding is supported by a positive and significant unstandardized β coefficient in Table 6 ($\beta = 0.702$, $t = 10.581$, $p < 0.05$). The result of the standard error of the estimate is 3.06484. This means that the variability in the prediction is 3.06484. The regression model used to explain the variation in employee commitment due to the effect of communication can be stated as follows:

$$EC = 5.957 + 0.702C \dots\dots\dots \text{Eqn (i)}$$

Where:

EC= Employee Commitment

C = Communication

The regression equation above shows that the parameter estimate of communication complied with a priori expectation which explains that communication will have a positive effect on employee commitment of selected money deposit banks in Ogun State, Nigeria. The constant 5.957 implies that if communication is at zero; the value of employee commitment would be 5.957. The coefficient of communication 0.702 indicates that an improvement in communication will lead to 0.702 units increase in employee commitment of selected money deposit banks in Ogun state, Nigeria. This implies that an increase in communication will subsequently increase employee commitment of selected money deposit banks in Ogun state, Nigeria. Based on the results, the null hypothesis two (H_{02}) which states that communication has no significant effect on employee commitment of selected money deposit banks in Ogun State, Nigeria was rejected.

Research Question Two: What is the effect of leadership on organizational citizenship behavior in selected deposit money banks in Ogun State, Nigeria?

To achieve this, the respondents were asked to indicate how they strongly agree or disagree they perceived the statements in relation to organisational citizenship behaviour of selected deposit money banks in Ogun State, Nigeria. The responses were on a six-point Likert scale (6=Strongly Agree, 5= Agree, 4=Partially Agree, 3=Partially Disagree, 2=Disagree and 1=Strongly Disagree). The data was subjected to descriptive statistics.

Table 7: Descriptive statistic on Leadership

Items	SA	A	PA	PD	D	SD	Total	Mean	STD
Manager takes actions before problems become chronic	162 49.2%	133 40.4%	25 7.6%	7 2.1%	2 0.6%	0 0%	329	5.36	0.764
Manager considers moral consequences of actions.	147 44.7%	134 40.7%	44 13.4%	3 0.9%	1 0.3%	0 0%	329	5.29	0.751
Supervisors spend time coaching employees on work processes.	131 39.8%	149 45.3%	41 12.5%	7 2.1%	1 0.3%	0 0%	329	5.22	0.767
There is proper performance monitoring by the manager	147 44.7%	134 40.7%	35 10.6%	9 2.7%	3 0.9%	0 0%	329	5.24	0.874
There is a clear leadership succession practice in the bank.	166 50.5%	116 35.3	41 12.5%	5 1.5%	1 0.3%	0 0%	329	5.34	0.777
Average mean/standard deviation								5.29	0.7866

Table 8: Descriptive statistic on Organizational Citizenship Behavior

Items	SA	A	PA	PD	D	SD	Total	Mean	STD
I help others who have heavy workloads	90 27.4%	158 48.0%	65 19.8%	10 3.0%	1 0.3%	1 0.3%	329	4.95	0.909
I feel that I am one of the most diligent employee	124 37.7%	153 46.5%	37 11.2%	11 3.3%	3 0.9%	1 0.3%	329	5.16	0.855
I take a lot of time finding solutions to issues in the bank	133 40.4%	134 40.7%	52 15.8%	6 1.8%	3 0.9%	1 0.3%	329	5.17	0.860
I try to avoid creating problems for co-workers	139 42.2%	153 46.5%	33 10.0%	3 0.9%	0 0%	1 0.3%	329	5.29	0.708
I attend functions that are not required, but help the company's image	98 29.8%	131 39.8%	83 25.2%	16 4.9%	1 0.3%	0 0%	329	4.94	0.890
Average mean/standard deviation								5.102	0.844

Combined results in tables 7 and 8 together, leadership and organizational citizenship behavior have the different pattern of increase; the grand mean is 5.29 and 5.102. Thus, from the result leadership may affect organizational citizenship behavior of selected money deposit banks in Ogun State, Nigeria and this provides answer to research question two and enables the research objective two.

Restatement of Hypothesis Two: Ho₃: leadership has no significant effect on organizational citizenship behavior in selected deposit money banks in Ogun State, Nigeria.

To test hypothesis, a simple linear regression was used. In the analysis, the dependent variable was organizational citizenship behavior while the independent variable leadership. The regression results are presented in Table 9 – Table 11.

Table 9: Regression Results of Leadership

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.554 ^a	0.307	0.305	2.52221

a. Predictors: (Constant), leadership

Table 10: Regression Results of Effect of Leadership on OCB

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	919.996	1	919.996	144.619	0.000 ^b
	Residual	2080.217	327	6.362		
	Total	3000.213	328			

a. Dependent Variable: Organizational Citizenship Behavior
b. Predictors: (Constant), Leadership

Table 11: Regression Results of Effect of Leadership on OCB

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.439	1.344		7.025	0.000
	Leadership	0.608	0.051	0.554	12.026	0.000

a. Dependent Variable: Organizational Citizenship behavior

The result shows that leadership has a positive significant effect on organizational citizenship of selected deposit money banks in Ogun State, Nigeria. ($\beta = 0.608$, $t = 12.026$, $p < 0.05$). The R

value (Table 9) for the regression model is 0.554 which shows that leadership has a strong positive significance with organizational citizenship behavior. Furthermore, the R square value for the regression model is 0.307 which indicates that leadership shares a variation of 30.7% of organizational citizenship behavior of selected deposit money banks in Ogun State, Nigeria while the remaining could be attributed to other factors not included in the model. This finding is supported by a positive and significant unstandardized β coefficient in Table 11 ($\beta = 0.608$, $t = 12.026$, $p < 0.05$). The result of the standard error of the estimate is 2.52221. This means that the variability in the prediction is 2.52221. The regression model used to explain the variation in organizational citizenship behavior due to the effect of leadership can be stated as follows:

$$\text{OCB} = 9.439 + 0.608L \dots\dots\dots \text{eqn (iii)}$$

Where:

OCB = Organizational Citizenship Behavior

L = Leadership

The regression equation above shows that the parameter estimate of leadership complied with a priori expectation which explains that leadership will have a positive effect on organizational citizenship behavior of selected deposit money banks in Ogun State, Nigeria. The constant was 9.439 implies that if leadership is at zero; the value of organizational citizenship behavior would be 9.439. The coefficient of leadership 0.608 indicates that one unit change in leadership results in 0.608 units increase in organizational citizenship behavior of selected deposit money banks in Ogun, State, Nigeria. This implies that proper leadership will subsequently increase organizational citizenship behavior of selected deposit money banks in Ogun, State, Nigeria. Based on the results, the null hypothesis three (H_{03}) which states that leadership has no significant effect on organizational citizenship behavior of selected deposit money banks in Ogun state, Nigeria was rejected.

DISCUSSION

The results of the regression analysis for the effect of communication on employee commitment of selected deposit money banks in Ogun State, Nigeria provided an overall significant view. The study revealed that communication has strong positive and significant effect on employee commitment of selected deposit money banks in Ogun State, Nigeria. In concept, Stephen (2011) views communication has a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives, by creating understanding which enhances co-operation and promote effective performance. Employee commitment is the willingness of an employee to display high levels of effort and a strong desire

to stay with the organization (Bakhshi, Sharma & Kumar 2011). Wang (2011) study showed that vertical social- emotional communication has positive effect on affective commitment.

The results of the regression analysis for the effect of leadership on organizational citizenship behavior of selected deposit money banks in Ogun State, Nigeria provided an overall significant view. The study revealed that leadership has a moderate positive and significant effect on organizational citizenship behavior of selected deposit money banks in Ogun State, Nigeria. Leadership is defined as the ability to influence a group of employees' values, beliefs, attitudes and behavior (Ganta & Manukonda, 2014). Effective leadership is one of most essential parts of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. Cabeza, Edwards and Van Brabant (2008) examined that leaders control and take charge of the operation of an organization and also that good leaders are able to set optimistic goals and objectives while steering the operation of the company through effective strategies. Good leaders can also influence their employees and motivate them by strengthening a positive organization culture through generous employee benefits such as health care insurance, worker compensation, leave benefit and others. The study is consistent with empirical finding of several studies such as Obiwuru, Okwu, Akpa and Nwankwere (2011); Pradeep and Prabhu (2011); in their findings indicated that leadership plays a significant role in organizational citizenship behavior. Chanquan, David and Kai (2011) conducted a research which shows that effective leadership contributes to the development of stronger perceptions of organizational and individual instrumentalities and lead to greater OCB. Leader-member interaction is a more inclusive leadership style and such inclusiveness contributes to positive outcomes and retention, particularly in diverse work group (Nishii & Mayer, 2009). This suggests that good leadership can lead to organizational citizenship behavior.

CONCLUSION

This study investigated the effect of employee relationship management and employee outcomes of selected deposit money banks in Ogun State, Nigeria. This study concluded that employee relationship management plays an important role in enhancing employee outcomes of selected deposit money banks in Ogun State, Nigeria. Hypothesis one result showed that communication has significant influence on employee commitment of selected deposit money banks in Ogun State, Nigeria. Hypothesis two results showed that leadership has significant effect on organizational citizenship behavior of selected deposit money banks in Ogun State, Nigeria.

RECOMMENDATIONS

The study recommended the followings based on the findings:

1. The study revealed that communication has a significant effect on employee commitment of selected deposit money banks in Ogun State, Nigeria. The study recommends that the Banking Sector should put in place structures that would support good communication amongst managers and employees to encourage employees in order for them to be committed and have a sense of belonging to the organization.
2. The outcome of this study revealed that leadership has a significant effect on organisational citizenship behaviour of selected deposit money banks in Ogun State, Nigeria. The study recommends that the management team of the selected banks should have good leadership behaviour towards the employees in order for them to be able to voluntarily help in the development of the organisation.

LIMITATIONS OF STUDY

The study had some limitations which can be viewed in line with the sequences used in carrying out the study. The distance to the study areas was a limitation which was mitigated through a research assistant by sending him questionnaires via email. Another challenge of the study was non-responses of the respondents which were mitigated through the use of a research assistant in explaining all the items that needed clarification by the respondents.

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